

Haringey Registration and Citizenship Service – Service Delivery Plan 2017/18

Assistant Director

Bernie Ryan

Proper Officer

Terese Johansson

Superintendent Registrar

Paul Oram

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## Council Vision, Key Priorities and Over Arching Principles

**Vision:** To Work with communities to make Haringey an even better place to live

**Approach:** To encourage investment and create opportunities for all to share in

### Key Priorities

- Enable every child and young person to have the best start in life, with high quality education
- Enable all adults to live healthy, long and fulfilling lives
- A clean, well maintained and safe borough where people are proud to live and work
- Drive growth and employment from which everyone can benefit
- Create homes and communities where people choose to live and are able to thrive

### Underlying Principles

Prevention and early intervention

- Preventing poor outcomes for children, young people and adults and intervening early when help and support is needed.

A fair and equal borough

- Tackling underlying factors of poverty and discrimination with a scale and intensity proportionate to the level of disadvantage.

Working together and for our communities

- Building resilient communities where people are able to help themselves and support each other.

Value for money

- Achieving the best outcome from the investment made.

Customer focus

- **Placing our customers' needs at the centre of everything we do.**

Working in partnership

- Delivering with and through others.

### Corporate Programmes

1. Tottenham Regeneration
2. Haringey 54,000
3. Housing unification and improvement
4. Health and social care integration
5. Business Infrastructure
6. Customer Services

Which will be achieved by:

**Prevention and early intervention**

Preventing poor outcomes for children, young people and adults and intervening early when help and support is needed

**A fair and equal borough**

Tackling underlying factors of poverty and discrimination with a scale and intensity proportionate to the level of disadvantage

**Working together with our communities**

Building resilient communities where people are able to help themselves and support each other

**Value for money**

Achieving the best outcome from the investment made

**Customer focus**

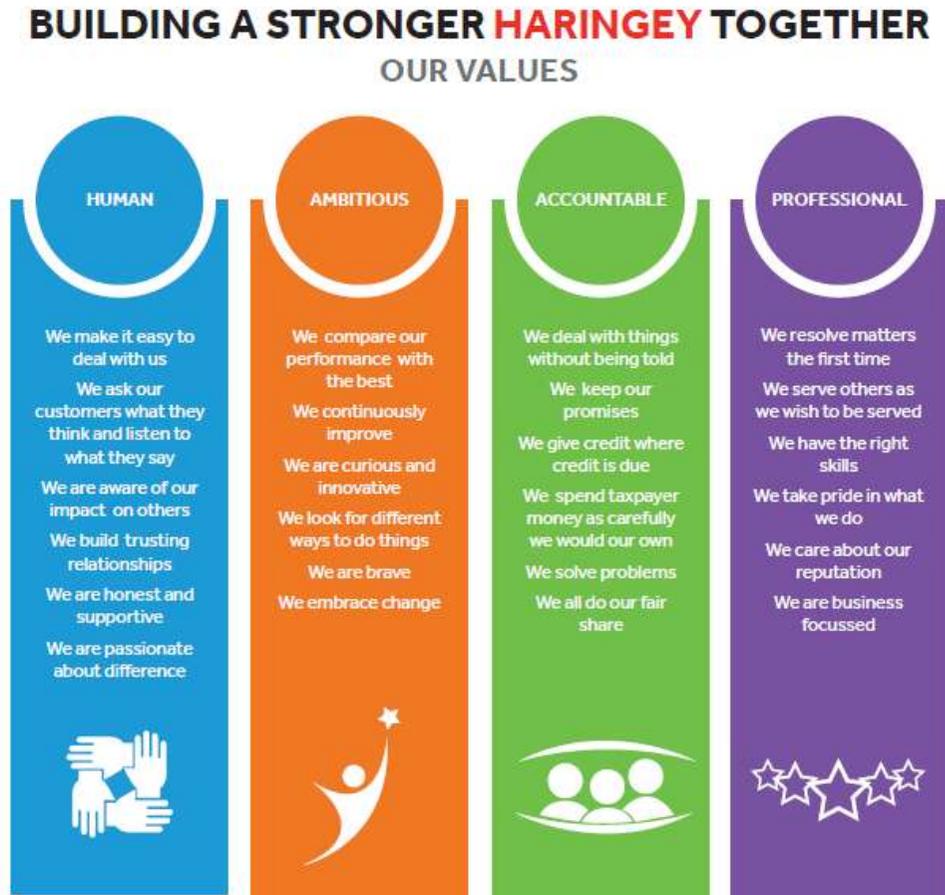
Placing our customers' needs at the centre of everything we do

**Working in partnership**

Delivering with and through others

## Our Values

The Haringey Registration and Citizenship follows the wider values of Haringey Council which cover being human, ambitious, accountable and professional. The principles of the four values can be seen below:



To understand how these are put into practice in the Registrars Office, please see Appendix B at the end of this document.

## Haringey Registration and Citizenship Service's Vision, Aim and Key Priorities

### 1.2 Service Vision

To operate as a high quality, efficient, cost effective, modern and client focused service. Provide an effective registration service that meets national standards as set by General Register Officer.

Our Mission:

'It is our mission to provide a responsive service that meets the needs of our customers. We believe that it is important to listen to you and take account of your needs as we develop the services on offer.'

#### **Achieved the following ways;**

- By providing a service to clients based around their current and future needs.
- By delivering excellent value for money services, using modern technology and sound business practices.
- By promoting the highest standards of corporate governance.
- By maintenance of robust financial management of the business to deliver high levels of services at a value for money cost.
- By developing all staff to achieve their professional and personal potential.

#### **And taking into account the following objectives:**

1. To support Best Value whilst considering reasonableness, proportionality and recognising the Haringey Council protocols for customer engagement
2. To engage with customers on relevant issues which directly affect them
3. To use customer feedback to drive forward service improvement. Routinely collecting and analysing feedback on their experiences from customer, and using this to identify areas for improvement
4. To engage with customers in a range of ways that meets their needs
5. Where relevant to ask customers about proposed service developments to gain an understanding of appetite for changes to services e.g. opening times, new discretionary fees, etc
6. Measure customer experience levels and publish these with an indication of volumes, dates and indicative return rates

## 2. Service Description

### 2.1 Boundaries

The boundaries of Haringey registration district and sub-district are the same as those of London Borough of Haringey and shares borders with the London boroughs of Barnet, Enfield, Waltham Forest, Hackney, Islington and Camden.

### 2.2 Accessibility and opening times

The Register Office is located on the ground floor of the Civic Centre, High Road, Wood Green, London, N22 8LE (N22 9SB for SATNAVs and maps) and easily accessible for all visitors.

The Register Office counter is open from 9.30am to 4.30pm Monday to Friday. The office closes at 1pm on the first Thursday of each month for staff training. Appointments are available between 9.30am to 4.30pm Monday, Tuesday, Thursday and Friday, 8.30am to 6pm Wednesday and 9am to 3pm on Saturdays. No appointments take place after 1pm on the first Thursday of each month for staff training.

A ceremony and Notice of Marriage service takes place every Saturday. Registrars attend ceremonies at approved Premises seven days a week (including bank holidays) on an as and when basis. A list of approved premises is available on Haringey Council's website [www.haringey.gov.uk/approved\\_premises](http://www.haringey.gov.uk/approved_premises)

The office can be contacted in emergencies and for faith deaths outside normal office hours via telephone on 020 8489 0000.

### 2.3 Service provision

Haringey Registration and Citizenship Service (HRCS) offers the following services:

- Notice of Marriage / Civil Partnership including for people subject to immigration
- Marriage and Civil Partnership ceremonies
- Renewal of vows and naming ceremonies
- Birth registrations
- Death registrations
- Birth and death registrations by declaration for events occurring outside Haringey
- Issuing medical certificates to GP surgeries
- Nationality Checking Service for people applying for British citizenship

- Citizenship Ceremonies
- Issuing certificates from the historic records
- Licensing approved premises for Marriages and Civil Partnerships
- Licensing of churches and other buildings for worship and marriage
- Support to the Clergy and other religious buildings
- Corrections to entries in a register
- Re registration of births

## **2.4 Staffing**

The Registration Service has 1 x Registration and Citizenship Manager / Superintendent Registrar, 1 x Senior Registration Officer, 5 x Registration Officer. These officers are supported by a team of 10 casual staff. The structure includes two principal officers which are the Superintendent Registrar and the Registrar of Births Deaths and Marriages (Registrar A)

## **2.5 Additional service information**

Additional information about the service and services provided by HRCS, including charges, can be found on the Birth, Death, Marriages and Civil Partnerships pages on Haringey Council's website: [www.haringey.gov.uk/registeroffice](http://www.haringey.gov.uk/registeroffice)

# **3. Service Context**

## *Brief description*

### **3.1 Service standards**

Under the new governance arrangements 'the Haringey Registration Scheme 2015', Haringey is committed to the service delivery standards contained in the Code of Practice for Local Registration Authorities in England and Wales developed by the General Register Office (GRO). The Code of Practice is supplemented by good practice guidance within the Proper Officer's Guide to Registration Service Delivery. The service is also required to publish an Annual Performance Report to the General Register Office by the 30<sup>th</sup> April each year. This report requires the service to report Key Performance Targets set by the General Register Office in, 'The Proper Officer's Guide to Registration Service Delivery Appendix A, A1: Good Practice Guide: Statutory Standards' dated December 2016. Key standards can be found at (Appendix A). This scheme came into force on 3 February 2016.

## **3.2 Complaints and compliments**

The HRCS follows the Council's wider Complaints and compliment scheme. Details of the scheme are on display in all council public buildings, including the Civic Centre and on the Council's website [www.haringey.gov.uk/council-feedback](http://www.haringey.gov.uk/council-feedback)

Haringey Council operates the Haringey Stars scheme where teams and individuals can be nominated for awards when staff has gone beyond the call of duty. The HRCS has been nominated for awards under the previous Extra Mile Award scheme.

Formal complaint levels are very low. The service aims to resolve issues at the earliest possible opportunity. All formal complaints are fully investigated and action taken as necessary to prevent reoccurrences of problems.

## **3.3 Responsibilities**

- Registers and secure stock
- Following guidelines and best practice
- Ensure continuous service provision
- Business continuity planning

## **3.4 Local management issues**

- Re-location of some or all services by May 2018
- Ensure the council stays within its budget
- Fulfil statutory obligations placed on Registrars including requirements of the General Register Office
- Meet General Register Office requirements including service standards and tough performance targets
- Maintain a highly functioning case management system during IT infrastructure changes
- Training and development of permanent staff
- Staff to complete General Register Office and Haringey e-learning
- Customer relationship with Customer Services
- Introduce quality monitoring and mystery shopper checks for Registrars

### **3.5 Links to statutory, policy and other plans**

- Haringey Corporate Plan 2015-18 [www.haringey.gov.uk/local-democracy/policies-and-strategies/corporate-plan-2015-18](http://www.haringey.gov.uk/local-democracy/policies-and-strategies/corporate-plan-2015-18)

### **3.6 Service priorities for 2017-18**

- Plan for a successful move to new a new location
- Increased customer engagement including customer consultation
- Review of out of hours faith burial services
- Overhaul the customer booking system and online customer experience
- Introduce online payment for certificates
- Introduce new payment systems including contactless payment
- Continue the, “My Conversation” approach to staff development

## **4. Completed and new initiatives**

### **4.1 Completed in 2016-17**

- The service introduced customer feedback forms including an online customer feedback form
- A new church returns system was introduced to improve rates of church returns
- Enhanced register security arrangements when registers are taken away from the Civic Centre
- Increased access to the Civic Centre including the ability to access the building 9 to 5 on a Saturday
- Multi purpose appointment diaries were introduced to offer customers more choice on when they can be seen
- Closer appointment monitoring has been introduced including an additional diary to respond to increases in death registration demand
- Expansion of the casual registrar pool from 6 to 10 people

### **4.2 Introduced for 2017 -18**

- Coroner liaison meetings including a meeting with the Coroner at least once per year
- A dedicated Birth and Birth Declaration diary has been launched to provide additional capacity and to reduce the time to get an appointment to 1 working day
- Re launch of the North and West London training group
- New customer feedback forms were introduced, including a new e-survey for giving feedback online
- A new system with churches being assigned to individual Registrars and more support to the Clergy
- Improved security arrangements for the safe keeping of registers at weekends and outside of normal opening hours
- Increased access to the Civic Centre which has provided more flexible times for weddings
- The granting of two additional Approved Premise licences in the west of the borough leading to greater choice for customers
- A reduction in the approve premise license fee to £50 for 5 years to increase the supply and diversity of venues for marriage and civil partnership

### **4.3 Planned for 2017 18**

- Improved requisitioning for births and deaths including closer working with neighbouring boroughs
- Review of the technology offer including online booking and exploration of self service systems
- Training events for the Clergy and religious buildings

- Increased customer engagement to refine the service offer ready for a move to a new site
- Detailed web review to make the website easier to navigate and get the required information
- Work with the Communications Team to develop a new identity for the service as it moves to a new site in 2018
- Launch of a campaign to increase the number of Approved Premises in the borough
- Faith death arrangements review

## **APPENDIX A – Key Performance Targets**

### **Good Practice Guide Statutory Standards**

- 98% of births registered within 42 days of birth
- 98% of still births registered within 42 days of birth
- 90% of deaths (MCCD only) registered within 5 calendar days
- Coroner Part A
- Coroner Part B (Post Mortem) registered within 5 / 7 days
- 95% of deaths involving an Inquest registered within 24 hours of receipt of coroner's certificate after inquest

### **Good Practice Guide: Operational Service Delivery and Performance Standards**

#### Appointment availability

- 95% of Birth or Birth Declaration customers to get an appointment within 5 working days of request
- 95% of Death or Death Declaration customers to get an appointment within 2 working days of request
- 95% of Still Birth or Still Birth Declaration customers to get an appointment within 2 working days of request
- 95% of Marriage / Civil Partnership Notice customers to get an appointment within 10 working days of request and therefore to allow the marriage/CP to proceed at a time and venue of the customer's choice where reasonable and practical

Waiting times

- 90% of customers that arrive on time seen within 10 minutes of appointment time or 30 minutes when they do not have an appointment

The service is committed to meeting all standards set in the Good Practice Guide **and The Proper Officer's Guide to Registration Service Delivery**

## Appendix B

### Human

#### **We make it easy to deal with us**

- We translate sometimes complex procedures into clear and plain language to make things easier for our customers to understand
- We read updates from the General Register Office and others and use the information to provide training. Staff are kept up to date so that they can give customers timely and accurate information
- We invest a minimum of half a day each month for staff training and service updates
- We have an extensive website that we have direct access to edit ourselves.
- The website allows us to signpost people to partner websites and onwards information advice and support
- [Our website](#) provides our customers with 24 hour access and allows them to book most services without having to call us
- We offer a customer contact centre which allows people to speak to a person from 9am to 5pm each working day
- All of our accommodation is located on the ground floor is fully Disability Discrimination Act compliant
- Our wedding scripts are available in a range of community languages
- We monitor appointment availability and adjust appointment supply to match customer demands. This allows us to keep waiting times for appointments to a minimum
- We offer a walk in death and certificate ordering service. We want access for our customers to be as easy as possible
- We offer extended opening on Wednesdays and Saturdays for people giving Notice of Marriage / Civil Partnership
- We continue to provide a faith burial service at weekends and on Bank Holidays
- We have expanded our pool of casual registrars to 10 to make it easier for us to offer weddings at a time of our customers choosing
- We have reduced our fee to licence a new approved premise to £50 to reduce the financial cost on business for licensing a venue and to promote greater choice in marriage venues for couples

#### **We ask our customers what they think and listen to what they say**

- We invite customers to complete a customer feedback survey to measure customer satisfaction, courteousness and accessibility. Surveys are handed out at appointments and are displayed at prominent locations in the Register Office. An online copy of the survey is available on [our website](#). Survey results are logged and analysed at least once a quarter
- Survey results are monitored regularly and customer suggestions are taken into account and action taken as necessary
- There is a comments and suggestions box at the bottom of our WebPages. The service gets a monthly web feedback report which is used to make the website easier for future customers to use
- The council is committed to making its website accessible and works with SOCITM to ensure this happens. Feedback from SOCITM is used to enhance the web experience for all users

- The HRCS follows the councils feedback and complaints policies and investigates all complaints thoroughly. Customer comments are used as part of a process to continuously review processes with the aim of achieving continuous improvement. The councils feedback scheme can be found at <http://www.haringey.gov.uk/contact/council-feedback/complaints-about-council>

**We are aware of our impact on others**

- The HRCS plays a vital role in peoples lives and understands the importance of getting things done right and the consequences of what can happen when things go wrong. All officers are fully trained in all service areas to help ensure that things are done properly
- A range of policies and procedures are in place to ensure that things are done consistently and properly
- All officers adhere to the General Register Office Handbook and other requirements laid down by the Home Office to support them when doing registrations and services. The service is committed to the General Register Office Good Practice Guide
- All complaints are fully investigated and action taken as necessary
- Policies and procedures are regularly reviewed which is particularly the case when there has been a complaint or something has gone wrong
- The service is accountable and takes responsibility when things do not go as planned

**We build trusting relationships**

- Haringey Council operates a scheme called My Conversation and staff meet regularly with their manager to discuss their performance and to develop personalised training and development plans
- The HRCS works closely with Customer Services who answer most of the departments calls. Monthly liaison meetings are held with Customer Services to address any concerns and ensure that all people working with our customers are well informed and action taken as necessary
- The HRCS is in regular contact with the General Register Office and mutual support is provided between the HRCS and GRO
- The HRCS is a member of the Local Strategic Registration Board and we attend meetings that are held on a quarterly basis. The meetings are a forum for registration professionals to share experience and good practice with one another. It also allows for a collective voice to be put forward to GRO
- HRCS attends training group meetings as and when they happen to further develop knowledge and best practice around service provision
- We will work with other register offices to develop and share best practice
- The HRCS makes regular contributions to consultations and provides feedback and information such as benchmarking to the National Registration Panel
- The service has a good dialogue with its neighbouring boroughs and organises visit and sharing of information across registration boundaries

**We are honest and supportive**

- The HRCS has a team of friendly and welcoming staff that are supported by a fully trained Customer Services team. Officers are friendly and supportive when assisting the public with their business
- The service aims to be open and clear about what it can and cannot do. A lot of the HRCS services are governed by statute and despite the departments best endeavours some customers requests cannot be fulfilled. An example of this is when a customer does not have the required documents required to take a Notice of Marriage

- We will always provide customers with information such as emails and directions to the [website](#) so that they can prepare for their appointments
- Registrars are trained to explain what is going to happen at appointments and the service will keep customers updated with things like progress on overseas divorce clearances
- During ceremonies we will provide translations of ceremony scripts for people whose first language is not English
- We will also go slowly when asking customers to repeat words during ceremonies to make interacting with the registrars easier
- We will acknowledge when we are wrong and we are prepared to learn from our mistakes
- We acknowledge that we are not always right and are prepared to take steps and improve for the future

### **We are passionate about difference**

- Haringey is a diverse borough and the service aims to provide services that reflect the customers that it serves. Feedback given by customers is used to consider new services and ways of adapting existing services to meet the needs of particular groups
- The service provides a choice of ceremony scripts for couples to choose from including options to personalise ceremonies. Couples can choose from basic ceremonies with few words to elaborate performances including personalised vows, poems and readings
- Haringey
- A project to move the service to a new location will further enhance the customer offer and the public's views will be taken into account as part of this project
- The department actively follows Haringey Council policies on equality and diversity. Details can be found at <http://www.haringey.gov.uk/local-democracy/about-council/equalities-haringey>

## **Ambitious**

### **We compare our performance with the best**

- The HRCS is a high performing service that can offer customers appointments within a short timescale. Staff are multi-skilled which allows the supply of appointments for particular services to be adjusted at short notice to meet demand
- Performance is measured against the GRO Key Performance Targets as outlined in The Proper Officers Guide to Registration Service Delivery
- The service benchmarks its performance against data published by GRO for other boroughs
- Timeliness of registration data is published on the services [website](#). This promotes transparency and allows the service to review its performance relative to others

### **We continuously improve**

- The HRCS uses a combination of customer feedback, performance monitoring, sharing of good practice and staff training to continuously improve
- All staff have regular meetings with their manager where performance is discussed. All staff have personal development plans and staff are set challenging targets to get them to reach their full potential and to make the service as responsive to customer needs as possible
- All situation that do not go as planned are looked into to see where they went wrong and steps taken to ensure there is not a reoccurrence
- The service looks at the good practice pages of the GRO website and listens to what is being done at other register offices to identify better ways of working
- The service seeks out new opportunities to offer additional and enhanced services to customers

### **We are curious and innovative and look for different ways to do things**

- The registration service is now a fast paced environment and has seen vast change over the past couple of years. The HRCS is always keen to innovate and to develop new ways of meeting its customers needs
- The service seeks out best practice and looks to monitor examples of good work in and outside of the registration arena
- The service is actively involved in a number of cross department projects including working with the SAP Team to develop new payment and cashless systems. This scheme will enable customers that do not have ready access to a bank card to pay for services like certificates in cash at a local PayPoint
- A project is underway to further channel shift more people to online including rolling out online payment for certificates
- Appointment diaries have been realigned to make maximum use of the multi-skilled staff. Instead of having diaries allocated to specific services appointment slots are now multipurpose allowing customer demand to better match to staff availability. This has reduced wasted appointments, given customers more choice over when they can attend and has cut down customer waiting times

- Haringey was one of the first districts to extend the approved premise licence period from 3 to 5 years and is now expanding this innovation further by reducing the initial approved premise license fee down to £50

**We are brave and we embrace change**

- The HRCS is a strong and resilient service and responds well to the demands of serving a diverse and often complex customer base
- The service is always willing to experiment with new things. An example of this was to allow Embrace UK a sexual health charity to deliver HIV and sexual health testing from the register office. Demand for the service was low but the service was prepared to test the market and offer a service not traditionally associated with a register office location
- The service was restructured in 2015 and at a time of staff reductions expanded the hours at which services were offered. The service looked at how appointments were arranged and stepped up staff training to ensure that the service was flexible enough to accommodate this change
- The HRCS reviews customer feedback and takes steps such as expanding appointment supply if that is what customers require

## **Accountable**

### **We deal with things without being told**

- The HRCS is committed to the obligations placed on it by the General Register Office, Office of The Immigration Services Commissioner, Home Office, Haringey Council and other bodies that it is accountable to. The service has systems in place to ensure that there is compliance with rules and procedures and is subject to inspection and annual reporting to ensure that this happens
- Staff are well trained which allows them to deal with most situations without the intervention of a manager. Staff have discretion to resolve issues and authorise things like refunds in accordance with local procedures
- The service remains current on what is happening both within and outside of the registration service and takes interventions at an early stage to prevent future problems. Staff are made aware of upcoming trends and of things to look out for so that they can respond to any issue

### **We keep our promises**

- The services focuses on providing a timely, accurate and professional service. Officers are taught to manage customer expectations and to be clear about what can and cannot be delivered and what the likely timescales are
- The HRCS is honest with its customers and often has to deliver unpopular news such as telling a customer that they are not eligible for a service or even that they cannot get married. It is for this reason that officers place a great emphasis on due diligence to prevent accidents and avoid unnecessary disappointment and complaints. For example all weddings booked by the Contact Centre are checked by registration staff at the time of booking to ensure that the necessary clearances have been given

### **We give credit where credit is due**

- Levels of staff turnover at the HRCS are very low which is to a large part due to the flexible management approach and joint support and sharing is knowledge and experience between colleagues
- Good practice between staff is shared inside and outside of team meetings so that the good work of team members benefits everybody
- The Haringey Star awards is an internal awards scheme where staff can nominate colleagues and teams for good work and excellent performance
- Staff that get positive feedback from a member of the public receive acknowledgment from their Director / Assistant Director

### **We spend taxpayer money as carefully as we would our own**

- The HRCS has not been immune to the budgetary pressures faced by local government and responded with a restructure in late 2015
- Investment in staff training and technology is enabling the service to deliver sustainable services at best value to the taxpayer and customer
- A comprehensive fees report is produced each year and all fees are benchmarked against those of neighbouring boroughs and face the scrutiny of members. The service aims to deliver a cost recovery budget that allows a viable service to be offered

- The service focuses on delivering a secure financial and appointment provision whilst guaranteeing access for statutory services such as birth declarations and register office weddings for the statutory fee

### **We solve problems**

- The service is adept at solving customer problems owing to the experience of dealing with complex cases over the years. Many customers travel large distances to benefit from the flexible and knowledgeable approach of staff to deal with complex problems
- The service has a good working relationship with The Coroner, Home Office and UK Visas and Immigration which greatly helps when a problem needs to be resolved or an out of the box solution needs finding
- The service is a Designated Register Office for people giving Notice of Marriage who are subject to immigration control. Many customers do not have conventional documents and the service is able to work with the Home Office to assist people with getting the documents that they need
- The HRCS has a section of the website geared towards people that need to get [married urgently](#) such as by Registrar Generals Licence for people who are seriously ill. The webpage allows people to get the necessary paperwork ready in advance so that the customer gets what they need more quickly
- It is always the services aim to solve a problem or to hand the issue over to the right person if it cannot be handled by the service. The HRCS will always direct a customer for onward support if it cannot resolve the problem

### **We all do our fair share**

- All HRCS permanent staff do all services and this allows a greater number of customers to be seen than would otherwise be achievable
- Haringey does not have a hospital and has a low birth and death rate as a result. The service offers a birth and death declaration service to allow local residents to not have to travel to the birth or death district to register the event. This eases some of the pressure on our neighbouring boroughs that have maternity units

## **Professional**

### **We resolve matters the first time and serve others as we wish to be served**

- The HRCS [website](#) is the shop front for the service and is the first point of contact most customers have with the service. Customers that book face to face or on the telephone are directed to the website so that they can prepare for their appointments. Preparation is key to the service being able to see customers and fulfil their enquiry within one appointment
- The service is currently working at developing a series of upgrades to the Stopford online booking system to allow customers to get better information to help them prepare for appointments. The aim of this is to reduce the number of customers that either have to be sent away or asked to return with further documentation
- Officers have access to local procedures and GRO Handbooks plus the support of GRO and the Home Office to resolve most issues and prevent future problems at the customers first visit
- Monthly liaison meetings are held with Customer Services and issues with contact centre staff are discussed and training issues addressed. Training and feedback is used to help ensure that professional and accurate advice is given to all customers
- The service has low levels of complaint and high customer satisfaction levels and a large part of this can be put down to the knowledge and experience of staff
- Monthly team meetings promote lively discussions and are an opportunity for staff to voice praise or concerns about the service. This allows changes to the service to be considered from a human perspective

### **We have the right skills**

- Staff are multi-skilled and obtain and develop knowledge from a combination of classroom, e-learning, reading of handbooks and updates from the General Register Office
- Monthly team meetings are held to discuss and go through future training and individual training is discussed and agreed with staff in and out of My Conversation meetings
- HRCS staff have access to a comprehensive list of GRO and Haringey e-learning through the Haringey Academy
- The Haringey Academy and its portal called Fuse staff have access to a wide range of material to further develop their knowledge and to help them better support customers

### **We take pride in what we do and care about our reputation**

- Everybody at the HRCS has a passion for registration and doing the right thing for the customer
- Staff take their time to listen to customers and to then deliver the service that they require
- The service regularly reviews how services are delivered and takes into account customer feedback when doing this
- A customer complaint is a failure on the service but is also an opportunity to improve the service and protect the services reputation for the future
- All complaints and customer suggestions are fully explored to identify the learning points and improve the service offer

### **We are business focussed**

- The service is becoming increasingly business focussed and has seen a significant growth in non statutory services such as the

Nationality Checking Service, renewal of vows and naming ceremonies and increased weddings at less traditional venues such as banqueting suites

- The service actively competes with districts near and far to attract customers and offer registration services. The lack of a hospital means that volumes of birth and deaths are low which presents an opportunity for the service to meet the demand of customers wishing to use other services
- The HRCS has worked with the Haringey Communications Team to promote the service including the use of Twitter and buttons within the website to promote online booking and the collection of customer feedback
- It is essential that the service continues to listen to its customers and remains focussed to ensure that it delivers the services at a time and place that customers want