

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Corporate and Communities Overview and Scrutiny Panel Monday, 21 March 2016, 2.00 pm, County Hall Worcester

Membership

Councillors:

Mr C B Taylor (Chairman), Mr S R Peters (Vice Chairman), Mr M H Broomfield, Mr S C Cross, Mrs P E Davey, Mr C G Holt, Mr R C Lunn, Mrs E B Tucker and Mr P A Tuthill

Agenda

Item No	Subject	Page No
1	Apologies and Welcome	
2	Declarations of Interest and of any Party Whip	
3	Public Participation <i>Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 18 March 2016). Enquiries can be made through the telephone number/e-mail address below.</i>	
4	Confirmation of the Minutes of the Previous Meeting (previously circulated)	
5	Use of Consultants	1 - 6
6	World Class Worcestershire	7 - 12
7	Developing an Overview and Scrutiny Work Programme	13 - 16

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All the above reports and supporting information can be accessed via the Council's website at http://www.worcestershire.gov.uk/info/20013/councillors_and_committees

Date of Issue: Friday, 11 March 2016

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

21 MARCH 2016

USE OF CONSULTANTS

Summary

1. The Cabinet Member with Responsibility for Transformation and Commissioning and the Director of Commercial and Change have been invited to the meeting to discuss the County Council's use of consultants.
2. On 24 February 2016 the Overview and Scrutiny Performance Board (OSPB) was asked to consider the Audit and Governance Committee's request that the OSPB consider including the use of consultants as an item on its Work Programme. The OSPB agreed that the issue should be referred to the Corporate and Communities Overview and Scrutiny Panel to examine the Use of Consultants Policy, how it could be enforced and how the Cabinet could be held to account.

Background

3. At its meeting on 27 June 2014, the Audit and Governance Committee considered the results of an audit of the use of consultants. A further audit was subsequently requested and included in the agreed 2015/16 internal audit plan.
4. At its meeting on 11 December 2015, the Audit and Governance Committee considered the results of the follow-up internal audit report on the use of consultants. Although the report concluded that the County Council has very good clear documented and detailed processes relating to the engagement and management of consultants, it found a continued non-compliance with that framework by managers across the organisation. There also remained some ambiguity over the Council's definition of consultancy and hence a lack of consistency in interpretation.
5. The Committee agreed to receive a further audit report during 2016/17. The Committee requested that the results of the audit report be reported to Council. In addition, the Committee requested that the OSPB be asked to consider including the use of consultants as an item on its Work Programme.

Subsequent Actions

6. As a result of the audit report, the Director of Commercial and Change has implemented a new procurement policy and communication programme to ensure Council Officers follow the correct process prior to engaging consultants.
7. The policy has been extended to cover all Professional Services support to ensure there is no ambiguity on the definition of a consultant.

8. The policy was commenced on 21 January 2016 and to date, 8 March 2016, 42 correctly authorised requests to procure external Professional Services support have been sanctioned.

9. This compares to 47 correctly authorised requests being received in the whole of 2015, for procurement of the narrower definition of consultants.

Purpose of the Meeting

10. The Corporate and Communities Overview and Scrutiny Panel is asked to:

- Consider the information within the report
- Determine whether it would wish to carry out any further scrutiny, and
- Agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Transformation and Commissioning.

Supporting Information

- Appendix 1 Procurement of Professional Services Policy
- Appendix 2 Authorisation to Procure Process Flow Diagram

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Jo Charles, Head of Commercial

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are background papers relating to the subject matter of this report:

- Agendas and Minutes of the Audit and Governance Committee meetings held on 27 June 2014 and 11 December 2015
- Agenda and Minutes of Overview and Scrutiny Performance Board on 24 February 2016

All Agendas and Minutes are available on the Council's website at

<http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agendas.aspx>

Appendix 1 Procurement of Professional Services Policy

When procuring any professional service support, you must follow the processes described below.

1. Definition

The definition of Professional Service Support is:

"A person, agency or firm engaged for a limited period of time on a fee basis to carry out a specific task or tasks. A professional service supplier provides subject matter expertise and/or experience to the Council either because it does not possess the skills or resources in-house or which requires an independent evaluation/assessment to be made. Professional services include (but not limited to):

- Architects
- Lawyers
- Quantity Surveyors
- Recruitment Expertise
- Training
- Market Research
- Professional Social Care Expertise
- Arts & Leisure Specialist Expertise
- Scientific Expertise
- Specialist Analysis Support
- Financial Expertise
- Consultancy
- Clinician Consultants
- Interim Management (except through Matrix)
- Temporary Staff (except through Matrix)

Within this category, "A Consultant is a person, agency or firm engaged for a limited period of time on a fee basis to undertake 'strategic business related tasks'. Consultants provide subject matter expertise and/or experience to the Council on a strategic level either because it does not possess the skills or resources in-house or which requires an independent evaluation/assessment to be made".

Exclusion is agency staff sourced through the Council's corporate contract for the supply of temporary staff (currently with Matrix).

All purchase orders for Professional Services must have the correct GL code, in order to accurately distinguish the different types of professional services.

2. Options Appraisal

Before proceeding with the procurement of any external professional service, a full options appraisal must be undertaken, and shall consider whether the necessary resource is available elsewhere within the council or whether the need can be fulfilled more cost effectively by a fixed term employment contract.

If the options appraisal identifies the need to secure external professional service support, then Officers must consider the use of the corporate contract for the supply of temporary staff (currently with Matrix).

If the corporate contract for the supply of temporary staff is deemed unsuitable then the completion of **C1A (Document Reference: C1A_v1_January 2016)** is required, approved and be allocated a sanction reference number before any procurement activity is started.

The Officer submitting the C1A form for approval is accountable for the information contained within and for ensuring the process is adhered to.

2.1 Approval Limits

- Less than £10,000 Head of Service
- £10,000 to £50,000 Head of Service, Director (and the Cabinet Member notified)
- Above £50,000 Head of Service, Director and Cabinet Member

All assignment extensions require a new C1A with the appropriate approval. Levels of approval are based on the total cost of the assignment, including the original contract and the extension.

2.2 Allocation of Sanction Reference Number

Once completed and approved the C1A must be submitted to the Commercial Team, (Procurement@worcestershire.gov.uk) to sanction and assign a unique reference number for the requirement before the procurement process can commence.

3. Procurement Process

Officers must recognise that the procurement of all types of professional services is subject to the processes and requirements of Contract Standing Orders and the Procurement Code to the same extent as any other procurement exercise.

- Work required must be specified in terms of clear, quantifiable and measurable outputs (deliverables) and timescales
- The specification must have absolute clarity as it forms the basis of all subsequent activities.
- A minimum of 3 quotations are required for contracts under £25,000
- Opportunities over £25,000 must be advertised on the Council's tender portal and Contracts Finder
 - A minimum of 3 tender responses are required
 - If less than 3 responses are received, exemption approval to the procurement process is required from the Commercial Team
- Opportunities over £164,176 must follow EU Procurement Regulations
- Fixed prices must be sought in invitations for quotations and tenders
- All quotations and tenders must be inclusive of all expenses, including mileage and other travel related costs
- The procurement process must ensure that potential professional service suppliers:
 - Have appropriate insurance cover in place during the period of the assignment
 - Submit answers to the Employee Status Questionnaire (see 3.1 below) to enable HMRC checks to be undertaken
- Contracts must be let on the council's standard terms and conditions
 - The use of suppliers' terms and conditions are not permitted
 - Contracts must specify milestones or gateway reviews at which formal contract reviews are undertaken
- The work of the appointed suppliers must be monitored to ensure that timescales and outputs are met in their entirety and Officers shall be prepared to terminate contracts which are failing to deliver the required outputs.
- Once a purchase order has been issued to the supplier, a C1A Procurement Record (**Document Reference: C1A Procurement Record_v1_January 2016**) must be completed and submitted to the Commercial Team, (Procurement@worcestershire.gov.uk).

3.1 HMRC Checks

Whenever an Officer engages self or externally employed individuals, the Council's policy, "**Employee Status – Employed or Self-Employed (e.g. Consultants)**" must be followed. The Officer submitting the C1A form is responsible for adherence to this policy. For advice, contact: HR Policy & Employee Relations Unit ext. 6208. Wrongly categorising an individual as self-employed may result in the Council being held liable for unpaid income tax and National Insurance Contributions ("NICs"), interest and penalties.

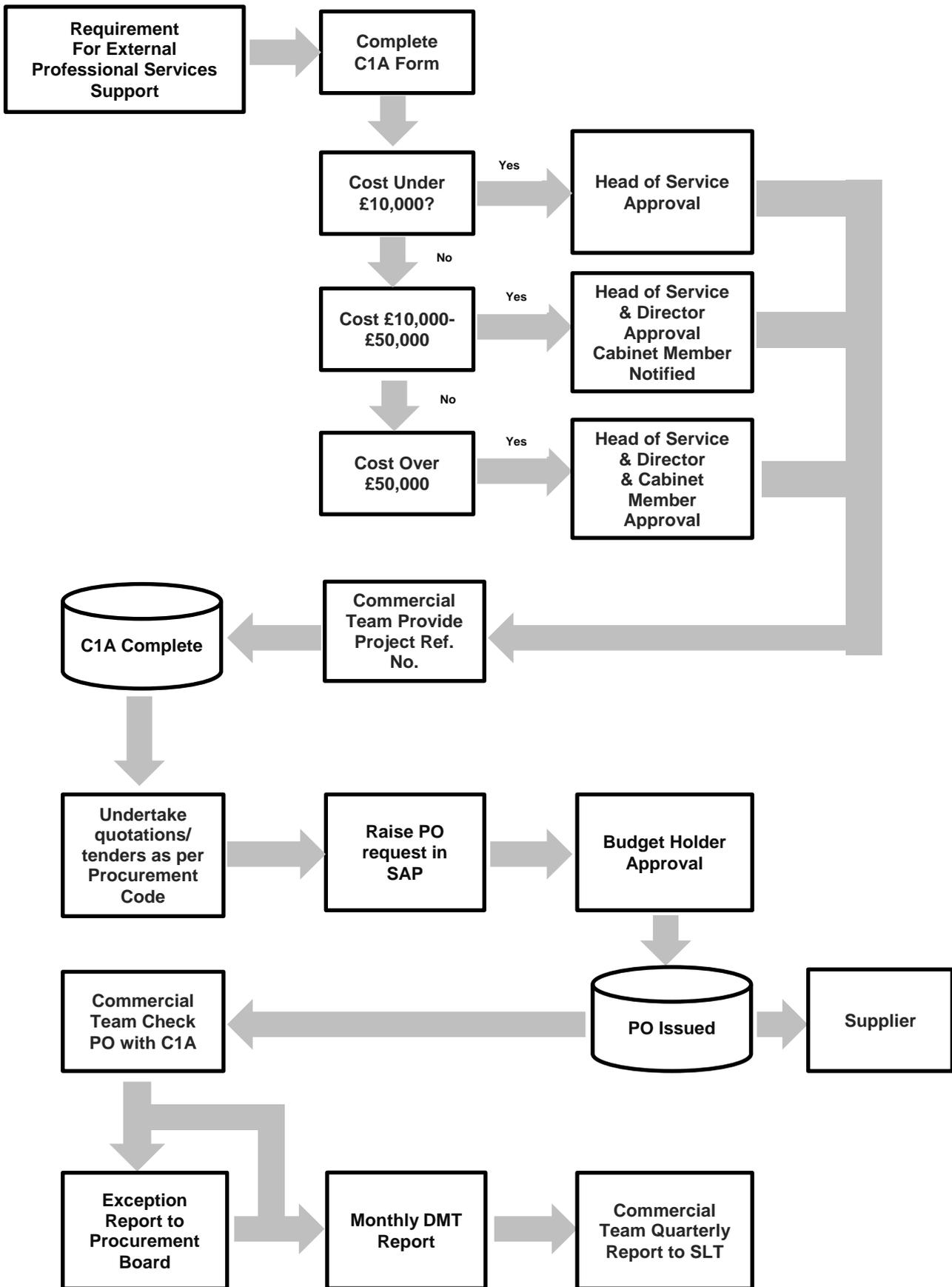
3.2 Reporting and Monitoring

Officers must ensure that monitoring arrangements are in place to manage the progress and outcomes of all professional service support work. A corporate register of all professional service support assignments will be maintained by the Commercial Team to monitor compliance with the Council's procurement code and to provide details of professional service work undertaken by the Council.

4. Compliance

Regular audit checks of these processes will be undertaken by the Commercial Team and any breach will be reported to the Council's SLT.

Appendix 2 Procurement of External Professional Services Support



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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

21 MARCH 2016

WORLD CLASS WORCESTERSHIRE

Summary

1. The Director of Commercial and Change and the Senior Content & Communications Manager have been invited to the meeting to provide an update on progress and plans in relation to publicising World Class Worcestershire (attached at Appendix 1).

Background

2. In June 2015, the Overview and Scrutiny Performance Board met with the Worcestershire Local Enterprise Partnership (WLEP) and, as part of this discussion, heard about how World Class Worcestershire was developing.

Purpose of the meeting

3. The Panel is asked to:
 - a) discuss the attached update and consider how scrutiny could support this promotion; and
 - b) agree any further information required or any potential areas for further scrutiny.

Supporting Information

Appendix 1 – Update: World Class Worcestershire

Contact Points

County Council Contact Points

Worcestershire County Council (01905) 763763

Worcestershire Hub (01905) 765765

Email: Worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

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Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are background papers relating to the subject matter of this report:

- Agenda and Minutes of Overview and Scrutiny Performance Board on 8 June 2015

All Agendas and Minutes are available on the Council's website at

<http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agendas.aspx>

"WORLD CLASS WORCESTERSHIRE CELEBRATES WORCESTERSHIRE AND SHARES THE COUNTY'S SUCCESSES. IT RAISES THE PROFILE OF THE COUNTY THAT WE LOVE."

Background:

World Class Worcestershire is supported by Worcestershire County Council, the six district councils, Worcestershire Local Enterprise Partnership, Visit Worcestershire, businesses, the Cricket Club, Worcester Warriors and people who live in and love the county.

The ambition is to raise the profile of Worcestershire locally, nationally and internationally and to:

- Support strategies to attract inward investment and to be a part of the journey for potential investors in Worcestershire
- Promote Worcestershire to potential visitors
- Showcase the county's success stories
- To become a rallying call for those who live, work and share a passion for the county

When it comes to profile Worcestershire has been described as a best kept secret. But when asked, eight out of ten people who live in the county say that they want Worcestershire to have a more positive brand. They support World Class Worcestershire and its ambitions.

Supporting messages:

Worcestershire has much to be proud of: it has one of the fastest growing economies in the country; according to latest figures the county's productivity grew by 2.8% which is the second fastest rate of all of the 39 Local Enterprise Partnership areas; the county has a motivated, highly skilled and healthy workforce who benefit from fantastic schools and colleges; each year two million overnight stays in the county help tourism to contribute more than £500 million to the local economy.

Worcestershire is located in the heart of England. Two capital cities are within easy reach and Birmingham and Bristol are just an hour's drive away. Three motorways run through the county and in less than an hour you can be at one of the three international airports which are nearby.

The University of Worcester is amongst the fastest growing higher education institutions in the UK. Nearly 200,000 students attend the ten universities that are within an hour's drive of the county.

Worcestershire is home to the National Cyber Skills Centre and is globally renowned for its expertise in tackling cyber-crime. The specialist communications agency QinetiQ is based at the Malvern Hills Science Park in the south of the county which is the site of a growing number of spin-out companies.

Worcestershire benefits from a strong automotive supply chain, linking with Jaguar Land Rover and other first tier car manufacturers. The county has a strong manufacturing base in traditional industries such as carpet weaving, needles and textile manufacture. Machine

manufacturing and engineering employment in Worcestershire is 85% above the England average.

Agri-Tech in the Vale of Evesham leads the way with its innovative approaches to food production.

Worcestershire is rightly proud of its rich heritage. King John is buried in Worcester Cathedral. The county was home to the world famous composer, Sir Edward Elgar and both the first and the last battles of the English Civil War were fought in Worcestershire.

Progress to date:

World Class Worcestershire has gained recognition from senior government ministers. Greg Clark MP, the Secretary of State for Communities and Local Government and the Bromsgrove MP Sajid Javid, the Secretary of State for Business, Innovation and Skills both showed their support at MIPIM UK which is the UK's largest exhibition and conference for property professionals. World Class Worcestershire had a prominent presence at last year's event.

In its first full year, the World Class Worcestershire brand has featured in the local and regional media, in the press, on radio and on television. Through the sponsorship of Worcestershire County Cricket Club and Worcester Warriors, along with high profile events such as the European Wheelchair Basketball Championships and professional cycling events, the brand has reached people across the UK. Mentions of World Class Worcestershire across social media outlets have grown steadily since its launch.

World Class Worcestershire has helped the county to showcase achievements. It is a brand that has the ability to increase engagement levels with residents, to bring people together and to facilitate opportunities for business networking inside and outside of the county.

Sitting alongside the Worcestershire Local Enterprise Partnership, Visit Worcestershire and Worcestershire County Council, World Class Worcestershire is an umbrella brand which enables councils and partner organisations to come together with a single, Worcestershire banner. World Class Worcestershire supports the ambitions of Worcestershire Next Generation.

World Class Worcestershire is also an established part of the narrative of Worcestershire County Council, supported by the Leader of the Council and his Cabinet.

Achievements:

- More than 1000 business networking opportunities delivered to date under the World Class Worcestershire banner
- The sponsorship of Worcestershire County Cricket Club reached more one million viewers
- The live web stream of European Wheelchair Basketball Championships was viewed 350,000 times.
- The World Class Worcestershire stand at MIPIM UK was visited by 450 property and business specialists, journalists and developers.
- World Class Worcestershire has been mentioned on Twitter almost 2,000 times.

Challenges:

When audited in the autumn of 2015, much of the activity, so far, appears to have reached local and regional audiences but made much less of an impact nationally and internationally. Activity has been sporadic and not always joined up. Those who have come across World Class Worcestershire have found that more information is difficult to find on or offline. Search engine optimisation has been poor. There has been no ongoing conversation to build up a relationship with potential advocates.

Although World Class Worcestershire has the ability to be an emotional rallying call and a campaign to showcase achievements, pick up in the media has been slow and social media sharing has been modest to date.

Public sentiment to World Class Worcestershire has been shown to be positive. It is an emotional driver which has the ability to engage with target audiences much more effectively than its more functional partners such as Worcestershire County Council and Worcestershire Local Enterprise Partnership.

To date the potential of this positive sentiment has not been maximised.

Campaign plan for 2016:

The ambition for 2016 is to drive up awareness of World Class Worcestershire with coordinated, online and offline promotional activity reinforced by regular face to face, online and media engagement with target audiences. The regular creation of compelling content including more case studies will improve search engine optimisation and raise the brand's profile on and offline.

Success in 2016 will be measured by an increase in awareness of World Class Worcestershire, including the increased number of connections and visitors driven, directly by an interest in World Class Worcestershire, to the Local Enterprise Partnership, Visit Worcestershire and to Invest in Worcestershire. It will also be measured by enhanced resident engagement with the Worcestershire public sector and by the level of media and social media coverage that World Class Worcestershire attracts.

Measureable outcomes:

Profile – raise the profile of the county, the County Council and partner organisations by increasing awareness of and engagement with World Class Worcestershire. To be measured by increased visitor numbers, more online conversations about Worcestershire and increased public awareness evidenced at residents' roadshows.

Media Coverage – increased media coverage of Worcestershire locally, regionally and nationally. To be measured through Equivalent Advertising Value.

Digital Presence – coordinate the enhanced awareness of Worcestershire by reaching target audiences with bespoke content more effectively across digital platforms such as LinkedIn, Facebook, Twitter, Instagram and others.

Business connections – Continue to expand business networks through engagement via joined up networking events held under the World Class Worcestershire banner or attendance at targeted conferences.

The Halo Effect – By increasing interest and engagement in World Class Worcestershire and through coordinated campaigns, increased traffic will be directed to partner sites including Invest in Worcestershire, Visit Worcestershire, Worcestershire LEP, Worcestershire Business Central, Worcestershire County Council and Worcestershire Next Generation. These will be measured against agreed targets.

Building a better reputation – Reinforcing the Council's corporate aims and residents' priorities by showcasing achievements and sharing positive stories with engaged audiences.

Positive Partnerships - increase the number of opportunities for partners to come together to showcase Worcestershire under the banner of World Class Worcestershire. Success will be measured by the number of new business connections made at networking events which are run in partnership with the Local Enterprise Partnership and promoted and showcased by World Class Worcestershire.

Audience engagement - Evidence tells us that World Class Worcestershire is seen as a positive brand. Further enhance that positive sentiment with compelling content and campaigns that drive up engagement figures through tools such as Viewpoint and business and residents Roadshows

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 21 MARCH 2016

DEVELOPING AN OVERVIEW AND SCRUTINY WORK PROGRAMME

Purpose of the Meeting

1. The Corporate and Communities Overview and Scrutiny Panel is asked to:
 - (a) Consider the programme agreed by OSPB for developing the 2016/17 work programme; and
 - (b) Consider suggestions for inclusion in the Overview and Scrutiny Work Programme for 2016/17.

Background

2. Each Overview and Scrutiny Panel is required to have a work programme that details the activities that the Panel will be undertaking during the year. Members are reminded that Panel work programmes should be living documents that are able to adapt and change throughout the year to meet the demands and needs that best serve the people of Worcestershire.
3. The current Scrutiny Work Programme was developed in the spring of 2015. Suggestions for future topics were sought from Members and discussed with Directors and other relevant officers. The resulting proposed Work Programme was considered and agreed by the OSPB on 23 April 2015 and Council on 14 May 2015.
4. At the last meeting of OSPB, it was agreed that the Overview and Scrutiny work programmes for 2016/17 would benefit from greater consultation with various groups and stakeholders. The consultation would hopefully raise the profile of the Overview and Scrutiny function and make the work programmes more relevant to the people of Worcestershire.
5. OSPB agreed that a consultation exercise would be undertaken that would involve seeking suggestions for inclusion in the work programmes from:
 - a) Business Community
 - b) Partners and Stakeholders
 - c) Non-Executive Members and O&S Panels
 - d) Cabinet
 - e) Officers of the County Council
 - f) The Public
6. At its April 2016 meeting OSPB will agree a work programme report to be sent for consideration at the Full Council, this report will detail the consultation responses by

category listed above as well as the work programme suggestions made by the Budget Scrutiny Process and a list of topics that were included in the 2015/16 work programmes but remain incomplete or have not begun.

7. Full Council will then be better informed of the issues and topics that Worcestershire business, residents, partners and Members would like Overview and Scrutiny to get involved in.

Developing the 2016/17 Work Programme

8. Elected Member Consultation Overview and Scrutiny is a Member-led process, it is therefore important that the views of Members are taken into account in determining the content of the Work Programme, particularly as Members are community champions and most likely to be aware of issues of concern to the public.

9. OSPB has agreed that the views of Members be sought via the following groups:

- Overview and Scrutiny Panels
- Non-Executive Members
- Cabinet

10. Overview and Scrutiny Panels – OSPB has agreed that each Panel be consulted with to put forward suggestions of topics that the Panel believes should be included in its work programme for 2016/17.

11. Non-Executive Members – OSPB has agreed that Non-Executive County Councillors be consulted directly in addition to the Panel consultation so that they have the opportunity to suggest topics for inclusion in all the Overview and Scrutiny Panel work programmes.

12. Cabinet – OSPB has agreed that Cabinet be consulted directly to provide suggestions for inclusion in the work programme from an Executive perspective.

Overview and Scrutiny Panel Consultation

13. OSPB has agreed that each Overview and Scrutiny Panel be consulted directly to provide suggestions for inclusion in that Panel's 2016/17 work programme.

14. The Corporate and Communities Overview and Scrutiny Panel is asked to discuss and consider what topics and issues it would like to put forward for inclusion in the 2016/17 Corporate and Communities Overview and Scrutiny Panel work programme and be prepared to discuss and put forward suggestions at the meeting.

Guidance

15. The Panel is reminded that it has agreed to use criteria listed below to help determine its Work Programme. A topic does not necessarily need to meet all of these criteria in order to be included, but the criteria is intended to help guide the Board in prioritising topics for inclusion. The criteria is as follows:

- Is the issue a priority area for the Council and for the County?
- Is it a key issue for local people?
- Will it be practicable to implement the outcomes of the scrutiny?
- Are improvements for local people likely?
- Does it examine a poor performing service?
- Will it result in improvements to the way the Council and/or its partners operate?
- Is it related to new Government guidance or legislation?

16. Panel Members are reminded that a good Overview and Scrutiny Work Programme will:

- Complement the priorities and work of the council and its partners
- Reflect the concerns of local communities, and
- Identify those issues where scrutiny can make most impact

17. Similarly the Panel may wish to consider the following criteria in identifying issues and topics that are **not** suitable for inclusion in the Work Programme:

- The issue is already being examined by another body.
- The matter relates to a specific case falling within the complaints procedure.
- The issue relates to an individual disciplinary matter or grievance

Supporting Information

Appendix A - OSPB Work Programme Report – available on the Council's website [here](#)

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers, Tel: 01905 844962/844963 Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of Overview and Scrutiny Performance Board held on 24 February 2016
- Agenda and minutes of Council meeting held on 14 May 2015
- [All agendas and minutes are available on the Council's website here.](#)

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