

Agenda

Council

Thursday, 17 January 2019, 10.00 am
County Hall, Worcester

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 846621 or by emailing democraticservices@worcestershire.gov.uk

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.

Thursday, 17 January 2019, 10.00 am, County Hall, Worcester

Agenda and Summons

Councillors: Mr B Clayton (Chairman), Mr A A J Adams, Mr R C Adams, Ms P Agar, Mr A T Amos, Mr T Baker-Price, Mr R W Banks, Mr R M Bennett, Mr C J Bloore, Mr G R Brookes, Mrs J A Brunner, Mr P Denham, Ms R L Dent, Mr N Desmond, Mrs E A Eyre, Mr A Fry, Mr S E Geraghty, Mr P Grove, Mr I D Hardiman, Mr A I Hardman, Mr P B Harrison, Mr M J Hart, Ms P A Hill, Mrs A T Hingley, Mrs L C Hodgson, Dr A J Hopkins, Dr C Hotham, Mr M E Jenkins, Mr A D Kent, Mr R C Lunn, Mr P M McDonald, Mr S J Mackay, Mr L C R Mallett, Ms K J May, Mr P Middlebrough, Mr A P Miller, Mr R J Morris, Mr J A D O'Donnell, Mrs F M Oborski, Ms T L Onslow, Dr K A Pollock, Mrs J A Potter, Prof J W Raine, Mrs M A Rayner, Mr A C Roberts, Mr C Rogers, Mr J H Smith, Mr A Stafford, Ms C M Stalker, Mr C B Taylor, Mr R P Tomlinson, Mrs E B Tucker, Mr P A Tuthill, Mr R M Udall, Ms R Vale, Ms S A Webb and Mr T A L Wells

1 Apologies and Declaration of Interests

To receive apologies and invite any councillor to declare any interest in any of the items on the agenda.

2 Public Participation

To allow a member of the public to present a petition, or ask a question relating to the functions of the Council, or to make a comment on any matter on the agenda.

Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 16 January 2018). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.

3 Minutes

To approve as a correct record and authorise the signing of the Minutes of the meeting held on 8 November 2018 (previously circulated electronically).

4 Chairman's Announcements

To receive any announcements to be made by the Chairman.

5 Reports of Cabinet 1 - 12

To consider the reports of the Cabinet and to receive answers to any questions asked on those reports as follows:

- a) Reports of Cabinet – Matters which require a decision (**Yellow pages**); and
- b) Report of Cabinet – Summary of decisions taken (**White pages**).

6 Notices of Motion 13 - 16

To receive the report of the Head of Legal and Democratic Services on any Notices of Motion received by him (**Lilac pages**).

Councillors are asked to note that any Notices of Motion must be received by the Head of Legal and Democratic Services no later than noon on Tuesday, 8 January 2019.

7 Annual Report of the Chairman of the Overview and Scrutiny Performance Board 17 - 42

To receive the annual report of the Chairman of the Overview and Scrutiny Performance Board and answer questions on it (**Grey pages**).

8 Annual Report of the Chief Executive 43 - 50

To receive the report of the Chief Executive and any answers to questions on it (**Cream pages**).

9 Question Time 51 - 54

To receive answers to any questions asked by Councillors (**Orange pages**).

(Members are reminded of the timescale adopted by Council for notice of questions. A Councillor may only ask a question if:

- *It is delivered in writing to the Head of Legal and Democratic Services by noon on Tuesday, 8 January 2019 or*
- *If it relates to urgent business, the Head of Legal and Democratic Services is notified at least half an hour before the start of the meeting.)*

10 Reports of Committees 55 - 64

To consider the reports of Committees and to receive answers to any questions asked on those reports as follows:

- a) Audit and Governance Committee;
- b) Pensions Committee; and
- c) Planning and Regulatory Committee.

NOTES

• Webcasting

Members of the Council are reminded that meetings of the Council are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's

Website.

- **Catering Arrangements**

Lunch will be available at 1.00pm or thereabouts in the Lakeview Room. This will be provided for all Councillors, without payment, and for pre-notified guests, who must be paid for in advance. An indication of any guests wishing to take luncheon should be given to staff in the Business Support Unit at least three days before the Council meeting.

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. The above reports and supporting information can be accessed via the Council's website at: www.worcestershire.gov.uk

To obtain further information or a paper copy of this agenda please contact Simon Lewis, Committee Officer by telephone on Worcester (01905) 846621 or slewis@worcestershire.gov.uk

Date of Issue: Wednesday, 9 January 2019

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COUNCIL
17 JANUARY 2019**REPORT OF CABINET – MATTERS WHICH REQUIRE A
DECISION BY COUNCIL**

A4440 Worcester Southern Link Road Structures**Recommendation**

1. **The Cabinet recommends to Council that:**
 - (a) **£3.5 million of funding necessary to complete the Broomhall Way Footbridge is allocated to the Southern Link Road Phase 3 Dualling Project with funding ultimately being received from developers' S106 contributions and that the Capital Programme is updated accordingly; and**
 - (b) **the £3.5 million necessary to complete the Crookbarrow Way Footbridge and Upper Battenhall Farm Accommodation Bridge is provisionally allocated to the Southern Link Road Project and that the Capital Programme be updated accordingly and to vire £0.5 million from existing allocations within the Capital Programme.**
2. The Southern Link Road Dualling Project proposes that three bridges will be installed over the Southern Link Road between the Ketch and Whittington Roundabouts; the Broomhall Way Footbridge to the west of the Norton Roundabout (funded separately to the rest of the scheme through s.106 Agreements), the Crookbarrow Way Footbridge to the west of the Battenhall Railway Bridge and a Farm Accommodation Bridge to the east of the Battenhall Railway Bridge.
3. The funding originally considered necessary to complete the dualling of the A4440 Southern Link Road, including provision of the Crookbarrow Way Footbridge and the Farm Accommodation Bridge, was allocated by Council on 25 September 2014. However, as the scheme has progressed it has become apparent that further funding is necessary to complete these two bridges.
4. The two footbridges are designed for public use by pedestrians and cyclists and the Crookbarrow Way Footbridge, which connects to a bridleway, can also be used by horse-riders. The bridges will provide essential links between existing and future communities and amenities to the south of the Southern Link Road and those, including the City of Worcester and St Peter's, to the north. The Crookbarrow Way Footbridge will also provide a vital link for cyclists between the City of Worcester and the new Worcestershire Parkway Railway Station as well as being an important link in the National Cycle Network.
5. The Farm Accommodation Bridge is required to provide a link between the two halves of Upper Battenhall Farm which are bisected by the Southern Link Road.

Provision of this bridge is required as part of the Compulsory Purchase Order process that was undertaken to secure the land necessary to complete the highway scheme.

6. Policy SWDP 45 of the adopted South Worcestershire Development Plan requires the provision of a cycle and footbridge west of the Norton Roundabout (the Broomhall Way Footbridge) to ensure that the proposed residential development to the south of Broomhall Way is not severed from Worcester City to the north and essential services such as shops, medical facilities and schools. The developers (Seven Capital, St Modwen and Welbeck) have agreed to fund the estimated £3.5 million cost of the bridge through s.106 Agreements and the Council has undertaken to construct it. The Seven Capital s.106 Agreement has been signed and it is expected that the St Modwen and Welbeck Agreements will be signed shortly.

7. Under the terms of the s.106 Agreements the developers are required to make staged payments before the occupation of a specified number of dwellings can take place. Due to the uncertainty of the rate at which the homes will be built and then occupied, it is not possible to accurately predict when the payments will be made, however, it would be reasonable to assume receipt of around £0.5 million by mid-2020 and the balance of around £3 million between 2020 and 2022. The Council will need to forward fund the £3.5 million required until receipt of the developer funding in order to construct the bridge, otherwise it could not be installed for several years.

8. It is important that all three bridges are installed within the next 18 months or so to ensure that existing and future communities are adequately and safely connected via grade-separated crossings which will not result in delays to traffic on the Southern Link Road. It is also important that any impact on the efficient management of Upper Battenhall Farm is kept to a minimum. It should be noted that compensation is payable to the land owner for the period that the bridge is not in place.

9. Cabinet is therefore seeking Council's agreement to add to the £3.5 million of gap funding necessary to complete the Broomhall Way Footbridge to the Capital Programme. In addition, Council's agreement is sought to provisionally add a further £3.5 million to the Capital Programme for the construction of the Crookbarrow Way Footbridge and Farm Accommodation Bridge, and to vire £0.5 million from the existing Worcester Transport Strategy Capital Programme provision.

10. The Cabinet has authorised a planning application to be submitted for the Broomhall Way Footbridge and for any public engagement that is necessary to support the planning application to be carried out. Planning consent has been awarded for the Crookbarrow Way Footbridge but is not required for the Farm Accommodation Bridge. The Cabinet has also authorised the expenditure of the funding allocated to enable the Broomhall Way Footbridge to be delivered, delegated authority to the Director of Economy and Infrastructure to award construction contracts and to finalise any agreements necessary for completion of the bridge, and authorised the Director of Commercial and Commissioning to acquire the land and rights over such land as are necessary to construct and maintain the bridge.

11. Authority to award contracts to enable the construction of the Crookbarrow Way Footbridge and Farm Accommodation Bridge has been delegated to the Director of Economy and Infrastructure, subject to a suitable funding strategy being approved by the Chief Finance Officer as soon as practicable in consultation with the Leader and Director of Economy and Infrastructure.

12. The dualling of the Southern Link Road is being promoted and delivered as a scheme under general powers of wellbeing and promotion of economic prosperity and highway authority powers. It also is an objective of the Local Transport Plan 4.

13. In summary, a total increase to the Capital Programme of £7 million is being requested, with £3.5 million conditional on a funding strategy being approved by the Chief Finance Officer as soon as practicable in consultation with the Leader and Director of Economy and Infrastructure, along with a virement of £0.5 million from the Worcester Transport Strategy Capital Programme provision.

New One-Off Grant – Adult Social Care Winter Pressures

Recommendation

14. The Cabinet recommends that Council approves the use of £2.4 million Adult Social Care Winter Pressures grant and updates the revenue budget cash limits accordingly.

15. The Council has been awarded a £2.4 million one-off Adult Social Care Winter Pressures grant as part of a national £240 million funding allocation from the Department of Health and Social Care.

16. This grant is intended to fund new spending on Adult Social Care services in order to reduce delayed discharges from hospitals through preventative measures, speeding up the process of assessing and agreeing what social care is needed for patients in hospitals or from directly investing in social care packages. In the Chancellor of the Exchequer's statement to the House of Commons on 29 October 2018, he noted that this grant will be recurring for a further year (2019/20). The Council will work closely with health colleagues to optimise best use of this new funding.

Mr S E Geraghty
Chairman

Contact Points

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Specific Contact Points for this report

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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 the background papers relating to the subject matter of this report:

Agenda and background papers for the meeting of Cabinet held on 15 November 2018

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COUNCIL
17 JANUARY 2019**REPORT OF CABINET - SUMMARY OF DECISIONS TAKEN**

2019/20 Draft Budget and Medium Term Financial Plan Update 2019-22

1. The Cabinet has considered a draft Budget Report which provided a first assessment of the 2019/20 precept need, an update on the Medium Term Financial Plan (MTFP) and the Council's budget for 2019/20. The assessment took into account the impact on Council Tax, Social Care Precept, the capital investment programme, schools' overall budgets as well as Council reserves. The report also set out an indicative MTFP to highlight expenditure and income from 2019/20 to 2021/22.

2. The report indicated that, working in partnership with the Worcestershire Local Enterprise Partnership, the Council has in recent years significantly invested in the county to enable economic and housing growth by improving the digital and physical infrastructure. These developments support the Strategic Economic Plan for the county to grow the economy, deliver more homes and create higher skilled and better paid jobs. As a result, the Council's funding is growing with £13.3m more expected from Council Tax in 2019/20 and a further £1.4m through the business rates retention system. Government general funding is set to decrease by £9.4m meaning that overall the Council's net income will increase by £6.2m in 2019/20. Although growing, income is not increasing fast enough to keep pace with demand-led social care services, inflation and the National Living Wage. In 2019/20 a further £14.1m will need to be invested in Adult Social Care and £7.7m in Children's Social Care. This is on top of £10.5m reprioritised to Children's safeguarding and placements in 2018/19. Further national guidance is awaited but in the meantime the Council needs to budget for the costs being incurred now and projected demand in 2019/20.

3. The draft Budget proposes a series of measures to further increase income, reform the organisation and save money to bridge the financial gap and fund essential demand-led social care services as well as investing in the economy and infrastructure projects. The Cabinet has agreed that it is minded to recommend to Council in February 2019 an increase in Council Tax Precept by 3.99% (2.99% to provide financial support for delivering outcomes in line with the Corporate Plan and priorities identified by the public and business community and 1% Adult Social Care Precept ring-fenced for those services). This will still leave a projected shortfall in the 2019/20 budget, before accounting for decisions already made, of £22.9m. The Council has already taken steps to close the gap and is continuing to seek ways to transform how it works, deliver further efficiencies and adopt a more commercial approach to achieve further savings. The Cabinet has approved for consultation a draft budget of £330m which includes a proposed Transformation and Reforms programme. It has also approved for consultation a capital programme 2019-22 of £229m and an earmarked reserves schedule for investment in the economy, infrastructure and transformation of the county.

4. The proposals are now the subject of consideration by Scrutiny and a wide public consultation including the Schools Forum, Trade Unions and other stakeholders.

Cabinet at the end of January will be asked to consider feedback received from this process and any significant updates before presenting its proposals to Full Council in February 2019 to allow final approval of the budget, capital programme, schools' overall budget and the level of reserves.

Development of Worcestershire Children First

5. Further to the report to Council in September 2018, the Cabinet has considered the further development of Worcestershire Children First (WCF), the wholly-owned council company model chosen to deliver children's social care, including proposals to broaden the scope of services and responsibility transferred to WCF, and their implications.

6. As a wholly-owned council company, the Council retains a number of reserved matters that require WCF to seek approval from the Council prior to implementation. The reserved matters have been used to develop the Articles of Association of the new company. The Cabinet has therefore approved the reserved matters to include in the Articles of Association for WCF. Following a review of all aspects of the business case in order to finalise the scope and budget required for successful delivery of WCF, a recommendation has been made to widen the scope of the functions and services transferring into WCF to include broader children's services including Education Services, Early Help and community health services. Subject to agreement from the Minister, the Cabinet has noted the proposed changes to broaden the scope of services and responsibility to WCF and the implications of this for the programme.

7. As a result of these scope changes, the programme will require further design work. The Cabinet has therefore authorised the Chief Executive, in consultation with the DfE appointed Children's Commissioner, Leader of the Council and Cabinet Member with Responsibility for Children and Families, to re-profile and implement a revised programme plan. A further report will be brought to the Cabinet in Spring 2019 on the final decision around scope and transfer of services to WCF.

'Good Education Places for all Worcestershire Children' – School Organisation Plan 2019-24

8. In 2010 it ceased to be a statutory responsibility for the Council to produce a strategic School Organisation Plan. Since this time the landscape of education provision planning has changed with academies, the role of the Regional Schools Commissioner, school-led organisational changes and large-scale housing growth. In light of this and the Council's Corporate Plan objectives for children and families in terms of the priorities for place planning, the Council has recognised the need for this type of strategic document to lay out how it will manage provision planning at a time of change and rising demographic growth at secondary school level. This was further reinforced by 'Great Educational Outcomes for Worcestershire Children – Review of Education arrangements in Worcestershire' which recognised the strategic role the Council has in terms of provision planning and the need for longer term plans that take into account factors such as population change and housing developments.

9. The Cabinet has therefore approved the publication of 'Good education places for all Worcestershire children' – Worcestershire County Council's School Organisation Plan 2019-24 as the strategic plan for education place planning. The Plan covers all areas of the Council's role in provision planning and school organisation and its aim will be to

support schools, providers, developers and other key professionals by providing a strategic direction for the Council 2019-24 in respect of provision planning and providing easy access to key documents. The Cabinet has noted that the Plan will be revised annually and will return to Cabinet in 2019 to seek approval to the updated sufficiency of education places reports and any other changes.

Review of Education Planning Obligations required under S106 and Community Infrastructure Levy

10. The Council has a statutory duty to ensure that there are sufficient school places for all children aged 4-19 resident in Worcestershire who wish to attend a publicly-funded school. It is also responsible for ensuring that all 3 and 4 year olds (and all eligible 2 year olds) can access high quality, free early education places either in school or private provision. The Council currently utilises Community Infrastructure Levy (CIL) contributions and Section 106 planning obligations to mitigate the impact of housing developments on educational infrastructure. The Education Planning Obligations Policy sets out the approach the Council will take in assessing the impact of new housing developments on schools and early education provision and calculating the appropriate mitigation via conditions and planning obligations. Since the Policy was last reviewed there have been a number of changes to planning policy and the education environment which has meant it was no longer fit for purpose.

11. The Cabinet has noted the details of key changes which are proposed to the Planning Obligations Policy for Education and authorised the publication of the proposed revised Policy including key changes following a process of formal consultation. It has authorised the Cabinet Member with Responsibility for Education and Skills, in consultation with the Director of Children, Families and Communities, to approve the Policy having regard to any representations, and formally approve it for adoption intended to take place on 1 April 2019. The Cabinet has also authorised the Director to review the adopted Policy from time to time in order to update the 'cost per pupil place' and, following the publication of data from the 2021 Census, to update the 'pupil yield' figure.

Commissioning a Prevention and Early Intervention Service for Children and Young People

12. The Cabinet has considered progress regarding the development, transformation and procurement of an integrated prevention and early intervention service for children and young people. The service specification gave an evidence-based approach to identify risk factors and issues early as they emerge and provide extra support at intensity according to identified need. The services in scope were the range of 0-19 Public Health Nursing Services which are statutorily required and the Parenting and Family Community Support Services. The service specification has been amended over time as a result of a reduced budget envelope. Progress to date indicates some evidence of improvement and stability over the past two years and preparations had been made to go to market again in order to place a new contract for a new Prevention and Early Intervention Service for children and young people from March 2019, building on the improvements in the 2016 service specification.

13. As a result of a changing environment, this timetable has been reviewed. The Council following a safeguarding inspection in October 2016 received an inadequate rating. A full service improvement plan is now in place and a proposal to deliver

children's social care through the development of a wholly owned Council company agreed. A Special Educational Need and/or a Disability (SEND) Strategy has been approved to strengthen, develop and deliver services to meet the needs of children and young people with SEND. The NHS landscape has also changed with the emergence of the Herefordshire and Worcestershire Sustainability and Transformation Partnership, the early development towards Integrated Care Organisations and a new Local Maternity System Plan. As a result of this, a number of interdependencies have been identified in relation to the original procurement timetable.

14. The Cabinet has approved a revised procurement timetable (including arrangements to ensure interim service provision) to enable a full assessment of the impact of the current environment, and completion of a needs assessment to inform service design, prior to commencing procurement by March 2019 with a view to awarding the contract by January 2020. It has delegated authority to approve the final specification, tendering and contractual decisions, including award of the contract, to the Director of Public Health in consultation with the Director of Children, Families and Communities and the Cabinet Members with Responsibility for Health and Wellbeing and Children and Families.

Forward Look at Adult Services

15. The Cabinet has considered proposals to consolidate Adult Services' vision and strategic objectives through the Directorate's policy documents to meet its focus of keeping people with care and support needs, and those that support them, as independent as possible, to enable people to remain active members of their community and to continue to make a contribution to it.

16. Details of the current and forecast demand and financial pressures for the provision of Adult Social Care, which are significant both nationally and locally, have been noted by the Cabinet. It has also been made aware of the recent reports into the viability of the adult care market and the recent National Audit Office report 'Financial Sustainability of local authorities 2018'. In light of this the Cabinet has endorsed the direction of travel within Adult Social Care to manage demand and improve people's independence as set out in its business plan 'Promoting Independence: Our Vision for Transforming Adult Social Care in Worcestershire' and the Worcestershire Market Position Statement. It has also endorsed a number of Adult Services policies and procedures and authorised the Interim Director to take all necessary steps to implement them.

17. The publication of a Government Green Paper on care and support for older people is still awaited. The Cabinet has requested a report on the Council's response to the Green Paper once published, indicating a preferred direction of travel. It has also asked that the value of the care sector as wealth-generating businesses and as an employer is recognised in the development of economic and regeneration policies within the county.

Council-Provided Day Services for Adults with a Learning Disability and Connect Short-Term Service

18. Further to the report to Council in July 2018, the Cabinet has considered the feedback from formal consultation with individuals using services and carers on the proposal to close the Wyre Forest Connect Long-term Learning Disability Day Service.

It has also noted feedback from engagement with stakeholders regarding the other services located at Wyre Forest Connect, namely the Wyre Forest Connect front desk service, the Wyre Forest Connect drop-in service and the Personal Care Suite. A detailed Equality Impact Assessment on the proposals, previously approved by the Cabinet in June 2018, in relation to Council-provided Day Services for Adults with a Learning Disability and the Connect Short-term Service has also been analysed.

19. Based on the conclusions of the above the Cabinet has approved the closure of Wyre Forest Connect Long-term Learning Disability Day Service, Wyre Forest Connect front desk service, Wyre Forest Connect drop-in service and the Personal Care Suite with effect from 1 April 2019. Work has been carried out on options to remodel the Connect Short-term Service for adults with lower and medium levels of need. As a result, the Cabinet has endorsed the continuation and relocation of that Service into the 'strengths-based' Three Conversation Model approach to social work with effect from 1 April 2019 with the detail of implementation and how the Service will operate in the future to be decided by the Director of Adult Services and the Director of Public Health.

20. Work in relation to the Council's other Learning Disability Day Services (Resources Centres, Connect Long-term Services and Leisure Link) to develop strategies for cost reduction and income generation in order to reduce the gap between the cost of the in-house services and the external sector and deliver planned savings is ongoing. The Cabinet has authorised the Cabinet Member with Responsibility for Adult Services to commence any formal consultation in relation to these services to the extent that any proposed changes are required to achieve the ongoing financial sustainability of the services.

Waste Contract

21. Council will be aware of the history of the Waste Management Service Contract (WMSC) and the successful commissioning of the new Energy from Waste plant, EnviRecover. The plant became fully operational in March 2017 and has been performing better than expected as per the model provided by Mercia Waste Management Limited (Mercia). There is therefore an opportunity to review the current restrictions on the plant to process a greater amount of waste each year. This would provide an additional revenue stream that could be shared between the contractor, this Council and Herefordshire Council. A Planning Application is being made by the contractor to increase capacity. It is therefore felt timely to ask Mercia to make a proposal (the "Contractor's Proposal") regarding the contract and potential extension as the Councils may be in a position to benefit from the successful delivery of this asset by Mercia at this time.

22. Given that the WMSC is already in effect pursuant to the decisions of the Councils at its inception and subsequently (in relation to any changes) Cabinet has agreed to define a mandate by reference to certain parameters ("the Parameters") within which any Variation can be concluded: Planning, Financial, Contractual and Technical.

23. The Cabinet has therefore authorised the Director of Economy and Infrastructure, in consultation with the Chief Finance Officer, Head of Legal and Democratic Services and Herefordshire Council, to negotiate the form of a Variation to the existing WMSC with Mercia to put into effect Mercia's proposals:

- (i) to increase the capacity of the EnviRecover facility at Hartlebury, subject to satisfactory planning permission;
- (ii) relating to such other ancillary issues as are appropriate in relation to the WMSC;
- (iii) to extend the duration of the WMSC by a period of up to 5 years

provided such a Variation is in compliance with the Parameters. The Director is to report back to Cabinet when he considers the Parameters have been materially satisfied for a further decision to execute the Variation.

Scrutiny Report: Bus and Community Transport Provision

24. The Cabinet has considered a Scrutiny Report on Bus and Community Transport Provision which was initially prompted by concerns raised about reductions to bus services and the potential impact on the public. A Notice of Motion agreed by Council in September 2018 welcomed the Council's undertaking to carry out a fundamental review of its entire subsidised services and requested that the review be supported by an urgent cross-party scrutiny into current bus and community transport provision. The Overview and Scrutiny Performance Board (OSPB) agreed the establishment of a Scrutiny Task Group to complete a scrutiny exercise and that the scope of the Group should be to examine and make recommendations on:

- how Bus Services are currently operating, both subsidised and commercial
- current County Council policy and budget for bus subsidies
- how the bus service cuts will affect the service users
- whether the existing bus services meet the needs of bus users across the county
- the role of community transport and how it is supported
- how the Service is perceived and experienced by bus users
- proposals for how the review of subsidised bus services will be carried out.

25. The Cabinet has received the Scrutiny Report on Bus and Community Transport Provision together with the response from the Cabinet Member with Responsibility for Highways. It has noted the Scrutiny Report and agreed to adopt the response of the Cabinet Member as the way forward.

Balanced Scorecard Performance and Corporate Risk Update

26. The Cabinet has received the latest update of the Corporate Balanced Scorecard for Quarter Two 2018/19. Currently there are 59 indicators reported in the Scorecard. 22 of these are rated 'green' representing good performance or progress. This includes two indicators; premises with superfast broadband and household waste collected per head, which have been highlighted as demonstrating positive progress in performance. 8 indicators are rated as 'red'. 5 of those indicators rated 'red' have had a performance update in Quarter Two 2018/19 and actions are being taken to improve their performance.

27. The Corporate Risk Register provides a mechanism for collating and reporting risks that could affect the delivery of corporate objectives. The Cabinet has considered an overview of risks identified at the end of Quarter Two 2018/19. There are 187 individual risks entered in the Risk Register, 18 of which are identified as high/'red' risks.

The Cabinet has noted the latest update of the Corporate Risk Register including actions to mitigate the risk areas that are rated 'red'.

Resources Report

28. The Cabinet considered a detailed Resources Report at its meeting in November 2018. The main highlights included the following areas.

29. The conclusions of the Cabinet Member with Responsibility for Finance concerning revenue budget monitoring up to 30 September 2018 have been endorsed by Cabinet. The 2018/19 outturn forecast for the Council's £324m net revenue budget as at Period 6 and progress to date on the savings and reforms programme was reported. A forecast overspend of £8.6m had been identified (an improvement since Period 4 month's forecast of £14.2m overspend). This was on course to reduce further to £5m following the successful completion of a number of management actions to reduce expenditure. It could reduce further following the completion of the current voluntary redundancy scheme. Whilst there was a risk that this may not be achieved in full, this would be managed closely to ensure the achievement of a balanced budget by the end of the financial year. The Cabinet noted the current progress regarding savings plans approved by Council in February 2018 and the additional management savings measures to address the forecast position, in particular that the forecast overspend was reducing.

Mr S E Geraghty
Chairman

Contact Points

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Specific Contact Points for this report
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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 the background papers relating to the subject matter of this report:

Agenda and background papers for the meetings of the Cabinet held on 15 November 2018 and 13 December 2018.

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COUNCIL
17 JANUARY 2019**NOTICES OF MOTION**

Notices of Motion Received

1. The Head of Legal and Democratic Services reports that he has received the following 4 Notices of Motion. The Constitution provides that any submitted motion must be moved and seconded at the meeting. Otherwise, unless postponed with the consent of the Council, it will be treated as withdrawn.
2. If a motion is in relation to the exercise of an executive function it will be referred to the Cabinet for decision (if applicable this will be indicated below). Otherwise the Council may decide itself to determine the Motion, or refer it to the Cabinet or another appropriate Committee for advice before determining it at the next available meeting.

Notice of Motion 1 – Worcestershire Children First

3. **This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.**
4. Notice of Motion standing in the names of: Mrs E B Tucker, Prof J W Raine, Mr M E Jenkins, and Mrs F M Oborski.

"This Council is shocked at the proposal to transfer the majority of Education Services into Worcestershire Children First, the new Alternative Delivery Model company being set up under the improvement programme for children's safeguarding and social care. We ask for a Scrutiny and full consultation with all partners before such a huge decision is taken. It would be a severe loss of democratic involvement in the life and needs of Worcestershire's young people and would offer a blank cheque from council tax payers for policy and priority choices made by the independent company"

Notice of Motion 2 – Archives and Archaeology Service

5. **This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.**
6. Notice of Motion standing in the names of Mr R C Lunn, Mr C J Bloore, Mr P Denham, Mr R M Udall, Ms P Agar, and Ms C M Stalker:

"This Council calls on the Cabinet Member with Responsibility to protect the County award-winning Archive and Archaeology Service from cuts in funding which would adversely change its nature and reduce its effectiveness.

Council calls upon the Cabinet Member with Responsibility to confirm how she will provide an effective service which recognises the historic significance of the county.

Furthermore, Council asks the Cabinet Member with Responsibility to confirm that there will be no compulsory redundancies."

Notice of Motion 3 – Sexual harassment in the workplace

7. This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.

8. Notice of Motion standing in the names of Mr R M Udall, Ms C M Stalker, Ms P Agar, Mr P Denham, and Mr R C Lunn:

"Council notes and deeply regrets that 40% of British women have experienced sexual harassment in the workplace. Council believes it has a duty to take action to prevent sexual harassment for all its employees and asks the Cabinet Member with Responsibility to bring a report to Council which will provide such a commitment and will illustrate how such a duty could be implemented by Worcestershire County Council."

Notice of Motion 4 – Asylum seekers

9. This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.

10. Notice of Motion standing in the names of Mrs E B Tucker, Prof J W Raine, Mr M E Jenkins, and Mrs F M Oborski:

"This Council repudiates the views of Cabinet Member Alan Amos as expressed in the Worcester News' letters page on 4 January regarding his comments about immigrants and asylum seekers. In particular, his statement about "so-called asylum children" putting pressure on Council services and the accusation that Worcestershire people who welcome and support refugees are "just hypocritically parading their consciences."

We thank his fellow Cabinet Member Andy Roberts for setting the record straight by actually providing the facts, namely that only "23 unaccompanied asylum-seeking children" came to the county last year and that central government provides the funding. These extremely vulnerable children have been through unimaginable horrors, may have been badly treated and can be experiencing mental health issues.

As a Council we are proud that a small number of vulnerable people affected by the Syrian conflict are being housed within Worcestershire and that unaccompanied asylum-seeking children are being given support."

Contact Points

County Council Contact Points

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Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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COUNCIL
17 JANUARY 2019**ANNUAL REPORT OF THE CHAIRMAN OF THE OVERVIEW
AND SCRUTINY PERFORMANCE BOARD**

Recommendation

1. **The Head of Legal and Democratic Services recommends that the Council receives the annual report of the Chairman of the Overview and Scrutiny Performance Board for 2018.**
2. The Council will be asked to receive this report and to receive answers to any questions on it.

Supporting Information

Appendix - Annual report of the Chairman of the Overview and Scrutiny Performance Board for 2018.

Contact Points

County Council Contact Points
County Council: 01905 763763
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Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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Overview and Scrutiny **Annual Report 2018**

January 2019

www.worcestershire.gov.uk



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Foreword

There can be no running away from the fact that local government faces significant funding challenges, which are pushing councils across the country into uncharted territory. It is in this landscape that a robust and thoughtful scrutiny process must rise to the occasion to play its part in policy making and challenging the decisions of the executive. Whatever the political balance of a council, no group or individual has a monopoly on good ideas or insight.

The last twelve months have been a busy time for scrutiny panels and the board itself. As you will read in the following pages, many serious and important subjects have been scrutinised by councillors. This month, panels will be assessing budgetary information, scrutinising performance and offering thoughtful considerations to the executive on their proposed priorities and policies in the budget.

There have been several excellent task and finish groups, where small groups of councillors have met on a consistent basis on a single issue. It has been my experience that in these 'task groups,' scrutiny works at its best with clear objectives. The 'Overnight Short Breaks' and 'Bus task group' are good examples of where short and long term policies can be put forward via scrutiny to help assist the executive and produce better outcomes for the residents we serve and the public services many of them rely on.

We must never restrict our ability to scrutinise, whether that is in individual panel meetings with arbitrary limits on the number of questions that councillors can ask or by limiting our capacity to scrutinise multiple subjects (within reason) at a time. It is therefore important for me to raise the issue of capacity of the scrutiny team. Our scrutiny team has reduced in numbers over previous years and our commitment to hosting the West Mercia Police and Crime panel further reduces our capacity. At a time when the council faces difficult decisions on the future of key public services, it has never been more important that we have the staffing support to do the vital research work, report drafting and scheduling that often goes on out of view of councillors. I would like to thank the members of the OSPB for their time and commitment, the panels for their hard work and all staff members for their diligence and hard work in ensuring our scrutiny processes work.



Councillor Chris Bloore
Chairman, Overview and Scrutiny Performance Board

Introduction

This Report highlights some of the key pieces of work from the past year. The complete Work Programme can be seen at **Appendix 1**.

How the Scrutiny bodies fit with the governance of the Council and details of their memberships can be found at **Appendices 2 and 3**.

Overview and Scrutiny Performance Board (OSPB)

The OSPB has considered a range of issues in 2018. These have included strategic Council-wide matters, such as scrutiny of the Local Enterprise Partnership and a discussion with the Leader about the approach to the Budget for 2019-20 and Scrutiny's role in this.

In fulfilling its role to co-ordinate the Scrutiny function, the Board has agreed Scrutiny Reports on bus and community transport services, the provision of overnight unit-based short breaks for children with disabilities and work on reviewing consultation arrangements for LTP4.

Learning

In addition to formal meetings scrutiny members have attended informal briefings and site visits to increase their knowledge of specific areas of work, from round table discussions to observing consultation events and even donning hard hats and high-vis jackets to check the equipment and processes for cleaning gulleys. Scrutiny has also initiated broader briefings for all members where they have identified a corporate interest arising from an issue examined at a meeting.

Scrutiny Annual Work Programme for 2018/19

The Work Programme was drawn up following consideration by each Panel individually, so that their individual priorities could be taken into account.

Call-in

The Board considered one Call-in this year.

A Call-in is essentially one of the tools available to non-executive Councillors to hold the Executive to account for the decisions that they take. Call-in is not a process to question the merits of a decision; it is a process to ensure that the principles of good decision making have been applied to the decisions that have been taken by Cabinet.

The Call-in related to a Cabinet member decision to introduce parking charges at the Countryside Centre. The Board agreed arrangements for hearing the call-in and this is planned to take place at an additional meeting of the Board on 14 January 2019.

Reflecting Matters of Concern to the Community

One of the roles of Scrutiny is to reflect on and consider issues of concern to the community. These may come to the Board's attention in many ways. For example, the Council referred a number of matters to the Board. In February it examined the Assessment of Children and Young People who may have Autism, in response to a Notice of Motion at Council in November 2017. The Board made a number of recommendations to the CMR including that the age group of when ASD diagnosis was undertaken could be monitored along with the outcome of referrals to the Umbrella Pathway. In addition, it was agreed that the Children and Families Overview and Scrutiny Panel look would add the SEND Strategy and behaviour support to its Work Programme.

A further Notice of Motion from Council sought the establishment of a Task Group to scrutinise bus and community transport provision and this is dealt with later in the report.

In December the Board received a report from the County Council's representative on the West Mercia Police and Crime Panel about its scrutiny of the announcement by the Police and Crime Commissioner that he and the Chief Constable had given notice of withdrawal from current Strategic Alliance arrangements with Warwickshire. This report was as a result of concern about the proposals expressed by many members and the Board has asked to be kept updated on this issue.

Scrutiny of Other Agencies

In May the Board met with representatives of the Worcestershire Local Enterprise Partnership (WLEP) to discuss governance arrangements and its effectiveness. This scrutiny of an organisation in which the County Council is a partner is regarded as best practice. Outcomes included:

- the WLEP will be attending the OSPB on an annual basis, to update it on the operations of the WLEP over the last 12 months and the programme of activity for the following year
- consideration would be given to allowing observers at the WLEP Board meetings and
- OSPB would be given the opportunity to input into the Internal Audit terms of reference for the WLEP audit process, prior to being agreed by the FAR Committee.

Community Safety

The Board's Lead Member for Community Safety, Paul Middlebrough led the Board in its Annual Crime and Disorder meeting to consider community safety issues. This year particular attention was paid to issues and activity around modern slavery. It was noted that the County Council's Internal Audit Team were considering the LGA Report on tackling modern slavery: A Council Guide, with a view to benchmarking the Council's position. The Board looked forward to looking at the results of this work when it was available.

At the same meeting the Board received a report about the Safer Roads Partnership where the roles of various agencies in improving road safety were discussed.

Budget 2018/19 and 2019/20

The Board collated views on the draft budget for 2018/19 at its meeting in January and asked at that stage for in-year information to enable an informed contribution to budget discussions in future. The overall approach to the budget was discussed with the Leader at the Board meeting in April when it discussed a CIPFA Financial Resilience report presented to senior councillors in 2017 and again in June when the approach to budget scrutiny was considered.

During the year the Board has considered how it would like to approach monitoring performance generally and this is being reinvigorated via the Panels from 2019.

Adult Care and Well Being Overview and Scrutiny Panel

Consultation plans for changes to Learning Disabilities Day Services and Replacement Care (Respite) Services

The Panel has been updated regularly during the year about the process and outcomes of pre-engagement and subsequent consultation on day services and replacement care services for adults with learning disabilities. The Panel was pleased to be involved at an early stage. As part of its work it heard from representatives of organisations who had been involved in the pre-engagement work to check how this had been received.

Overall the Panel considered that the approach taken by the Directorate had been positive and transparent. It also demonstrated the importance of working with service users when services were being redesigned.

Worcestershire Safeguarding Adults Board Annual Report

The Panel welcomed the Independent Chairman and Board Manager to its September meeting and considered the Board's Annual Report 2017/18 and the activities of the Board.

Arising from this item the Panel suggested that to continue and improve understanding of the Board's and Panel's work the agendas and minutes of respective meetings should be shared. It also welcomed the attendance at its meetings of the Chair of the Safeguarding Adults Board at any time. The Panel was also keen to promote the Multi-Agency Safeguarding Hubs which it considered might present potential spend to save opportunities. The Director of Adult Services will follow up this suggestion in the first instance.

Preventing Loneliness and Isolation

The Panel considered this topic at its meeting in March. The background to this included research which showed that a lack of social connections was bad for people's mental and physical health, and that loneliness increased the likelihood of premature mortality by 26%. Lonely individuals were more likely to visit their GP, go into residential care and use accident and emergency services.

The Panel learned about progress with Reconnections - a new service run by Age UK Herefordshire and Worcestershire which recruits volunteers to reach lonely people and reconnect them with their communities, building on their personal strengths. At the time of the March meeting the service had supported over 1000 older people. The Panel was keen that elected members were aware of the potential for this service to support members of their communities and a representative of the service subsequently gave a presentation to members generally about its work.

Children and Families Overview and Scrutiny Panel

Service Improvement Plan and Alternative Delivery Model

On 24 January 2017, Ofsted published their report entitled 'Inspection of services for children in need of help and protection, children looked after and care leavers; and Review of the effectiveness of the Local Safeguarding Children Board'. The overall judgement for Worcestershire was 'inadequate', which was disappointing and un-satisfactory for the children and young people of Worcestershire and everyone involved in supporting those services.

The Panel has increased the frequency of its meetings to focus on the Service Improvement Plan and latterly the development of the Alternative Delivery Model for Children's Services. This has included the consideration of feedback from Ofsted monitoring visits at regular intervals, in March, May and September.

The proposals for an Alternative Delivery Model for Children's Services (Worcestershire Children First, WCF) have been pre-scrutinised by the Panel and included its consideration in March of the draft full business case prior to consideration by Cabinet and submission to the DfE. At this stage the Panel clarified governance arrangements and discussed the financial arrangements for the setting up, and consequent operation of, the company.

At its November meeting the Panel considered progress with the implementation phase, particularly the proposal to broaden the scope of services and responsibility to be transferred to WCF which will include education services and the commissioning of community health services (subject to agreement from Worcestershire's Clinical Commissioning Groups). The Panel again considered the potential financial implications resulting from the expanded remit of the company and scrutiny's role in ensuring accountability for service delivery under the new arrangements.

The Panel is meeting again shortly to consider the implications of the decision to widen the scope of WCF to include the education function and the Commissioner for Children's Social Care has been invited to the meeting for this item.

SEND Action Plan

In May the Panel considered the SEND Strategy following its approval by the Health and Wellbeing Board and Cabinet. During March Ofsted and the Care Quality Commission carried out a joint inspection of Worcestershire to judge the effectiveness of the area in improving special educational needs and disability reforms as set out in the Children and Families Act 2014. The inspection letter was received in early May and was shared with the Panel.

A number of weaknesses were identified in the local area's practice which meant that the County Council and Clinical Commissioning Groups were required to provide a written Statement of Action. It was agreed that prior to sign off and submission, this would be considered by the Panel and in early August the CMR and relevant officers were invited to attend its meeting. The Panel considered the Statement very carefully and made suggestions for some improvements to drafting, which were accepted, and also suggested some actions, including raising awareness among parents about schools' responsibilities for part time timetabling for children with SEND.

Future Provision of Overnight Unit-Based Short Breaks for Children with Disabilities

A Task Group had been established in January 2018 to scrutinise the proposal to launch a consultation with families, professionals and other stakeholders on the future delivery of overnight unit-based short breaks in Worcestershire.

Cabinet had agreed to the consultation and to delegate the final decision to the CMR for Children and Families to be implemented by the Director of Children, Families and Communities.

The Task Group worked in a very short timescale to prepare a report, based on the original timescale for the consultation to end in February prior to a decision being made by the CMR. The report was presented to and agreed by Overview and Scrutiny Performance Board in April and the decision about the service was subsequently taken at the Cabinet meeting on 12 July, the CMR having decided not to exercise his delegation and referring it to the Cabinet to consider.

After the decision was made at Cabinet, the Panel called the CMR to its next meeting to discuss proposals for implementing the Cabinet decision. Arising from this, members asked for further information at the relevant time about work with the providers of overnight short break services on remodelling of the service and details of the savings required. Members of the Task Group also attended as observers meetings with parents about the ongoing process. At the time of writing this report the next decisions about the service are yet to be made.

Performance

During the year the Panel has worked with the Director of Children, Families and Communities to develop a set of performance indicators to enable it to oversee and monitor performance in the delivery of children's social care. The Panel has agreed that the indicators should include details of past performance in order to assess the direction of travel.

Worcestershire Safeguarding Children Board Annual Report 2017/18

The Panel has considered the Annual Report of the Safeguarding Board and discussed its contents with the Board's Independent Chair and Business Manager.

This year's report was more positive than the previous year, although there was still some work to do. Child Sexual Exploitation remained a priority but the Board is looking beyond this to the wider context of adolescent safeguarding.

The Safeguarding Board will cease from September 2019. Members explored the potential options for the future, including whether there would be an opportunity for more joined-up working with the Adult Safeguarding Board, particularly with reference to transitions and looking at the whole family. The Independent Chair replied that it was an absolute imperative for the 2 Boards to work together.

Corporate and Communities Overview and Scrutiny Panel

Commissioning

The Panel explored this topic on a couple of occasions during the year. An initial session to understand the vision for the role and future of commissioning was postponed as it was too soon after the commencement in post of the Chief Financial Officer and Director of Commercial and Commissioning.

The Panel returned to the topic in October when it learned that the Council had approximately 1500 contracts with suppliers, with a commercial spend of £494m in 2017/18 which included capital, revenue and pooled spending. The three largest contracts were Worcestershire NHS Health and Care Trust, Ringway Infrastructure Services and Mercia Waste amounting to over £100m between them. It was noted that at the other end of the scale, there were 2-3,000 individual care package contracts.

The Panel agreed it wished to:

- contribute to the development of the Procurement Strategy
- view the overall Commissioning project plan in order to scrutinise key milestones, achievements etc. to see how improvements were being delivered and to be made aware of commissioning priorities for the next 6 months
- receive an update in 6 months' time

In the meantime the Panel is considering which KPI's it should review in order to scrutinise the commissioning function effectively.

Libraries

The Panel has reviewed two aspects of the library service in the latter part of the year.

Libraries Remodelling

The Panel considered a detailed explanation of options set out in the Libraries Remodelling report agreed by the Cabinet at its meeting on 18 October.

The Panel discussed various potential options and considerations for the future. It has asked for more details about the costs of implementing Open Libraries, to help understand how the costs measure against the potential benefits of this model of service delivery. The Panel asked how it might support the process. It was suggested that its scrutiny and support in terms of how solutions might be implemented and its views on risks and potential issues would be welcome. The Panel will consider an update on this topic at its meeting in March 2019, prior to Cabinet consideration of proposals.

School Library Service

Following concerns expressed by some Members, it was agreed at the Overview and Scrutiny Performance Board on 25 October 2018, that the Panel would invite the Assistant Director of Families, Communities and Partnerships to its meeting to discuss and clarify the detail of the Officer Executive Decision relating to the School Library Service.

Among other issues, the Panel discussed with the CMR and senior officers the background to the decision to cease providing a library service to schools, potential commercial opportunities for the service and alternatives considered. The Panel will revisit the topic when it considers income generation at its January 2019 meeting.

Economy and Environment Overview and Scrutiny Panel

Community transport

In May the Panel discussed Community Transport including buses and access to hospitals. Council officers involved in supporting community transport attended the meeting as well as a representative of the Community transport sector.

Of particular concern to the Panel was pending changes in operating legislation where, if implemented, Community Transport operators using 9 - 16 seater minibuses would no longer be able to bid for contracts due to challenge by commercial operators. There was a danger that Community Transport schemes would have to close as a result. When asked about the worst case scenario, Members were informed that five schemes and around 14,500 journeys would be affected. The Panel recommended that if these were introduced, Worcestershire County Council contracts should be changed to enable minibuses with less than 9 seats to be considered. It also asked to be updated in due course on the outcome of the national consultation about this.

Highways England

In March the Panel met with representatives of Highways England to discuss its role and how it works with the County Council. The work and role of Highways England was added to the Panel's work programme following the Overview and Scrutiny Performance Board's discussion of transport in Worcestershire, as part of its review of the draft Local Transport Plan for 2018 - 2031 (LTP4). Some of the areas where clarification was sought included the impact of major works on nearby relief roads and residents, and how information about road closures is communicated to residents and road users.

The Panel was pleased to note that the Agency reported that when developing schemes, there is a really successful working relationship between the Local Authority, Local Planning Authorities and developers. Examples across Worcestershire were given where positive joint working had been successful. It learned that designated funds for delivery of small projects, such as cycleway, safety and environmental enhancements, has been under utilised and asked to receive details of this.

The Panel focussed on repairs to Oldbury Viaduct. Although members appreciated this was a complex project and was outside Worcestershire, the impact of the disruption caused on the M5 and surrounding routes as a result was being felt in the County by its residents and businesses.

Members expressed the view that Worcestershire and its local roads were paying the price for the traffic management for the scheme. The Panel did not understand the model currently in place and questioned whether alternative measures had been considered.

In response, Highways England stated that two independent reviews had taken place to inform the current model. It was agreed that the results of these would be shared with the Panel. Highways England fully appreciated that drivers were frustrated and that some drivers were making a different journey choice, however, it was also reported that the broader network had to be considered. In addition, it had been noted that some drivers were working differently, whether travelling by rail, or working more flexibly which was helping. Representatives also gave examples of where they had responded to concerns, for example by increasing signage and using social media to communicate about closures.

Superfast Broadband

The Panel has received an overview of the 3 broadband contracts which have been undertaken or started between July 2014 through to June 2019. Provision in rural areas was discussed, with particular reference to understanding the challenges faced in delivering improvements to these areas.

The Panel asked that Councillors are provided with a Superfast Worcestershire Broadband Programme update by individual divisions and a guidance note on the Community Fibre Partnership in Worcestershire in order to inform and keep their communities up to date on progress.

Health Overview and Scrutiny Committee (HOSC)

Quality of Acute Hospital Services

The Care Quality Commission (CQC) issued a Section 29 Notice to the Worcestershire Acute Trust in January 2017. This is a statutory warning notice issued when significant improvement is required in an NHS trust and a simple warning is not enough.

The Committee has received details of, and updates on, the implementation of the Trust's Improvement Plan. The latest update was based on the CQC report from June 2018 which showed that overall Maternity Services had improved from 'requires improvement' to 'good'. Diagnostics had improved from 'inadequate' to 'requires improvement', Services for Children and Young People had improved from 'inadequate' to 'requires improvement' at the Worcester site. Outpatients remained as 'inadequate' and Surgery was rated as 'inadequate'.

Although the overall rating for the Trust remained as 'inadequate' the CQC had recognised improvement and the impact of stable leadership and the overall 'Well-Led' domain improvement from 'inadequate' to 'requires improvement'.

The Committee has heard about changes in managerial style in dealing with the improvement challenges and commended the Trust for its 'back to the floor' approach. However, the Committee is concerned about whether changes are embedded in practice and will continue to receive regular updates.

STP – Sustainable Transformation Partnership Herefordshire and Worcestershire

The Committee considered an update on the progress with the STP at its meeting in January and followed up with a more in depth look at one workstream, the Local Maternity System, in July. The STP Herefordshire and Worcestershire is a collaborative arrangement between all local health and care organisations working across the area, supported by the voluntary sector and Healthwatch representatives.

Current plans set out a direction of travel for the next four to five years. Priorities include doing more to prevent illness and encouraging people to live healthier lives; improving access to GP appointments; improving community services which care for people at home, including making better use of technology and making acute and specialist services more sustainable.

During consideration of the overall STP, reference was made by members to the Community Hospitals being perceived as the 'jewel in the crown' and an asset to be utilised. It was interesting to note that with the concept of care closer to home their use would be stronger than ever, with examples given whereby extended GP access could see the sites being used as physical bases. Previously, it had been reported that beds could close as part of the STP programme and it was clarified that some future modelling work was being undertaken. Everyone acknowledged that the public was concerned and at an appropriate time in the future, an Item would be brought to HOSC.

As a follow up to these meetings some members of the Committee attended an informal briefing about the STP to expand their knowledge of how it operates.

Winter pressures

The Committee had asked for a cross sector review of winter pressures experienced during the 2017-18 winter season and held an extra meeting in July specifically for this item. This followed concern about the handover delays from ambulances at the Worcester Royal acute hospital site and consequent impact on the ambulance service and its ability to respond to emergencies and the lack of appropriate accommodation for patients at the Worcester site.

The Committee followed up the review by considering plans for 2018/19 with representatives from the health and social care sectors. Whilst there was evidence of informed cross sector planning for the winter challenges, it was acknowledged that there were risks to delivery which were difficult to manage. It was also concerned to learn from a senior NHS officer that the winter pressures – usually regarded as a seasonal event – had continued into the spring and beyond, which had an impact on the organisations' ability to respond.

One key element of preparing capacity at the Worcester Acute Hospital was building work to link the Aconbury wing to the main hospital building. Although funding had been brought forward for this, it had been piecemeal in fruition because of the processes involved in accessing it. The new bridge link was due for completion in December 2018, which would improve access to 50 existing but unmodernised beds (meaning that more acutely ill people could be cared for than previously). However, at the second session about winter pressures the Committee was disappointed to learn that this was delayed until mid-January 2019 and additionally that there was no provision within the contract for claw back of costs incurred because of the delay.

The Committee will continue to scrutinise the preparations for, and response to, winter pressures. It was keen that safe avenues of care are emphasised so that members of the public did not attend A&E unnecessarily; that all involved should champion the take up of the flu jab and that consideration should be given to how specific issues can be addressed in the longer term, such as how to improve the attractiveness of working in social care and health overall.

West Mercia Police and Crime Panel

The County Council is host authority for the West Mercia Police and Crime Panel, which is a scrutiny body and scrutinises the actions and decisions of the West Mercia Police and Crime Commissioner. The Panel comprises representatives from each local authority in the West Mercia area including the District Councils in Worcestershire.

The Panel met 5 times in the last year. It is required to consider certain items during the year including reviewing the PCC's proposals for the precept and comment on the PCC's Annual Report. As host authority Worcestershire County Council provides scrutiny, technical and Monitoring Officer support for the Panel, and administers complaints made about the conduct of the PCC.

During the year the Panel:

- scrutinised the decision of the PCC to sell the registration plate AB1, which had led to public concern. The Panel made a report with recommendations to the PCC arising from this
- reviewed the inspection findings into Police Effectiveness conducted by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which was part of its annual rolling programme of inspections on the efficiency, effectiveness and legitimacy of police forces within England and Wales (PEEL). Some of the outcomes of this inspection report and the overall grading were disappointing and the Panel discussed plans for improvement with the PCC and followed up with an update at its November meeting
- held an extra meeting to gain a better understanding of the reasons behind the 9 October joint announcement by the West Mercia Police and Crime Commissioner (PCC) and Chief Constable (CC) of their intention to withdraw from the current strategic alliance arrangements the force had with Warwickshire.

Currently a Task Group is considering the PCC's proposed precept for 2019/20 and will report to the February meeting of the Panel.

Scrutiny Task Groups

LTP4 Consultation Successes

Whilst this was not a full task group activity, this review followed up comments at an earlier OSPB seeking to learn about and share the good practice followed during consultation for the fourth Local Transport Plan for Worcestershire (LTP4). The review was carried out by OSPB member Paul Middleborough.

The recommendations about improving consultation practice made in the report were accepted with an addition about highlighting the role of local members in promoting public consultations in their communities.

Overnight Short Breaks

The Overview and Scrutiny Performance Board (OSPB) approved a proposal to set up a task Group at its meeting in January 2018. Its terms of reference were to scrutinise the proposals for changes including the potential impact across all overnight short break provision for children with disabilities. Through carrying out this exercise, Scrutiny may also comment on the consultation process.

Initially the decision about the Overnight Short Breaks service was due to be made as a Cabinet Member (CMR) decision in March, but was deferred and subsequently referred by the CMR to the Cabinet meeting in July. The Task Group's report was approved by OSPB in April and its recommendations considered alongside the Cabinet report.

The Task Group's recommendations had included one that the decision should be made by the full Cabinet to enable transparency. The CMR decided, in the light of the recommendation and emerging issues, not to exercise the delegation to make the final decision on the future provision of unit-based overnight provision and requested that it be considered by Cabinet.

At the time of writing this report the decision about the future of the service has not been made and Members of the Task Group continue to maintain a 'watching brief' and have attended meetings with parents about the ongoing process as observers.

Bus and Community Transport Provision

This Task Group was set up following a Notice of Motion at Council in September, which sought a "scrutiny of current bus and community transport provision, including the availability of transport at crucial times of the day to get to work, to school or college, to medical appointments and for shopping." The scrutiny had to be completed to feed into the 2019/20 budget process.

The report made 7 recommendations and the Cabinet Member's (CMR) response to the report was accepted by the Cabinet as the way forward. The CMR was generally supportive of 4 of the recommendations and responded that their contents would be included in the review of bus services that the department responsible was undertaking. His response indicated that the Task Group report would be a very useful document in informing the wider Transport Review which has begun and will look into the total provision of bus services across the whole County Council. Particular points he said will be considered in the review included home to school transport and SEND expenditure, to remove duplication; investigating the interlinkage between bus services and interdependencies; review of the criteria for bus subsidies; the accessibility of services for older people; refinement of the permit scheme for roadworks in relation to their impact on punctuality and the impact of bus services on social isolation.

Task Group members will follow developments with the Transport Review. When setting up the Task Group OSPB agreed that a second tranche of scrutiny work will be undertaken on options available for travel for the people of Worcestershire.

Appendix 1 - 2017/18 SCRUTINY WORK PROGRAMME

Agreed by Council September 2017

Overview and Scrutiny Performance Board	
Standing items	<ul style="list-style-type: none"> • Review of Work Programme and Cabinet Forward Plan • Call-ins • Panel/Committee Updates • Leader of Council Q&A • Crime and Disorder Annual meeting • Budget Scrutiny Process
Transitions	<p>On 21 June a joint meeting of the Adult Care and Well-being O&S Panel and the Children and Families O&S Panel was held to discuss issues relating to the transition between Children's and Adult Services. Following the meeting, Members expressed an interest in setting up a scrutiny task group to investigate further. The Chairmen of both Panels have met with Officers to start the scoping process.</p>

Adult Care and Wellbeing Overview and Scrutiny Panel:	
1.	Three Conversation model (new model for social work)
2.	Outcome-based Commissioning – homecare and care providers
3.	Staffing – sickness, recruitment, retention and agency spend
4.	Isolation (including social isolation)
5.	Prevention work and its success in keeping people independent – possible task group
6.	<p>Technology in Care</p> <ul style="list-style-type: none"> <input type="checkbox"/> Analysis of successful IT across the health and care sector with a view to showing success against:- supporting people to stay at home, promoting independence, increasing quality of life, reducing the cost of care and protecting personal dignity. <input type="checkbox"/> The claim is always that IT increases the potential for loneliness, is this correct?
7.	Better Care Plans
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Safeguarding • Budget Scrutiny Process

Children & Families Overview and Scrutiny Panel:	
	<p>The main focus of the Panel's work is to follow up to the Ofsted report and the implementation of the Service Improvement Plan, and this will be a standing item on all agendas. In this context, Panel Members have highlighted the following particular concerns:</p> <ul style="list-style-type: none"> • The workload of social workers (including travel time and key workers); and • The need to consider comparative figures in relation to performance of agency staff, recruitment and retention, and caseloads.
1.	<p>Vulnerable Children</p> <ul style="list-style-type: none"> <input type="checkbox"/> Child employment and labour <input type="checkbox"/> Education at home
2.	<p>0-19 Agenda</p> <ul style="list-style-type: none"> <input type="checkbox"/> Children's centres
3.	<p>Alternative Provision</p> <ul style="list-style-type: none"> • Pupil Referral Units <input type="checkbox"/> Review of current provision of service and how it is delivered • Babcock Prime • Migrant Children
4.	<p>The performance of Babcock Prime (with a particular focus on performance at KS2)</p>
5.	<p>Assistive Technology</p>
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Safeguarding • Budget Scrutiny Process

Corporate & Communities Overview and Scrutiny Panel:	
1.	Worcestershire County Council - Property <ul style="list-style-type: none"> <input type="checkbox"/> Accountability of the Place Partnership <input type="checkbox"/> How do we use our property? <input type="checkbox"/> Review of capital monies and property
2.	Worcestershire County Council Workforce <ul style="list-style-type: none"> • What future skills/roles does the Council need? • What skills gap exists? • Does WCC pay and reward effectively? • Does WCC have a strong succession management system? • Does WCC recruit the required talent and behaviour? • Do WCC Managers support a performance driven culture based on achieving the best outcomes for the people of Worcestershire? • Are the corporate values embedded across the organisation?
3.	What can Worcestershire County Council do to maximise income generation?
4.	How can Worcestershire County Council support Local Business? <ul style="list-style-type: none"> <input type="checkbox"/> Can Worcestershire County Council use Social Value Act to procure services locally?
5.	Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County? <ul style="list-style-type: none"> • Analysis of cultural offering and how it can be improved • Role of Council and partners • Funding opportunities – are they being utilised?
6.	Councillor IT
7.	Information sharing with District Councils
8.	Road safety (particularly around schools)
9.	Commissioning – How do we manage and ensure value for money and quality service?
10.	Communications – How do we ensure residents have easy access and we communicate service levels? WCC brand and the postal service
11.	The Council's role in post-Brexit subsidy mechanisms for rural activities.
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Budget Scrutiny Process

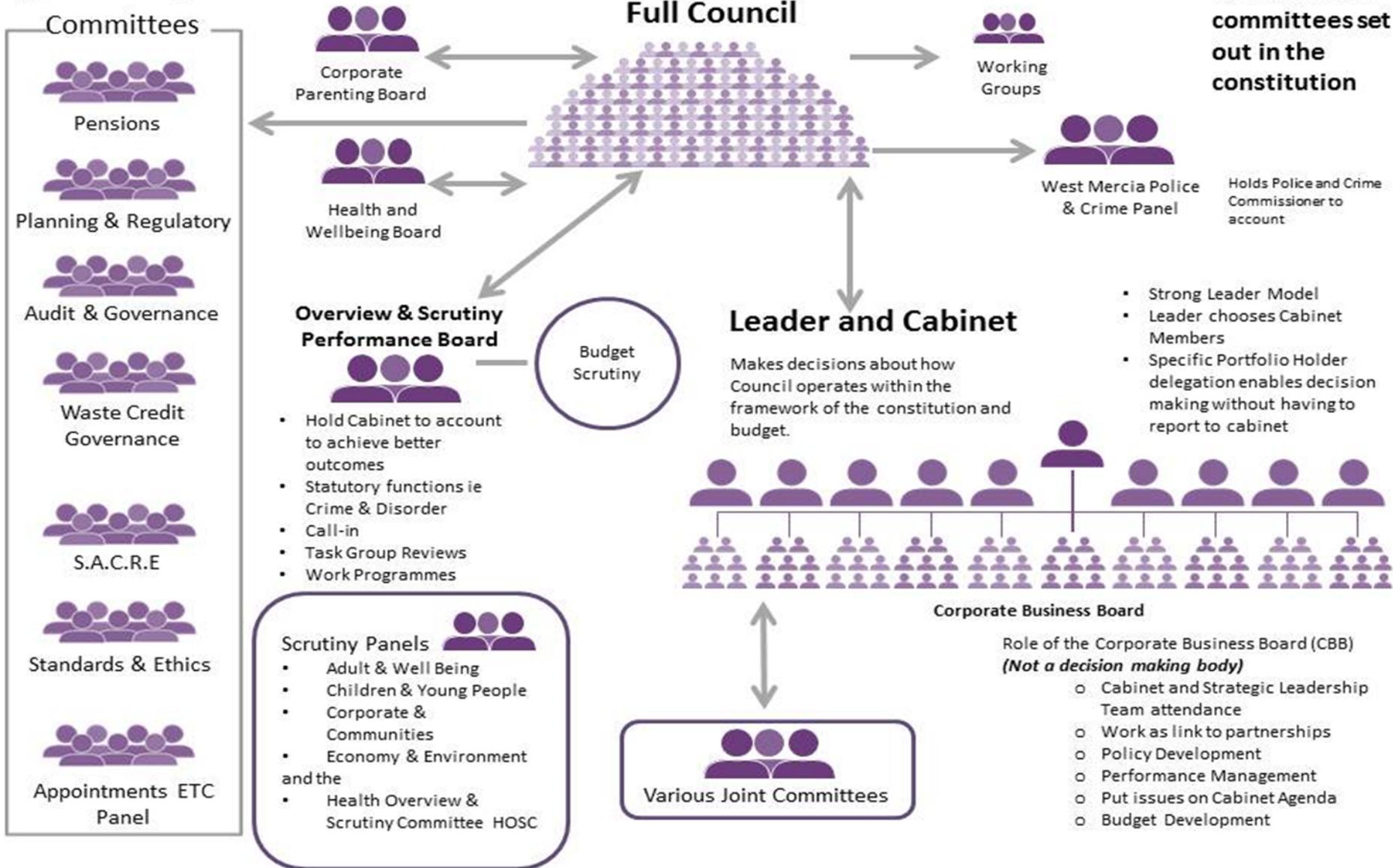
Economy & Environment Overview and Scrutiny Panel:	
1.	Highways development control – improving joined-up working and include Highway's Engineers capacity (task group?)
2.	Footways – update on implementation of recommendations agreed from the interim scrutiny report (mini review)
3.	Cycle paths – how to improve getting around the county
4.	Local Transport Plan 4 – how plans are implemented
5.	Annual review of the Worcestershire LEP's contribution to all sectors of Worcestershire's economy <ul style="list-style-type: none"> • Accountability, remit, resources and performance • Relationship with partners • Agriculture and Tourism economies
6.	How to improve getting around the County <ul style="list-style-type: none"> • Congestion • Roadwork's • Cycle Paths, footways, footpaths and bridle paths • Public transport • Transport and access to hospitals • Buses (task group?)
7.	Cleaning programme for gulleys and drains (mini review)
8.	Asset management – incorporating lessons learned from Evesham's Abbey Bridge
9.	Budget scrutiny (mini task group of panel members)
10.	Flood risk management
11.	Broadband update
12.	Transport and Access to hospitals
13.	Relationship with Highways England
14.	Residents zonal parking schemes and additional car parks
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Budget Scrutiny Process

Health Overview and Scrutiny Committee:	
1.	Implementation of the clinical model for the future of acute hospital services in Worcestershire – checking implementation and impacts
2.	Sustainability Transformation Plan (Partnership) – overview and continue to receive updates and check proposals arising from this
3.	Community hospitals and minor injuries units – roles of these and plans for the future
4.	Quality of acute hospital services – continue to be updated and check the implementation and impact of action being taken
4.	Mental Health: <ul style="list-style-type: none"> • Older Adults – review following implementation of new ways of working as outlined in the briefing to HOSC members in August 2017 • Children including child and adolescent services - update
5.	Ambulance Services update
6.	Cancer Services – update since last discussion in 2015
Standing items	<ul style="list-style-type: none"> • Substantial Variation considerations • Quality Accounts

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Governance Model

Role of Full Council and all committees set out in the constitution



APPENDIX 3 – Membership

Overview & Scrutiny Performance Board

Chris Bloore - Chairman
Liz Eyre - Vice-Chairman
Alastair Adams - Economy and Environment
Juliet Brunner - Adult Care and Well Being
Paul Middlebrough - Crime and Disorder Lead Member
Fran Oborski - Children and Families
Kit Taylor - Corporate and Communities
Paul Tuthill - Health Overview and Scrutiny Committee

Adult Care and Well Being O&S Panel

Juliet Brunner - Chairman
Liz Tucker- Vice-Chairman
Rob Adams
Tom Baker-Price
Andy Fry
Phil Grove
Paul Harrison
Robin Lunn
Shirley Webb

Children and Families O&S Panel

Fran Oborski - Chairman
Jane Potter– Vice Chairman
Pat Agar
Tom Baker-Price
Bob Banks
Rita Dent
Peter McDonald
Steve Mackay
Tracey Onslow
Bryan Allbut – Church of England rep

Economy and Environment O&S Panel

Alastair Adams - Chairman
Paul Denham – Vice Chairman
Bob Brookes
Brandon Clayton
Matthew Jenkins
Adam Kent
James O'Donnell
Ceri Stalker
Rebeca Vale

Corporate and Communities O&S Panel

Kit Taylor – Chairman
Mary Rayner – Vice Chairman
Adam Kent
Richard Morris
James O'Donnell
Prof John Raine
Andy Stafford
Peter Tomlinson DL
Richard Udall

Health Overview and Scrutiny Committee

Worcestershire County Council
Paul Tuthill – Chairman
Pat Agar
Bob Brookes
Phil Grove
Prof John Raine
Mary Rayner
Chris Rogers
Andy Stafford
Peter Tomlinson DL

District Councils

Frances Smith – Wychavon DC – Vice Chairman
Tony Baker – Malvern Hills DC
Chris Bloore – Bromsgrove DC
Mike Chalk – Redditch BC
Mike Johnson – Worcester City Council
Fran Oborski – Wyre Forest DC

Further copies of this report are available from:

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This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from the Overview and Scrutiny Team on telephone number 01905 844963 or by emailing scrutiny@worcestershire.gov.uk

17 JANUARY 2019**REPORT OF THE CHIEF EXECUTIVE OF THE COUNCIL**

1. The following report reviews the work of the Chief Executive since appointment in March 2018 and provides members with an update on key priorities, actions and achievements in that time and provides members with the opportunity to seek further clarification where required.

2. I would like to start by thanking all staff working for or on behalf of Worcestershire County Council, striving to ensure residents, businesses and communities receive the services they deem important within a significantly reduced financial envelope. In many cases we have seen services maintained and this is to the credit to staff working in uncertain times but looking to inject innovation and do things differently. I would also like to thank our Councillors for their openness since March in welcoming me into the role.

3. In accepting the post I was aware that the Council had undergone a period of uncertainty particularly at the senior management level where a number of key individuals had left to take up new roles. This had resulted in the need for temporary post holders which inevitably leads to a level of instability at a time when local government as a sector was under considerable stress. The need to restore stability and strategic capacity was an early priority and therefore one of the first tasks was to recruit individuals to the vacant roles, an issue I will return to later in this report.

4. Local Government has been topical over the last twelve months and particularly with regard to the sectors financial stability as a result of the concerns raised by Northamptonshire County Council. Against this context the initial priority as the new Chief Executive was to establish Worcestershire County Council's financial position and to understand the pressures facing the organisation. The budget for 2018/19 on paper contained all of the essential funding decisions expected, however on closer analysis what became apparent was that the assumptions made were proving to be over optimistic against the continuing demands being experienced in parts of the Council, particularly in the field of Adult Social Care. As Councillors will recall this resulted in a significant in-year pressure of almost £18 million and as such required urgent action to ensure the pressure was reduced and if possible completely removed.

5. Starting work at a new organisation is always a challenge and particularly at one that has the size and scope of Worcestershire County Council. Understanding the organisation's key strengths and weaknesses was vital as was gaining an insight into the Council's culture in order to understand the balance between what residents and businesses required, and by extension their elected representatives, and what the Council resources, structures and methods were able to deliver. This analysis provides the basis to understand what needs to change, what processes and systems are required and what if anything is holding back the organisation's ability to meet expectations. My approach has been to take some time to understand the organisation prior to seeking to make changes and to engage with staff at all levels to gain their perspective on how we can move forward.

Strategic Leadership

6. It is rare in professional life to take on a new challenge where you are able to recruit a significant number of the team that you will directly work with going forward. Worcestershire provided this opportunity and I am delighted to inform Council that we have been able to recruit very strong and experienced individuals across all the roles required. In addition to the new appointments I also recognise the strength of the existing members of the Strategic Leadership Team (SLT) and it is this combination of both new and existing talent that gives me great confidence for the future. There is of course team development to do in order to ensure SLT can operate as a high performing team and this work is ongoing but I am pleased to report that progress is excellent and there is a real corporate approach now driving the Council forward.
7. Effective Council leadership requires a strong relationship between the officer corps and elected members and this needs to be developed over time. It gives me great pleasure to report to Council that all relationships are developing well and that there is a growing understanding and trust between officers and members leading to clear decision-making, financial planning and performance management.
8. The translation of strategic plans into operational management actions is an area where improvement can be made. Under the current structure there is often a loss in communication between the strategic and operational layers of the organisation leading to less effective performance and delivery of programmes. The structural segmentation of the senior management teams amplifies this issue and as such this will be addressed in future as part of the Council's redesign process. The exact form of this change is yet to be formalised and consulted upon and will form part of our work programme going forward.

Delivering the Corporate Plan

9. Shaping Worcestershire's Future continues to guide the Council's work. It sets an ambitious vision for Worcestershire with refreshed aims around our four priorities up to 2022. It includes cross-cutting themes covering: moving towards self-sufficiency by growing our income base and better utilising our assets, an enabling authority helping individuals, families and communities to do more for themselves, evaluating providers and securing value for money and finally, working better together as One Worcestershire. Much of the work and progress that has been achieved this year has already been reported to Council by the Leader in his report to November's meeting however I have also reproduced some of the key points below to help illustrate achievements over the last ten months.
10. Worcestershire LEP is continuing to make great progress towards our shared objectives set out in the Strategic Economic Plan of creating 25,000 jobs, increasing Gross Value Added (GVA) by £2.9bn and contributing towards the delivery of 21,500 new homes by 2025. Worcestershire is playing its part at a regional level in the Midlands Engine, Midlands Connect and West Midlands Rail as well as the North Cotswold Line Taskforce.
11. Investment in digital infrastructure continues; broadband speeds in the county have been transformed with superfast broadband (24Mbps+) now available to over 95% of premises in the county.

12. In March 2018, Worcestershire was one of only six projects across the country to be awarded funding as part of DCMS' 5G Testbed and Trials programme. The Worcestershire consortium secured £4.8m, with private sector partners contributing and a host of major companies involved. The project focusses on use cases that increase productivity in manufacturing, detecting faults in machinery as well as ensuring 'security by design', highlighting the role of Worcestershire in pioneering 'Industry 4.0' to create a connected, creative and dynamic economy for its businesses, residents and investors.

13. Worcestershire Parkway is progressing well. The steel structure of the station building and footbridges can be clearly seen as can the 500 space car park, new roundabout and access road. Once operational, this will enable Worcestershire to reap the benefits of increased inward investment that the improved connectivity will facilitate. The key economic 'game changer' sites in the County continue to grow. Worcester Six has seen five new investors taking over 700,000 sq. ft. of commercial space. Redditch Gateway has been granted outline planning consent for 1,000,000 sq. ft. and the Council is working closely with the developer and partners to attract occupiers to this important site. Malvern Hills Science Park continues to develop high quality defence and cyber security jobs, with construction complete on Phase 5 and further expansion planned.

14. Working with the Worcestershire LEP, the Council is strengthening the county's transport infrastructure with major investments in Worcestershire Parkway, the Southern Link Road, A38 corridor, Kidderminster Station and Pershore Link Road to name just the key projects.

15. In July, Cabinet noted the progress being made on the delivery of the overall A38 Bromsgrove Major Scheme. This scheme, currently being developed in 5 'packages', is essential to support growth identified in the adopted Bromsgrove District Plan. The initial phase of the overall scheme consists of improvements to three junctions including the M5 Junction 4 and the M42 Junction 1, with delivery commencing next year. The A38 will form part of the Major Roads Network, which opens up opportunities for future funding bids.

16. Dualling the A4440 Worcester Southern Link Road has progressed with a new railway bridge over Crookbarrow Way and construction of the carriageway now underway, thereby completing the dualling between junction 7 of the M5 and the Ketch Roundabout. The Council continues to progress Phase 4 which will see the dualling of the road between the Ketch and Powick roundabouts, with planning already secured and completion due during 2021.

17. The County continues to gain the highest level in the Department for Transport (DfT) Incentive fund, thus securing the maximum Highway Maintenance funding available. Even with securing this maximum level of funding from the DfT, additional capital monies are required to achieve our target of being in the top quartile in each road class. The recently agreed £37.5 million three year Highways Infrastructure Improvement Fund (HIIF) will greatly assist in reaching this target. Following the Council's budget allocation of £5 million we have been successful in drawing in £6.6m of Government monies to match fund schemes under development. In Worcester, to improve traffic flow and air quality by upgrading and better sequencing traffic signals, and in Bromsgrove, enhanced walking and cycling routes

18. Disposing of household waste and recycling is a core duty of the Council. Following the first operational anniversary of our Energy from Waste plant, EnviRecover, in March

2018, it has become evident that the plant is performing better than expected and will provide the County with an efficient way of dealing with our residual waste as well as providing enough electricity to power 32,000 homes.

19. We have continued to complete a range of drainage and flood mitigation schemes in key locations to improve the County's resilience to the effects of flooding and the changing climate. Since 2013, nearly 400 flood alleviation and drainage schemes have been implemented to mitigate the risk to over 1,800 homes, businesses and key sections of the highway network. During the last 12 months the major flood adaptation scheme at New Road in Worcester has been completed and progress has been made with the scheme at Upton-upon-Severn, with the final phase now underway and due for completion in 2019.

20. Work in the areas of Adult and Children's services continues at pace. Much of the first few months in Children's services have concentrated on the continual improvement agenda and the creation of the new Council-owned company Worcestershire Children First. I can inform Council that we continue to improve strongly having completed six interim Ofsted visits all of which have shown good progress, with the final visit at the beginning of January prior to a full re-inspection expected during the spring / summer of 2019.

21. Within Adult services much of the work has been to understand the budget and the significant pressure that has occurred in-year. This has been a difficult and detailed piece of work and is due to a number of factors, such as a rise in demand, increased complexity and an increase in the cost of packages. However the work has not been purely about financial management, the service has developed and implemented the new Three Conversation model of social care with very positive early results both in terms of resource requirements and feedback from service users.

Governance

22. Governance is important in ensuring the Council operates ethically and effectively and as Chief Executive this forms a fundamental part of the role. Since starting in post I have sought to develop relationships with all political groups and to ensure that officers maintain a politically neutral approach to the work that we are employed to do. I am pleased to report that members of the administration and opposition groups are supportive of this approach and have willingly engaged. It is of course still early days but I look forward to developing these relationships further so that all members feel fully supported in the work that they do and are confident that staff operate in a politically neutral way.

23. Moving to systems and processes I am pleased to report that the Council has an excellent framework and one that provides both confidence and assurance and reflects the excellent work of the Monitoring officer and our team in democratic services. That is not to say that there are not areas that we can improve. One area highlighted by councillors has been scrutiny, and therefore we will work to review this area to improve effectiveness.

Financial management

24. Financial management has been a real area of focus for myself, SLT and the wider management team. A secure accurate and sustainable resource base is vital for any business or organisation and therefore as a new Chief Executive I needed assurance that the Council's budget met that test. What became apparent was that the Council had good systems and procedures in place for financial management, however historically there had been difficulties with staff resources leading to the late submission of accounts and that the implementation of new software had not been seamless leading to frustration and a loss in productivity.

25. Delivery of the final accounts for 2017/18 was therefore an immediate objective in order to maintain the confidence of the external auditors. I am pleased to confirm to Council that this objective was achieved thanks to the hard work of Michael Hudson and his colleagues in Finance working with many managers across the Authority.

26. In addition to the closure of accounts a full review was undertaken to establish the current in-year financial position and the profile of spend against the approved budget. This revealed a significant and developing pressure in Adult Services a trend that was also evident in many other councils across the country. Numerous factors were contributing to this position including rising demand, increased levels of complexity and increases in the costs of care due to inflation particularly around pay. Historically this type of in-year pressure had been met from reserves however due to the continued nature of the upward pressures and the lack of a national solution to pay for Adult Social Care, levels of reserves were becoming depleted and therefore a fundamental change in the base funding was required.

27. The scale of the funding pressure was reported to members and stood at £17.9million which represented a significant challenge to not only the Adult Services budget but also to the overall Council's financial sustainability if left unchecked. Reporting this type of variance is never easy however SLT and the Cabinet all responded positively to the challenge and options to bring the pressures under control were identified, discussed and approved during the autumn of 2018. As of today the pressure projected at year-end is less than £3 million and there continues to be work undertaken to reduce this further. An overspend at this level represents less than 1% of the Council's net annual budget and as such is manageable using reserves and does NOT threaten the sustainability of the Council.

28. Dealing with the in-year pressure is only a temporary measure that is only made permanent by future base budget reallocations and therefore this needed to be addressed as part of the 2019/2020 budget process. Council will be aware that this process has been completed and the draft budget for consultation has been published in accordance with agreed schedule and details where significant changes to base budgets will occur in order to provide the Council with a balanced revenue position whilst also protecting priority front line services wherever possible.

Partnership Working

29. No one organisation can deliver all the requirements and expectations for an area and therefore it is vital that good partnerships are developed across all sectors. Worcestershire has an excellent history of partnership working and shared services and this continues to be a core objective and priority for elected members and officers. Being

new to the organisation the need to understand the needs and expectations of our partners was paramount as was the need to develop effective professional relationships with the many different sectors and individuals. This has been a considerable task and has taken time but is a core responsibility for the Chief Executive post thereby ensuring the County Council's views, priorities and interests are represented across all sectors.

30. I would like to take this opportunity to thank colleagues in District Councils, the LEP, the NHS, Business and the voluntary sector who have been both welcoming and also very open and honest in their views about how we can improve partnership working going forward and this is an area of work that I am very keen to progress over coming months and years.

Organisational Culture and Staff Engagement

31. Governance, systems, processes, structures and even financial resources are in themselves important but ultimately local authorities are people based service providers and therefore how we organise, motivate and develop our employees and the way in which we establish values behaviours and expectations are what creates a high performing council. Worcestershire County Council has an excellent baseline in terms of staff relations and consultation, however not all of these methods are leading to the improved organisational culture desired and as such I have introduced new staff consultation and communications focused on providing open and honest information but crucially ensuring that we seek feedback and suggestions in order to ensure senior managers and members are aware of staff views when introducing new policies, ways of working and procurement / commissioning decisions. This approach is starting to bed-in with a clear outcome being the open request made to all staff at all levels of the organisation to be involved in focus groups looking at the future Council review and redesign for which over 120 people volunteered.

32. In addition to this increased communication and empowerment I have proposed a full review of the Councils approach to performance management, appraisals and values, expectations and behaviours. This review combined with the review of the authority will in effect reset the Council culture in a more focused way, defining accountability and recognising and rewarding all staff and managers for the work that members have set as the priorities for delivery. Historically there has been an issue where some decisions have been taken by the political leadership that officers have failed to implement fully. Going forward the new culture and performance management will ensure that once decisions are made, they are implemented in a timely manner. This will not be a quick or simple process however it is a vital component to delivering a sustainable council that can live within the financial envelope we have available and one that still delivers good services to the people we serve.

Looking Forward

33. Much of this report has focused on the work that has been undertaken since taking up the post in March but it is also important to set out where we are heading. The next twelve months will I am sure be both challenging and exciting, key policies such as the expected green paper on Adult Social Care will have major implications as will preparation for the next local Government spending review. At a more local level the outcome of the LEP review is a key issue and the creation of Worcestershire Children

First and the proposed full re-inspection by Ofsted will give the Council the opportunity to have our improvement formally recognised and potentially come out of intervention.

34. Short term the priorities will be to deliver the in-year savings by the end of March as although these are identified they are by no means certain and therefore will need to be managed carefully, and alongside this to review the budget consultation and work with the Cabinet to set the 2019/20 budget. The summer will be about the organisational redesign and cultural change programme, the Ofsted re-inspection, and a renewed drive with our partners to deliver our capital programme, schools improvement and economic development schemes. Autumn will bring the go live for Worcestershire Children First, the introduction of major new software in the form of liquid logic as well as a new budget cycle.

35. The above of course is only a small snap-shot of the work that the Council will continue to deliver and it is important to state that our excellent day to day services will also continue to operate which in themselves have numerous challenges and ongoing management requirements to meet the expectations of our communities.

Conclusion

36. I started by thanking all staff, councillors and partners for the kind and supportive welcome I have received and I would like to reiterate that again. The first few months have involved a steep learning curve but it has been a very interesting and enjoyable challenge. Challenging the status quo has also been a key feature and this has exposed areas where we can improve but has also reinforced that Worcestershire County Council is a good authority. As with all other Local Authorities however we are one that needs to adapt going forward to meet the very different and difficult challenges that face the public sector but I am confident that we can and will find the solutions required and I look forward to working with the Council to deliver them.

Paul Robinson
Chief Executive
Worcestershire County Council

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COUNCIL
17 JANUARY 2019**QUESTION TIME**

Question 1 – Superfast Broadband

1. Mr A D Kent will ask the Cabinet Member with Responsibility for Economy and Infrastructure:

"The successful Superfast Broadband roll out in Worcestershire continues to provide a clear message that Worcestershire is Open for Business. Can I ask the Cabinet Member with Responsibility to clarify the opportunities available to those communities, that haven't yet benefitted from the roll out of a Community Fibre Partnership assisted by their local County Councillor and Worcestershire County Councils officers?"

Question 2 – Non-disclosure agreements

2. Mr P M McDonald will ask the Cabinet Member with Responsibility for Transformation and Commissioning:

"Would the Cabinet Member please inform me how much money over the last three years has been paid out regarding: Non-Disclosure Agreements/Settlement Agreements and the individual amounts?"

Question 3 – Syrian Vulnerable Persons' Resettlement Scheme

3. Prof J W Raine will ask the Leader of the Council:

"I feel proud and grateful that our County of Worcestershire has made such a positive response over the past two years to the Government's call for local authorities to provide welcoming and safe resettlement for refugee families from war-torn Syria and surrounding countries. Indeed, against a background of unrelenting financial austerity, this Council's efforts to resettle fifty refugees in each of two years through the Home Office-led Syrian Vulnerable Persons' Resettlement Scheme has surely been one of its most worthwhile and heartening initiatives of recent years.

Sadly, of course, there remain many thousands more displaced refugee families waiting and hoping for their opportunity for resettlement in this country too. So will the Leader please commit this Council to continuing the good work and agreeing to accept and resettle a further fifty refugees in our County during the coming year 2019-20?"

Question 4 – Gypsy and Traveller Service

4. Mr R M Udall will ask the Cabinet Member with Responsibility for Communities:

"Can the Cabinet Member with Responsibility for Communities provide an outline of any proposals she has for the Gypsy and Traveller Service for the 2019/20 financial year?"

Question 5 – Mobile classrooms in Local Authority controlled schools

5. Mr R C Lunn will ask the Cabinet Member for Education and Skills:

"Can the Cabinet Member for Education and Skills inform Council how many portable classrooms are in the grounds of the remaining Local Authority controlled schools?"

Question 6 – Availability of sanitary products in schools, colleges and community centres

6. Ms C M Stalker will ask the Cabinet Member with Responsibility for Education and Skills:

"It has been a year now since we raised a motion asking Council to look at the possibility of helping to alleviate Period Poverty by agreeing to investigate the placing of sanitary products into schools, colleges and community centres for all girls and young women aged up to 18 years old. This motion was rejected due to the perceived lack of need in Worcestershire. Period poverty is a real issue for many females and other local authorities - e.g. Bristol have agreed to provide products for those who need them. Sanitary products cost every female around £7 - £13 per month and for those on low income this is a significant amount of money, and with other pressures is hard for many to meet this cost; periods are not a choice, all females have to deal with this aspect of their lives. I hope that we in Worcestershire can make the decision to help in this matter very soon.

Could the Cabinet Member with Responsibility please advise me of what has been done to look into this matter and what results have been found?"

Question 7 – Speeding and dangerous driving on the Redditch Road in Bromsgrove

7. Mr C J Bloore will ask the Cabinet Member with Responsibility for Highways:

"The Cabinet Member with Responsibility for Highways will know of the ongoing problems of speeding and dangerous driving on the Redditch Road in Bromsgrove because of emails and letters he has received from local residents and from Sajid Javid MP. Would he agree to meet with me and local residents on site to see the problems first-hand and plot an acceptable way forward?"

Question 8 – Residential 20mph zones

8. Mr R C Lunn will ask the Cabinet Member with Responsibility for Highways:

"Can the Cabinet Member with Responsibility for Highways update Council as to how the pilot for residential 20mph zones progressing? Would he also consider extending the pilot to cover Smallwood and parts of Batchley in Redditch?"

Question 9 – Forced marriages

9. Mr C J Bloore will ask the Cabinet Member with Responsibility for Health and Well-being:

"Worcestershire County Council has a legal responsibility under Section 17 of the Crime and Disorder Act 1998 to look to reduce crime against its residents when exercising its core duties. In recent years, this has included partnership work to help prevent forced marriages. In light of this responsibility and work on a local level, does the Cabinet Member with Responsibility agree with me it is unacceptable for victims of forced marriages to be charged by the Foreign Office for airline tickets to escape forced marriages and that some of the most vulnerable members of our society should not be 'paying for their protection'?"

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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COUNCIL
17 JANUARY 2019**REPORTS OF COMMITTEES****(a) SUMMARY OF DECISIONS TAKEN BY THE AUDIT AND GOVERNANCE COMMITTEE**

Internal Audit Report – 1 September to 28 October 2018

1. The Committee has noted the Internal Audit Progress Report for the period 1 September to 28 October 2018. The Committee has expressed concern about the relatively high number of audit recommendations that remained overdue. The Committee has therefore requested that further information on overdue audits be presented to the Committee meeting scheduled on 15 March 2019 and that the relevant Chief Officers be requested to attend to provide an explanation for the delay.

Update on Internal Audit Transfer

2. The transfer in-house is split into three key tasks: The Transfer of Undertakings (Protection of Employment) TUPE of staff; the sourcing and implementation of new audit recording and reporting software; and the preparation of the 2019/20 IA Plan.

3. Both Warwickshire and Worcestershire County Council's Human Resource teams are in contact and agreeing the TUPE list and terms of transfer of Internal Audit Services back in-house. The Audit system used by Warwickshire County Council is not transferrable and it has been agreed to procure a system and software package and a specification and tender is in progress of going to market. The timetable is for a package to be selected in early January 2019. It is expected that an Audit Plan for 2019/20 will be presented for consideration at the next Committee meeting as planned.

4. The Committee has noted the update on the position of Internal Audit services transferring back in-house, and will receive an update at the next Committee meeting.

Statutory Accounts 2017/18 – Lessons Learned Update

5. Improvements continue to be made in the statutory accounts process and the Chief Financial Officer remained confident that matters raised through lessons learned will be addressed. Key stakeholders have been identified and the Council continues to work with them to ensure that the actions identified are implemented.

6. The Committee has received details of the following areas identified as part of the review and progress made to date: Leadership and Governance; Programme Plan; Working Papers; Systems and Processes; Capital accounts; Reliance on Experts;

Annual Governance Statement; and Staffing. The Committee has noted the report and endorsed the recommended actions. The Committee will review the Accounting Policies at its next meeting.

External Audit Plan 2018/19

7. Helen Lillington, Audit Manager presented the external audit plan for Worcestershire County Council and Worcestershire County Pension Fund to the Committee on behalf of Grant Thornton, the Council's external auditor. The Committee has noted the external audit plan for Worcestershire County Council and Worcestershire County Pension Fund.

Second Update on Finance Improvement Plan

8. To ensure that the Council has a fit for purpose finance function to support the organisation in the coming years a Finance Improvement Programme is in place. The Finance Improvement Programme has six projects that are interlinked: Control Environment; Budget Structures and roles and responsibilities; Financial Transactions; Staffing structures; Systems; and Partners and customers. Underpinning these projects are two cross-cutting projects: Communications; and Training.

9. The Programme is being monitored by a Strategic and Operational Programme Board in accordance with the Councils' Project Management processes. The latest highlight report notes no red issues. A budget for the next stage of work and payback assessment is currently being completed. The Committee has noted the update report and requested a further update report be brought to its next meeting.

Corporate Risk Report

10. The Corporate Risk Register provides a mechanism for collating and reporting risks that could affect the delivery of corporate objectives. In April 2017 the Council adopted an electronic risk register tool to hold in one place all the major risks identified by individual Directorates and major projects. A scoring system is used to rate individual risks. This allows risks to be ranked and provides a view of the highest risks identified across the organisation. At the end of Quarter Two 2018/19 there were 187 individual risks entered in the risk register of which 18 were identified as high / "red" risks.

11. The highest risks have been grouped into six risk areas, following discussion by the Corporate Risk Management Group (CRMG) and the newly formed Performance Board (the latter of which agreed the seven areas):

- Vulnerable children – risks around safeguarding children
- Education – risk associated with budget pressures and changes to school organisations / SEND improvement
- Services for vulnerable adults – risks around increasing demand and related pressures in health and social care system
- Financial control – risk associated with ability to monitor and control budgets
- Management of the county estate – risks associated with ageing estate and programme of maintenance

- Business continuity response to major event – resilience of the council to extreme weather events, system failures, human pandemic etc.

12. Staffing (risk of insufficient staff capacity, capability or productivity) had previously been reported as high / "red" but is now highlighted as medium / "amber" following significant mitigating activity.

13. The Committee has noted the latest update of the Corporate Risk Register including mitigating actions identified in respect of red risks. The Committee has requested a more detailed overview of the red risks associated with Education and the management of the County Estate for consideration at its next meeting.

Update on Commissioning

14. The Committee has received an update on Commissioning in relation to the Corporate and Communities Overview and Scrutiny Panel event, the procurement target within the budget proposals, the category management being explored and the number of contracts being reviewed. The Committee has requested that a further update be provided to the next Committee meeting with a more detailed explanation of the main activity headings.

Work Programme

15. The Committee has noted its future work programme.

Mr N Desmond
Chairman

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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 the background papers relating to the subject matter of this report:

Agenda papers for the meeting of the Audit and Governance Committee held on 14 December 2018.

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COUNCIL
17 JANUARY 2019**REPORTS OF COMMITTEES****(b) SUMMARY OF DECISIONS TAKEN BY THE PENSIONS
COMMITTEE**

Equity Protection

1. A static options hedge solution was implemented to provide equities downside protection through to the next actuarial valuation. This was implemented for a period of 18 months to cover the period to the next actuarial valuation in 2019, at which stage a further review could be undertaken, in-line with the actuarial valuation process, to optimise the solution and align the equities protection to the Fund's funding strategy.
2. The Committee has noted a presentation by representatives of River and Mercantile which provided an update to the existing Equity Protection Strategy and outlined potential future options for Equity Protection.

Administering Authority – Administration Update

3. Independent Transition Management (ITM) Limited had been appointed to undertake the Fund's reconciliation and rectification exercise. ITM have confirmed that all discrepancies have now been investigated and the remaining queries arising have been raised with HMRC. The Committee has noted the update on the Guaranteed Minimum Pension (GMP) Reconciliation exercise.
4. As part of the reconciliation exercise, the Committee has reviewed the options available with regard to dependant pensioners for whom the linked deceased member had contracted-out service but where HMRC's records state that there is no qualifying spouse. The options available were either to accept the Administration Record (and keep the GMP in payment), or accept the HMRC record (and set the GMP to zero). The Committee has supported the option to accept the Administration Records for Dependants ineligible for GMP.
5. The Committee has noted the general update from the Administering Authority in relation to Data Quality, Funding Strategy Statement – Exit Credits, Future of Pension Scheme, Administration Strategy, and Covenant Review.

Pension Investment Update

6. The Committee has noted the Independent Financial Adviser's fund performance summary and market background.

7. The Committee has noted the update on the Investment Managers who continue to be placed 'on watch' by the Pension Investment Advisory Panel, namely JP Morgan – Emerging Markets and JP Morgan – Bonds.

8. The Committee has noted the update on the Property and Infrastructure commitments and the cashflow management.

9. The last actuarial valuation undertaken at the 31 March 2016 showed that the fund was 75% funded with a £654m deficit at this point. Mercers (the Fund's actuary) have provided an estimated update on a 'like for like' basis using the same assumptions as at the last valuation. At the end of August 2018 this showed that the fund was estimated to be 99% funded with a deficit of £19m. Whilst this is good news, it is necessary to be cautious particularly around the asset valuations being subject to market fluctuations which would decrease the funding level and increase the level of deficit. The market volatility in October 2018 was highlighted to Committee and that this had reduced the estimated funding level to be around 95%. The Committee has noted the funding position compared to the investment performance and that this will be included in future reports.

Government Actuary Department (GAD) Pension Review Fund Update

10. GAD has produced a report which analyses each LGPS Fund's valuation results from 2016. The GAD assessment applies six tests around solvency, and seven tests on long-term cost efficiency. Funds can be assessed as green, amber or red on each of them. Although there are seven tests on long-term efficiency, they are more or less measuring the same thing which is simply whether GAD believes the level of employer contributions is sufficient.

11. When GAD carried out their initial review on the 2016 valuation results Worcestershire County Council Pension Fund received one amber flag which was in relation to its funding level being 84.4% using the 2016 data.

12. A formal response was sent to GAD explaining that the funding levels of the Fund were now close to 100% funded at the end of 2017/18 and that number of investment strategy changes had been undertaken such as reducing equity investments, increasing Property and Infrastructure investments and the implementation of an Equity Protection Strategy. It was pleasing to see that this was taken on board by GAD in their final report under the section 'Scheme Advisory Board Funding level'. The Committee has noted the Government Actuary Department (GAD) Pension Review update.

Risk Register

13. Of the risks identified in the risk evaluation table, nine risks are currently listed as having a residual risk score rated as 'amber', which indicates an outstanding medium level risk to the Fund. Four of the eight risks have associated mitigating actions that are currently being undertaken by the Fund but remain a medium risk. These risks relate to ensuring the Fund has sufficient assets to pay liabilities as they fall due, whilst maintaining as nearly constant employer contributions as possible. The Fund mitigates these risks through triennial strategic asset allocation reviews, regular reviews of active external asset manager performance and the

implementation of a Funding Strategy Statement following triennial Actuarial Valuations. Although the remaining five 'amber' risks have outstanding actions associated with them, the report detailed actions that were in progress to mitigate these risks.

14. The Committee has noted the updated Risk Register and in particular, the amber risks identified in the risk evaluation table.

Stewardship Compliance Statement

15. The introduction of the Stewardship Code in July 2010 by the Financial Reporting Council (FRC) strongly encouraged best practice in respect of investor engagement. The expectation was that institutional investors should publish a statement in respect of their adherence to the Code. Compliance with the Code is currently on a voluntary basis. The Fund is not currently a signatory of the FRC Stewardship Code. The Committee has reviewed and agreed the Stewardship Compliance Statement.

16. The Fund adopts a policy of risk monitoring and engagement with companies with sub-optimal governance of financially material Responsible Investment issues, in order to positively influence company behaviour and enhance shareholder value; influence that would be lost through a divestment approach. The Fund extends this principle of “engagement for positive change” to the due diligence, appointment and monitoring of external fund managers. The Committee has noted the Responsible Investment activities.

17. The Local Authority Pension Fund Forum (LAPFF) exists to promote the long-term investment interests of member funds and beneficiaries, and to maximise their influence as shareholders whilst promoting the highest standards of corporate governance and corporate responsibility at investee companies. The Committee has agreed that the key areas of the LAPFF quarterly engagement report be included in the Committee's future pension's investment updates.

18. The Fund is part of LGPS Central pooled Fund and is actively exploring opportunities to enhance its stewardship activities. One of the principal benefits, achieved through scale and resources arising from pooling are the improved implementation of responsible investment and stewardship. Through its Responsible Investment & Engagement Framework and its Statement of Compliance with the UK Stewardship Code, LGPS Central is able to help implement the Fund's own Responsible Investment Framework. LGPS Central issues Quarterly Stewardship Reports to demonstrate progress on matters of investment stewardship

Forward Plan

19. The Committee has approved its forward plan and noted that further reports on the Equity Protection Strategy would be brought to its March and June 2019 meetings.

LGPS Central Update

20. The next fund to transition across after Global equities is the Emerging Markets active equities. Worcestershire Pension Fund currently has mandates with JP Morgan

and Schroder's. Pre-Qualification Questionnaires (PQQ's) have been completed and Request for Proposals (RFP) to appropriate managers was sent out at the end of October 2018.

21. The LGPS Central business case is due to be rerun and this first planned rerun will take into account the full details of the revised cost share agreement and the proposed sub-fund structure. The update will be reported to Committee as soon as it is available. A company called Simplitium was due to be procured by LGPS Central on behalf of the partner funds with a prime aim to track through costs and savings overall and for each individual partner fund since inception of the company. However this has now fallen through and alternative solutions are being sought.

22. The Committee has received a presentation from Jason Fletcher, Chief Investment Officer and Callum Campbell, Head of Client Services and Investor Relations of LGPS Central and noted the updated arrangements.

23. The Committee received an update on the appointment of the Chief Executive which was planned to be in place by the end of December 2018 and the Committee would be informed of future progress

Mr R W Banks
Chairman

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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 the background papers relating to the subject matter of this report:

Agenda papers for the meeting of the Pensions Committee held on 28 November 2018.

COUNCIL
17 JANUARY 2019**REPORTS OF COMMITTEES****(c) SUMMARY OF DECISIONS TAKEN BY THE PLANNING
AND REGULATORY COMMITTEE**

Applications

1. The Committee approved the following applications subject to detailed conditions:
 - Proposed small scale Waste Transfer Station and Materials Recycling Facility associated with a skip hire business (part retrospective) at Stone Arrow Farm, Peopleton, near Pershore, Worcestershire
 - Proposed consolidation application for the construction and operation of a Biomass Boiler, erection of replacement building to house the Biomass Boiler, installation of replacement washing plant and amendments to the layout and operation of the existing Waste Transfer Station (approved under 09/000057/CM) including increased waste throughput and amended operating hours (part retrospective) at Mailes Skips and Recycling, Guinness Park Farm, A4103, Leigh Sinton, Malvern, Worcestershire.

2. Details of the above applications can be found in the agenda papers for the Committee meeting held on 4 December 2018.

Mr R C Adams
Chairman

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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 the background papers relating to the subject matter of this report:

Agenda papers for the meeting of the Planning and Regulatory Committee held on 4 December 2018.