

Worcestershire County Council

Additional Papers:

Item 5 – Budget Scrutiny: 2020/21 – Appendix 2: Comments from Overview and Scrutiny Panels and HOSC

Item 6 – Update Report: Care Work as a Career Scrutiny Task Group

Agenda

Overview and Scrutiny Performance Board

**Wednesday, 29 January 2020, 3.00 pm
County Hall, Worcester**

All County Councillors are invited to attend and participate

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 844963 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.

Overview and Scrutiny Performance Board

Wednesday, 29 January 2020, 3.00 pm, County Hall, Worcester

Membership

Councillors:

Mr R M Udall (Chairman), Mrs E A Eyre (Vice Chairman), Mr A A J Adams, Mrs J A Brunner, Mr A D Kent, Mrs F M Oborski, Mr P A Tuthill and Mrs R Vale

Co-opted Church Representatives (for education matters)

Bryan Allbut (Church of England)

Parent Governor Representatives (for education matters)

Vacancy (Primary and Secondary)

Agenda

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All the above reports and supporting information can be accessed via the Council's website [here](#)

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Scrutiny of Draft 2020/21 Budget and Medium-Term Financial Plan Update 2020-22

Comments from Overview and Scrutiny Panels and Health Overview and Scrutiny Committee - January 2020

Adult Care and Wellbeing Overview and Scrutiny Panel – 27 January 2020

- In general terms, the Panel was very pleased with the settlement from Central Government for 2020/21, in particular the additional £0.9m social care grant. The Directorate, however should continue to find ways to reduce its overspend.
- It was noted that revenue savings and efficiencies of £3,295m had been identified, which included a carry forward of £800,000 of 2019/20 savings.
- A notional £1.5m of reserves had been identified as part of the General Fund Reserves Assessment for unforeseen demand in adult care, a prudent approach, which the Panel were supportive of.
- The Panel agreed with the Cabinet Member's concern about how the Service will be funded in 2021/22 and beyond and what the future would look like.
- Members' highlighted that the Adults Current Capital Programme did not include a full forecast for 2020/21 nor any forecast for 2021/22 and 2022/23 and was advised that the Council was looking to re-prioritise its Capital Strategy for the next four years, which may result in further detail being available for future scrutiny of the People Directorate's finances.
- Members noted the impact of outside pressures on the adult social care budget, which the Panel were keen to see further detail on.

Children and Families Overview and Scrutiny Panel - 23 January 2020

- The Panel was content with the budget proposals for 2020/21.
- Concern was expressed about the budget for Home to School Transport. Given the budget overspend in 2019/20, Members urged careful monitoring of the 2020/21 budget and welcomed the setting up of a Corporate Working Group to look at levels of demand, transport routes and better ways of commissioning.
- In relation to the High Needs Block of the Dedicated Schools Grant, the Panel recognised that the budget deficit reflected pressures being experienced by all Local Authorities and encouraged further lobbying of Central Government on the level of future funding.
- Members noted that the Social Care Directorate was forecast to be within 0.2% of budget overall for 2019/20 and wished to congratulate the Directorate on this.
- The Panel wished to express its thanks to Worcestershire Children First (WCF), and in particular the Director of Resources, on continuing to provide a good level of information to the Panel in relation to budget and performance. Members had been concerned that the move to WCF would disrupt the flow of information to the Scrutiny Panel but were reassured that this had not proved to be the case.

Corporate and Communities Overview and Scrutiny Panel - 24 January 2020

- Scrutiny of the draft budget was complicated by a lack of reference between the notes and the budget appendices. It would be highly beneficial moving forward for areas where savings were projected, reserves were used or where there were areas of significant change, to reference these directly in the budget pages.
- The budget preparation was hindered by the fact that Members' work had been based on the 20 December Cabinet Budget Report, and some figures had changed in the recently published Budget Report for 30 January Cabinet. Whilst acknowledging that changes were largely due to Directorate restructuring and changes to grants from Central Government, members asked that in future, the reporting be made clearer and easier to understand.
- The Panel felt that in order for the redesign of the provision, collation and use of data across the organisation (CoaCh 4) to be achieved, it was essential that the new Assistant Director for IT and Digital and appropriate Information Technology were in place as a matter of urgency, to enable this and other efficiencies and productivity improvements to be implemented.
- It was clear that the focus on all services being delivered in the most efficient and effective way and best value for Worcestershire residents was being achieved. The Panel fully supported the continuing work to review all contracts to ensure this continued.
- The Panel acknowledged the ongoing performance was meeting expectations and complimented the officers on the financial performance.
- The Chairman of the Overview and Scrutiny Performance Board expressed concern about the review of processes, income generation and structure within Legal Services (CoaCh 3) and the impact on the Scrutiny function. The Panel noted the Chairman's comments in respect of importance of resources for the Scrutiny function.

Economy and Environment Overview and Scrutiny Panel – 23 January 2020

- The Panel was satisfied that the budget for Economy and Environment (E&E) Directorate was good and well managed.
- Scrutiny of the draft budget had been hindered by the fact that members' preparation had been based on the 20 December budget report, and some figures had changed in the recently published budget report for 30 January Cabinet. Whilst acknowledging that changes were largely due to directorate restructuring and changes to grants from Central Government, members did not feel equipped with the latest information.
- Rationalisation of cost codes, and changes in recharges also made it very difficult to compare year on year trends. Also, the proposed saving in 2020/21 of £830,000 for the Directorate Organisational Re-design and a further £500,000 for the Directorate Organisation Lean could not be scrutinised as the various savings had been arbitrarily allocated across the departments as nothing was known at this time how this will affect E&E.
- For future Budget Scrutiny, the Panel would like more transparency, and more information on budget trends for services, and comparison with other local authorities, which would be scrutinised by an informal E&E mini Scrutiny Task Group comprising at least three members of the Panel.

Health Overview and Scrutiny Committee (HOSC) – 27 January 2020

- The HOSC supported the budget proposed for public health for 2020-21, noting the change in allocation (but not total) of capital budget from a standalone Public Health Directorate into the People Directorate.
- It also noted that the final amount for the Public Health Ring-Fenced Grant (PHRFG) had not been confirmed at the time of its meeting.
- The Committee sought clarification about the allocation of the discretionary part of the PHRFG (£0.801m) to various services and recommends that there must be clarity of outcomes expected for the investment made.
- The Committee looks forward to receiving details about performance in these areas during the coming year.

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 29 JANUARY 2020

UPDATE REPORT: CARE WORK AS A CAREER SCRUTINY TASK GROUP

Summary

1. The Overview and Scrutiny Performance Board (OSPB) is asked to consider and approve the attached update report of the Care Work as a Career Scrutiny Task Group and the proposed recommendations.

Background

2. In a notice of motion agreed at Council in February 2019, Council recognised that it was important to try to boost the self-worth of care workers and emphasise the importance of care workers' roles. Council wished to break down the negative perception of care workers as being low paid, unskilled with limited career opportunities and promote care work as a career with justifiable rewards. They were informed that a recent survey of care workers indicated that whilst they were proud of their work and found it rewarding, they had concerns about a lack of support from employers and heavy workloads.
3. As a result of the concerns expressed by Council a Scrutiny Task Group was established led by Mrs E Tucker, Vice-Chairman of the Adult Care and Well-being Overview and Scrutiny Panel.

Terms of Reference

4. The purpose of this Task Group was to scrutinise the following:
 - a. How the Council can promote and develop care work as a career
 - b. How the existing care workforce can be better supported and celebrated
5. The **scope** of the Task Group's work was agreed as follows:
 - What roles are classed as care work?
 - What can the Council do to promote and develop care work as a career?
 - How can the existing care workforce be better supported and celebrated?
 - What are the issues with recruitment and retention of care workers and how can the Council and partners improve this?
 - How the Council liaises with education and training providers to develop skills and promote care work as a career?
 - How agencies support care workers in particular those used by the Council?

- What has worked well elsewhere? For example, use of social media, creation of homecare co-operatives, links with education and training providers, value-based recruitment and saturation marketing, use of apprenticeships, establishment of a social work/carers academy

Progress to date

6. The work of the Task Group is nearing completion and it has met with the Cabinet Member with Responsibility for Adult Social Care and the Interim Strategic Director for People to share its emerging themes. Owing to the timings of the Council's budgetary process, the Task Group wishes to make two recommendations as detailed in the attached update report in Appendix 1 for consideration in advance of its final report.

Next Steps

7. If the Board is content with the recommendations, it is suggested that they are presented to Cabinet on 30 January 2020 as part of the OSPB's Budget Scrutiny proposals and comments.

8. The Scrutiny Task Group will continue its work and the Group's final report will be considered by OSPB and Cabinet in March 2020 in the usual way.

OSPB's Role

9. One of the OSPB's roles is to monitor the quality of scrutinies that are carried out to ensure that scrutiny reports are robust and evidence based, and that they follow the terms of reference agreed by the OSPB.

10. To help with this, the Task Group's lead has provided the OSPB with regular verbal updates on the progress of the scrutiny.

Purpose of the Meeting

11. The OSPB is now invited to:

- Consider and comment on the attached update report;
- agree that the suggested recommendations be presented for consideration by Cabinet on 30 January 2020 as part of the OSPB's Budget Scrutiny proposals and comments.

Supporting Information

Appendix 1- Draft Update Scrutiny Report – Care Work as a Career Scrutiny Task Group

Contact Point for the Report

Samantha Morris/Alison Spall, Overview and Scrutiny Officers

Tel: 01905 844963/ 01905 846607

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of the meeting of Council on 14 February 2019
- Agenda and minutes of the OSPB meetings on 28 March, 24 July, 30 September and 10 December 2019

[All agendas and minutes are available on the Council's website here.](#)

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Overview & Scrutiny

Care Work as a Career

Update Report of the Care Work as a Career Scrutiny Task Group

In February 2019, Council agreed the following Motion:

"Council acknowledges and respects the 15,000 Worcestershire residents who work in the care industry. Many more residents are dependent upon their care. Council asks the Cabinet Member Responsible to consider ways in which their work can be celebrated and encouraged and how more people can consider care work as a viable career option."

Council recognised that it was important to try to boost the self-worth of care workers and emphasise the importance of care workers' role. Council wished to break down the negative perception of care workers as being low paid, unskilled with limited career opportunities and promote care work as a career with justifiable rewards. They were informed that a recent survey of care workers indicated that whilst they were proud of their work and found it rewarding, they had concerns about a lack of support from employers and heavy workloads.

As a result of the concerns expressed by Council a Scrutiny Task Group led by Mrs E Tucker, Vice-Chairman of the Adult Care and Wellbeing Overview and Scrutiny Panel was established with the following **terms of reference**:

- a. How the Council can promote and develop care work as a career
- b. How the existing care workforce can be better supported and celebrated

The **scope** of the Task Group's work was agreed as follows:

- What roles are classed as care work?
- What the Council can do to promote and develop care work as a career?
- How can the existing care workforce be better supported and celebrated?
- What are the issues with recruitment and retention of care? workers and how can the Council and partners improve this?
- How the Council liaises with education and training providers to develop skills and promote care work as a career?
- How agencies support care workers in particular those used by the Council?
- What has worked well elsewhere? For example, use of social media, creation of homecare co-operatives, links with education and training providers, value-based recruitment and saturation marketing, use of apprenticeships, establishment of a social work/carers academy

For the purposes of this Task Group's work, the role of 'Care Worker' has been specifically focused on those providing **direct care roles** in residential homes and on a domiciliary basis. Direct Care roles include roles such as such as Activities Worker, Care Worker, Personal Assistant, Rehabilitation Worker, Shared lives Carer and Advocacy worker.

As part of its review, the Scrutiny Task Group has gathered evidence from a variety of sources including Council employees from Adult Services, Learning and Development and Communications. In addition, it has met with a representative from an external care home and an external provider of domiciliary care as well as Unison (Trade Union). A meeting with Skills for Care and a visit to an educational establishment are scheduled for the week ahead.

Whilst the work of the Task Group is nearing completion, before that stage was reached, owing to the timings of the budgetary process, the Task Group wished to make the following recommendations for consideration in advance of the full report.

Recommendation 1: Promotion of Care Worker role.

The Task Group urges the Cabinet Member with Responsibility (CMR) for Adult Social Care to identify additional financial resources to facilitate a publicity campaign aimed at promoting the work of Care Workers and increasing public understanding of the crucial and valuable role that they carry out.

The primary objective of the Task Group was to seek ways to improve the recognition of the role of care workers, raise their professional-esteem and increase public understanding of the importance of the personal work that they do, and how this makes such a difference to people's lives. The Task Group has agreed that there should be a general package of measures introduced to support and celebrate the dedication, commitment and outstanding performance of care workers (where appropriate) and to raise the profile of the profession in general.

The Task Group felt there should be a specific publicity campaign to raise the profile of the profession and provide insight into the role that care workers carry out. With greater public understanding, it is anticipated that the public profile and respect for the Care Worker role would be enhanced and more people would be encouraged to work in the sector. People who use care services would also benefit from this initiative, as they would be receiving care from staff who felt much more valued and appreciated for the difficult role that they carry out. The Task Group was advised that an additional budget of c£15-16K would be required for the Communications Team to provide a dedicated member of staff to be allocated to this task for at least a 3-month period, with some capacity for ongoing and legacy work.

Recommendation 2: Apprenticeship Programme

The Task Group is aware that a Council-wide Apprenticeship Strategy is currently being developed and, as part of that process, the Task Group urges the CMR to support the development of a structured route for care worker apprentices to flow into adult social care. This would be of considerable benefit to social care teams by providing a regular source of newly qualified apprentices and would also help to make effective use of the Apprenticeship Levy.

The Task Group feels that the Council should lead from the front and become an exemplar of good practice among care worker employers in this area. With a structured route into social care and appropriate support and encouragement throughout their apprenticeship, it is hoped that more people would be attracted to work in the social care sector and take up opportunities for a fulfilling career in whichever role they chose.

In order to help create a clear career pathway into adult social care, the Task Group felt that an enhanced apprenticeship programme for care workers could be established. One format that could be considered is the idea of an 18-month rolling programme with

recruits gaining experience across different areas of adult care, and with new recruits starting on the programme every 6 months.

The Task Group was aware that a revised Apprenticeship Strategy was currently being prepared for approval by the Senior Leadership Team. In the meantime, the Task Group accept that they have more detailed Scrutiny to do on this task, but they wanted to ensure that their idea was given due consideration as part of the Budget Scrutiny process. They would also wish to see some additional monies, in the region of £6 -10K identified and set aside towards the start-up costs for an apprenticeship programme, if it was established, and any associated materials required for use in publicity campaigns and recruitment events.

The Task Group was still developing a full picture of the Council's role with respect to apprenticeship opportunities. They had learnt about the Council's responsibilities through its Employer Provider Status (delivering apprenticeship training directly to staff, rather than outsourcing to an external training provider) and the details of the Government's Apprenticeship Levy (AL) Scheme which was available to fund the training and assessment of apprentices. They had discovered that if the Council did not use all the available AL monies during a two-year period, the money was then returned to the Government. The Task Group wanted to ensure that this money was used in the most effective manner going forward and that recruitment to adult social care roles was boosted by regular availability of newly qualified apprentices.

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