

# Agenda

## Corporate and Communities Overview and Scrutiny Panel

**Tuesday, 16 July 2019, 10.00 am  
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](mailto: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 3<sup>rd</sup> 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/recorderd' is insufficient
- **Declarations must relate to specific business** on the agenda
  - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

## Corporate and Communities Overview and Scrutiny Panel

### Tuesday, 16 July 2019, 10.00 am, County Hall Worcester

#### Membership

##### Councillors:

Mr A D Kent (Chairman), Mrs M A Rayner (Vice Chairman), Mrs A T Hingley, Mr R J Morris, Mr J A D O'Donnell, Prof J W Raine, Mr A Stafford, Mr R P Tomlinson and Mr R M Udall

#### Agenda

Item No	Subject	Page No
1	<b>Apologies and Welcome</b>	
2	<b>Declarations of Interest and of any Party Whip</b>	
3	<b>Public Participation</b> <i>Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 15 July 2019). Enquiries can be made through the telephone number/e-mail address below.</i>	
4	<b>Performance and 2018/19 Year-End Budget Monitoring</b>	1 - 28
5	<b>Worcestershire Councillors' Divisional Fund</b>	29 - 34
6	<b>Reduction in printing costs for Worcestershire County Council Staff and Members</b>	35 - 72
7	<b>Work Programme 2018-19</b>	73 - 78

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Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Samantha Morris 01905 844963 or Alison Spall 01905 846607, email:[scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

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

Date of Issue: Monday, 8 July 2019

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## **CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 16 JULY 2019**

### **PERFORMANCE AND 2018/19 YEAR-END BUDGET MONITORING**

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#### **Summary**

1. The Panel will be updated on performance and financial information for services relating to Commercial and Commissioning and Community Services.
2. Performance and financial information provides a further tool for the Scrutiny Panels in maintaining members' understanding of services provided to the public, the effectiveness of current policies, and early knowledge of any issues or areas for further scrutiny.
3. The information provided relates to Quarter 4 (January to March 2019) and it is the intention for the Scrutiny Panels to consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further areas of concern.
4. The Cabinet Members with Responsibility, Director of Commercial and Commissioning, the Assistant Director – ADM Programme and Communities and the Head of Finance have been invited to attend the meeting in order to respond to any queries from Panel Members.

#### **Performance Information**

5. The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.
6. Attached at Appendix 1 is a dashboard of performance information which covers the indicators from the Directorate level scorecard and those from the corporate scorecard and other management information (as appropriate) which relate to services relevant to this Scrutiny Panel's remit.
7. The Corporate Balanced Scorecard for each Directorate is reported to Cabinet and is also available on the Council's website [here](#)

#### **201/18 Year-End Budget Monitoring**

8. The Cabinet report relating to the 2018/19 year-end budget information is available on the Council's website [here](#) and the areas relevant to this Scrutiny Panel

will be provided in the form of presentation slides, which can be found at Appendix 2.

9. A £1.127m underspend against budget was demonstrated at the year-end for Commercial and Commissioning due to a mixture of additional income generation, reduction in expenditure relating to property services, holding non-essential posts vacant and additional capitalisation of staff time.

10. A £170k underspend against budget was demonstrated at the year-end for Community Services due to the allocation of additional Public Health funding.

## Purpose of the Meeting

11. Following discussion of the information provided, the Scrutiny Panel is asked to determine:

- any comments to highlight to the CMR at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 24 July 2019
- whether any further information or scrutiny on a particular topic is required.

## Supporting Information

Appendix 1 – Corporate and Communities Dashboard

Appendix 2 – In-year Budget Information (Presentation Slides)

## Contact Points

### Specific Contact Points for this Report

Samantha Morris/ Alison Spall, Overview and Scrutiny Officers, Tel: 01905 846607/ 01905 844963 Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## Background Papers

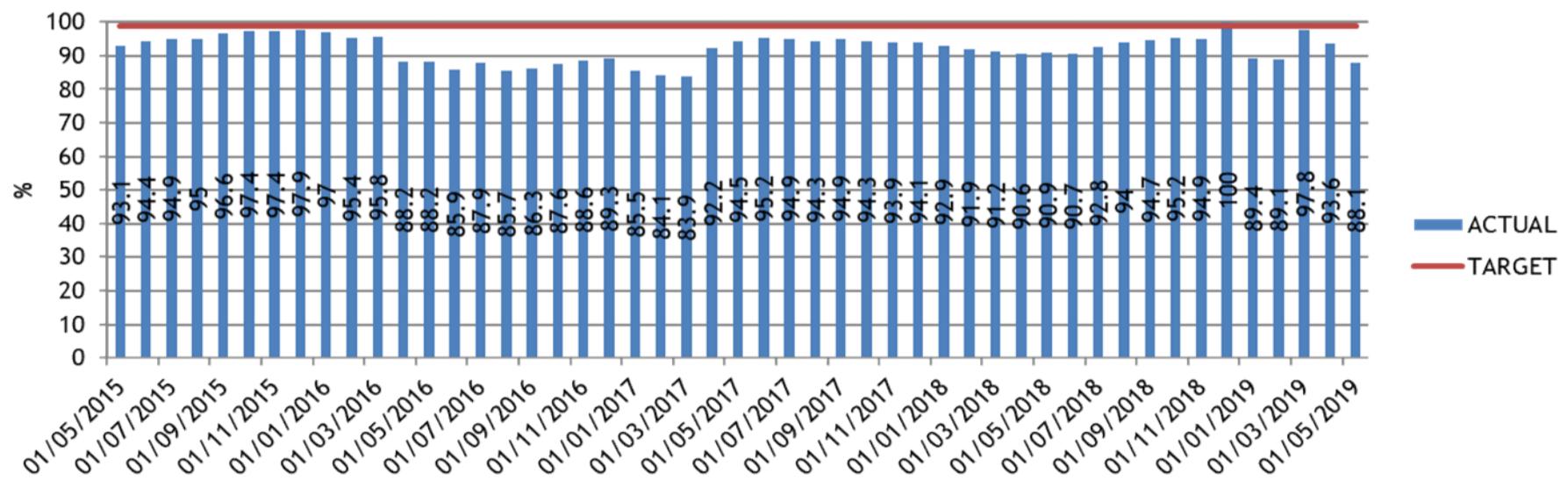
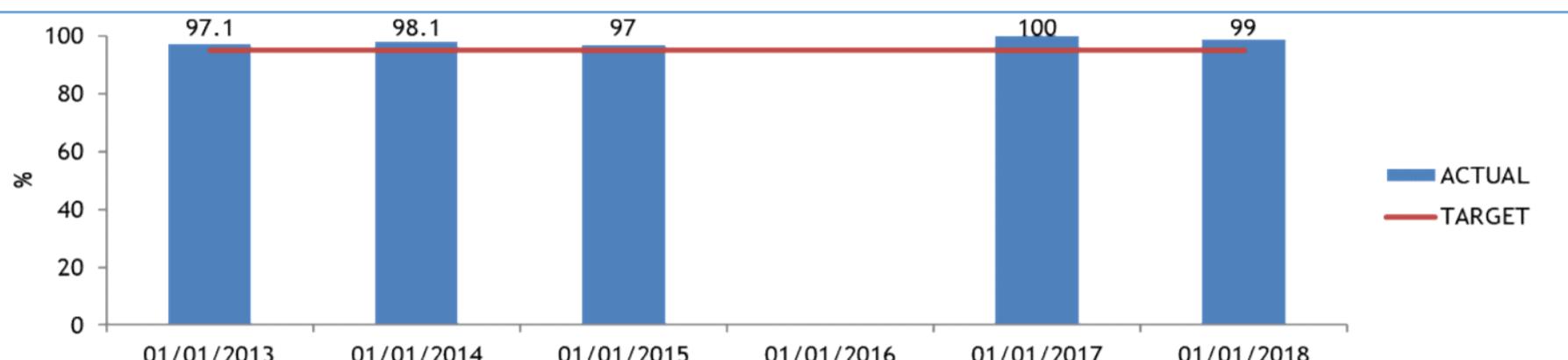
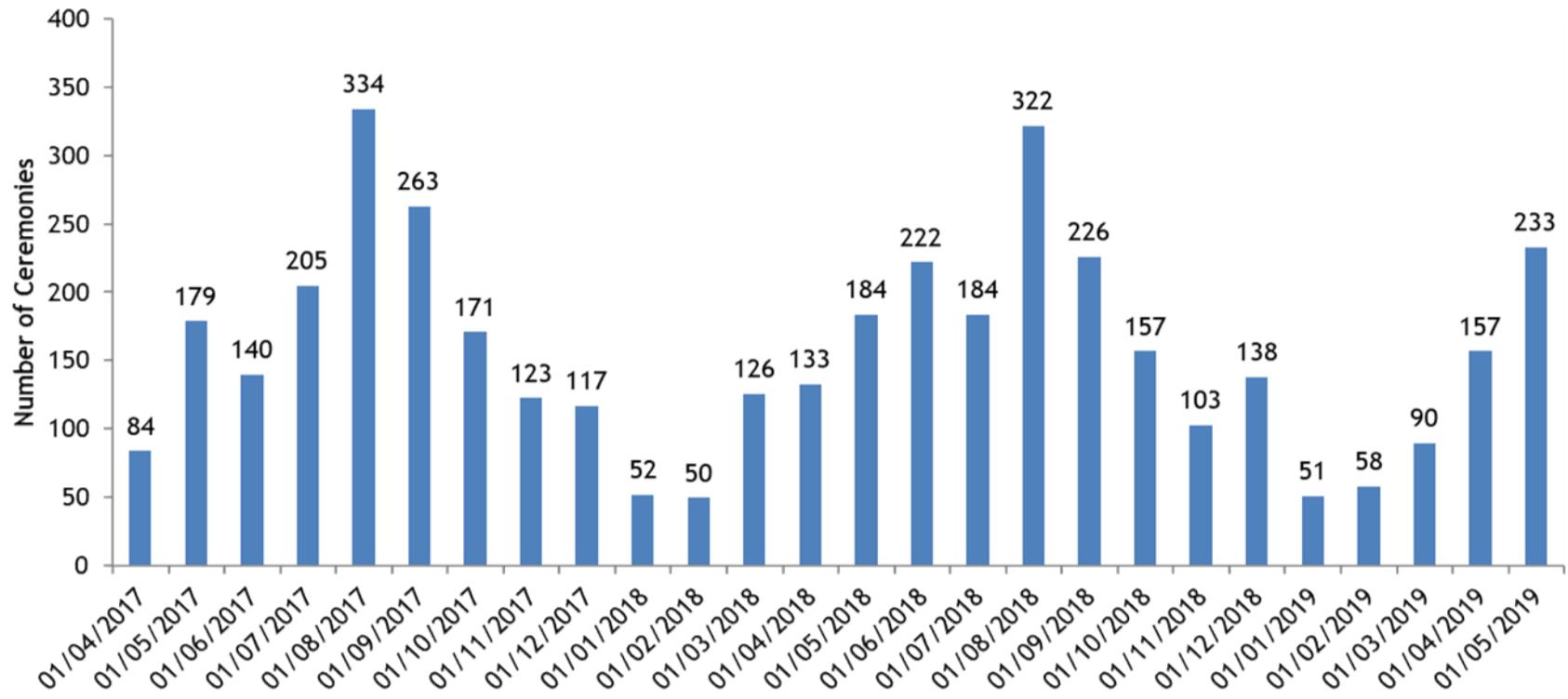
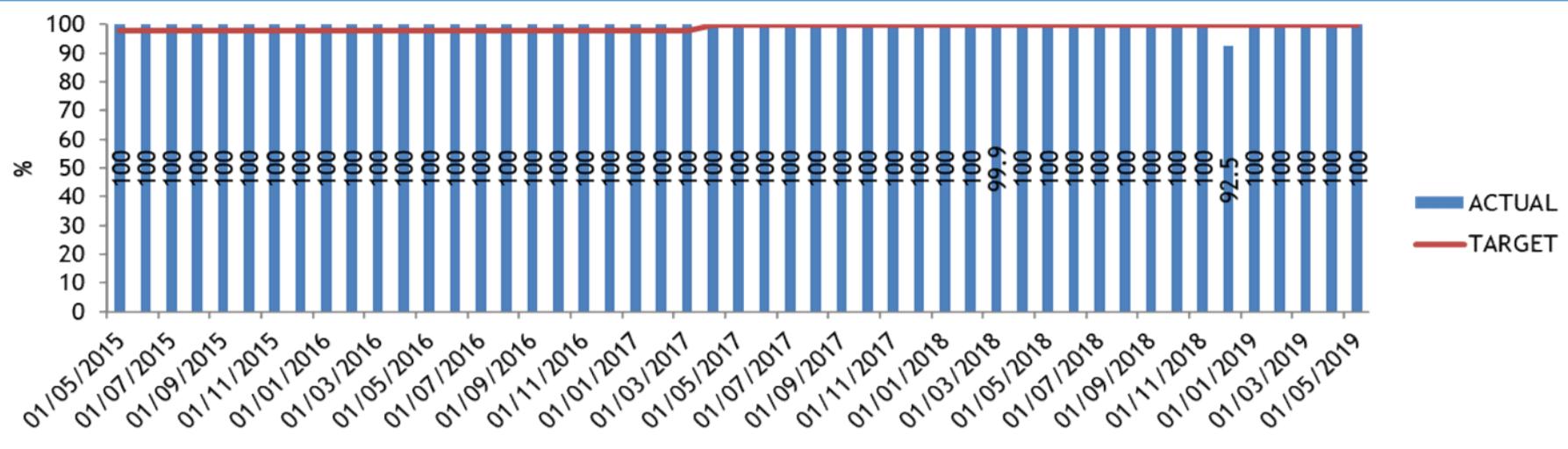
In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

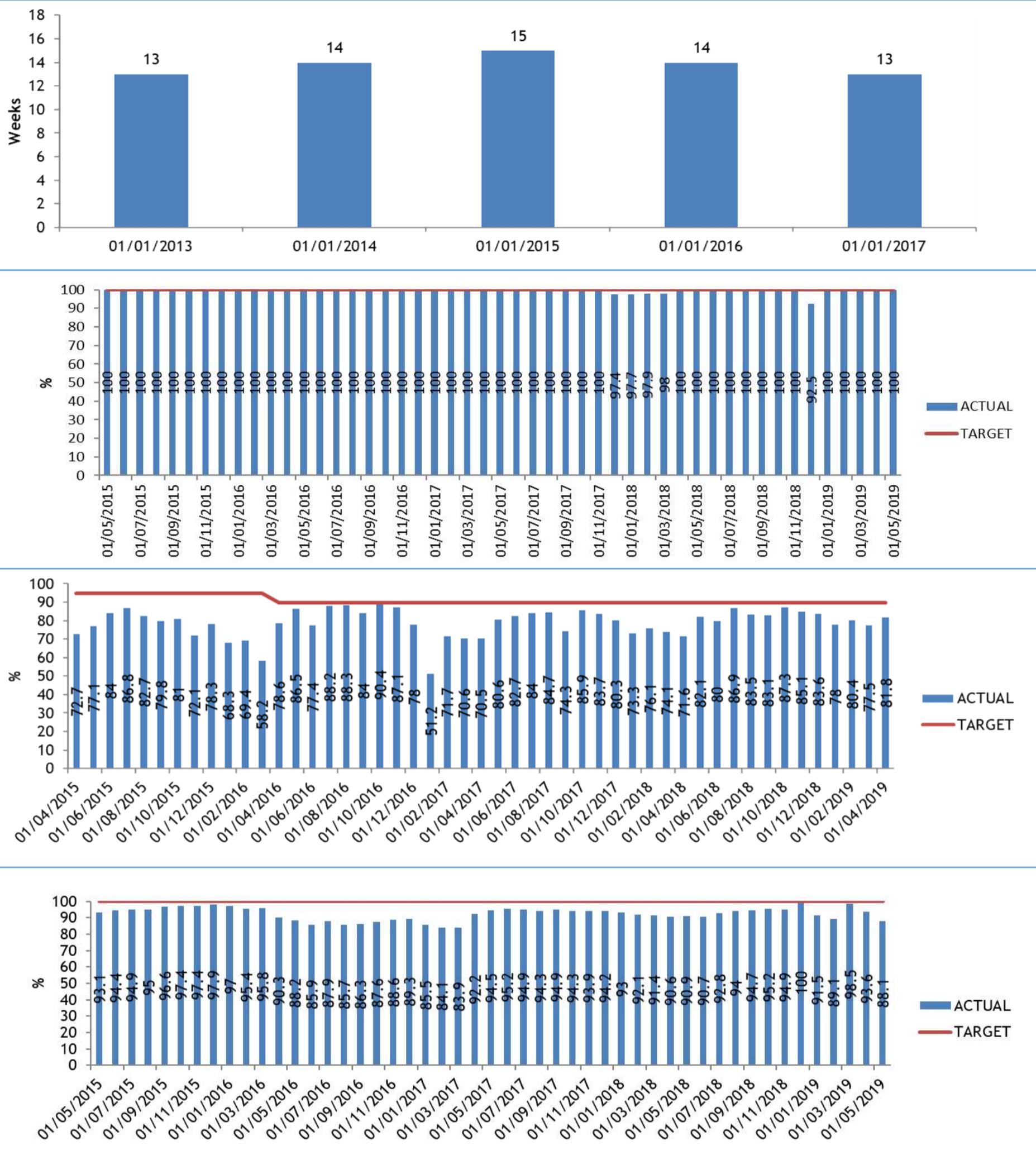
- Agenda and minutes of the Overview and Scrutiny Performance Board on 5 March 2019 and 26 September 2018 – available on the website: [here](#)

Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	Improving	<p>May was the fifth straight month in which there was 100% appointment availability for registering a birth. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.</p>	<p>Appointment availability at all locations in June is being monitored on a daily basis at County Hall. Staff rotas are being managed centrally to ensure adequate cover at each office. Additionally, when an appointment time is not available, customers are offered the next available appointment date and time that is most convenient for them. Any impact of non-availability of</p>	If a customer asks for an appointment that falls outside the indicator threshold, it will continue to be excluded from this measure's calculation. It will always be the case that customers register a birth in compliance with statutory requirements, but there may be personal reasons they wish to delay registration for just a few days.
Ceremonies (marriages and civil partnerships)	No Status	N/A	<p>Last month, 158 (59.2%) of ceremonies were held at Approved Premises, the remaining 95 (41.8%) being conducted at Registration Offices. The overall total was the highest calendar-month total since last August's 322 and was 26.6% higher than May 2018's 184. Demand is increasing, in keeping with previous years' early-summer trends.</p> <p>The April/May 2019 total of 390 was 73 (23%) higher than the total for the same two months last year (317).</p> <p>This indicator monitors and demonstrates demand for a service that is an income-generator, but over which WCC can exert no real control.</p> <p><del>Therefore, no target has been set.</del></p>	<p>June's total is likely to be the highest calendar-month total of 2019 so far, continuing the seasonal increase in demand evidenced by the March-to-May figures.</p>	Monitoring of trends and any deviations from expected patterns will continue. This will include monitoring of the proportions staged at Approved Premises and Registration Offices.
Customer Satisfaction			<p>Registration Service's annual survey covered people using the service for a civil partnership, marriage notice, registering a birth or death, and obtaining copies of various registration certificates. The 99% satisfaction rating was down from 2016's 100%, but was 2 percentage points higher than in 2015. The proportion rating the service as 'very good' in 2017/2018 was 90%, 3</p>	<p>The Survey report provides statistical summaries and user feedback, allowing areas for improvement to be identified and worked on. However, monitoring of any comments received from the public on a day-to-day basis will continue.</p>	<p>This year's Customer Survey will be undertaken in the autumn. The confirmed result and detailed report will probably be received early in 2019.</p>
Death registration appointments within 2 working days	Red	Deteriorating	<p>The two May bank holidays and reduced appointment availability at Malvern and Redditch Registration Offices meant last month's out-turn was 88.1%. This was down compared with the May 2018 out-turn of 91.2%.</p> <p>The 2019/2020 out-turn at the end of May was 90.9%. The overall 2018/2019 figure was 94.6%.</p>	<p>June's out-turn is more than likely to be above that for May. Customers will be offered the next-available appointment if their preferred time-slot is unavailable. Any problems arising at any of the Registration Offices will be reported to County Hall to enable alternative solutions to be put into effect.</p>	<p>Any changes made to local procedures must not cut across legally-required ones. Allowing for that, however, where changes are judged likely to improve performance and complement the daily management of appointment availability, they will be trialled during 2019/2020 and the results monitored.</p>

Inquests - Average number of weeks to complete	No Status	Improving	2017's calendar-year figure is the lowest since 2013's and is one week less than in 2016.	The County Council cannot directly influence this indicator, but the authority does contribute financially to the Coroner's Service, which has statutory obligations in respect of the timely completion of inquests. There is also a Registration Service requirement to register deaths within 5 days of the Coroner's office completing the due processes and paperwork. As appointment availability at all locations in June is being monitored on a daily basis at County Hall. Staff rotas are being managed centrally to ensure adequate cover at each office. Additionally, when an appointment time is not available, customers are offered the next available appointment date and time that is most convenient for them. Any impact of non-availability of appointments on customers and	The situation will be monitored during the year, but this indicator will next be updated at the end of 2018.
Marriage/civil partnership notice appointments within 10 working days	Green	No Noticeable Change	May was the fifth month in a row in which there was 100% appointment availability for obtaining marriage and civil partnership notices. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.	When a couple asks for an appointment that falls outside the indicator threshold, it will continue to be recorded as falling outside the measure.	
Registration of deaths within 5 days	Red	Improving	Last month's 81.8% out-turn was Worcestershire's highest April out-turn in the four years the PI has been reported by General Register Office (GRO) in the current format and was the first April figure in that time to exceed 80%. It was also above the equivalent April 2019 regional and all-England percentages (78% and 76.4% respectively). Last month's GRO figures make no allowance for the Good Friday and Easter Monday bank holiday closures.	This indicator will continue to be monitored and reported in 2019/2020 as it remains part of the General Register Office's standard reporting suite and monitors a statutory duty. There will be continued monitoring of the availability of appointments and a commitment to improving communications with doctors to speed up completion of the paperwork they must complete to enable a	
Still-birth registration appointments within 2 working days	Red	Deteriorating	The two May bank holidays and reduced appointment availability at Malvern and Redditch Registration Offices meant last month's out-turn was 88.1%. This was down compared with the May 2018 out-turn of 91.2%. The 2019/2020 out-turn at the end of May was 90.9%. The overall 2018/2019 figure was 94.6%.	June's out-turn is likely to be above that for May. Customers will be offered the next-available appointment if their preferred time-slot is unavailable. Any problems arising at any of the Registration Offices will be reported to County Hall to enable alternative solutions to be put into effect.	Any changes made to local procedures must not cut across legally-required ones. Allowing for that, however, where changes are judged likely to improve performance and complement the daily management of appointment availability, they will be trialled during 2019/2020 and the results monitored.

**Graph**



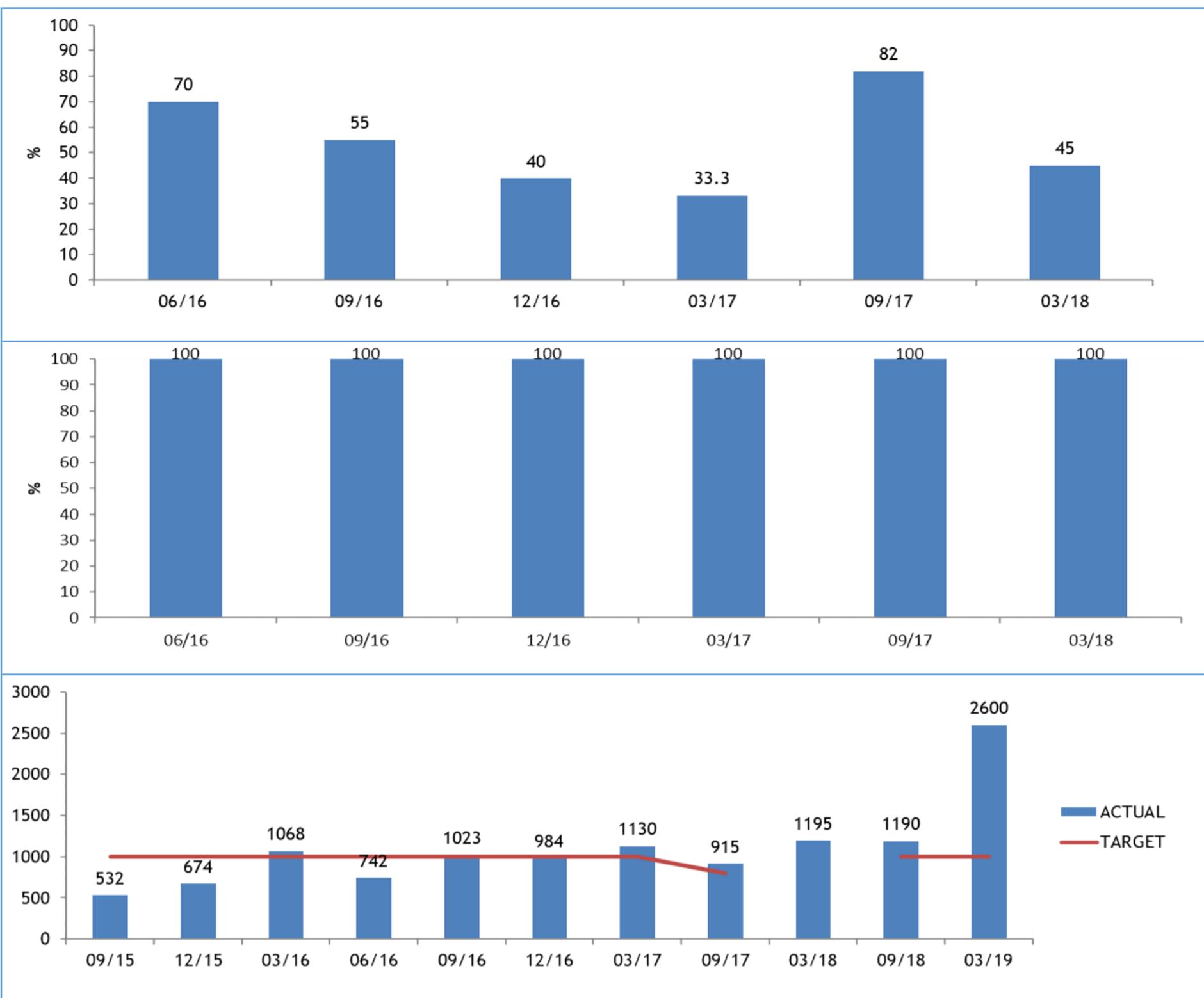


Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Advertising Value Equivalent calculated from media coverage from a basket of external publications	Green	Improving	Best ever figures recorded for AVE during 2019/20 due to our proactive approach to media relations	Embedded focus on proactive content creation. Improved relationships with both consumer and trade media, locally, regionally and nationally	Campaigns and themes assigned to corporate communication priorities
Increase proactive engagement with the media	Amber	No noticeable change	Strategies in place to encourage more proactivity. Target set of two thirds of all content to be proactive.	Corporate communication priorities set and campaigns built to support those	Strategies to ensure closer working between social media and press teams
Increase public and stakeholder understanding of Worcestershire County Council and positively influence their opinions of our Transformation Programme strategy	Green	No noticeable change	Stakeholder engagement programme in place and being delivered	Increased focus on stakeholder engagement as part of the implementation of the Alternative Delivery Model for Children's Service	Upcoming resident engagement to promote Adult Services.
Increasing staff engagement	Amber	N/A	New quarterly staff pulse surveys are now being used to monitor staff engagement	more regular CEX staff briefings, drive to increase engagement through Yammer. Strategic planning for all channels	Investigating better digital ways of engaging with staff and measuring staff engagement
Stage 2 Children's Social Care complaints in 65 days	Red	Improving	Improvement on previous quarter when none of the Stage 2 investigations were completed within 65 working days	N/A	N/A

Stage 2 corporate complaints in 25 days	Red	Deteriorating	Slight deterioration on previous quarter	N/A	N/A
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	All reports submitted on time	N/A	N/A
Traffic across social media channels	Green	Improving	New channels established including Instagram for the Council.	Social media community management is a key priority each day for the Content and Communications team	Increased use of video across social media. Future forecasting into potential new channels

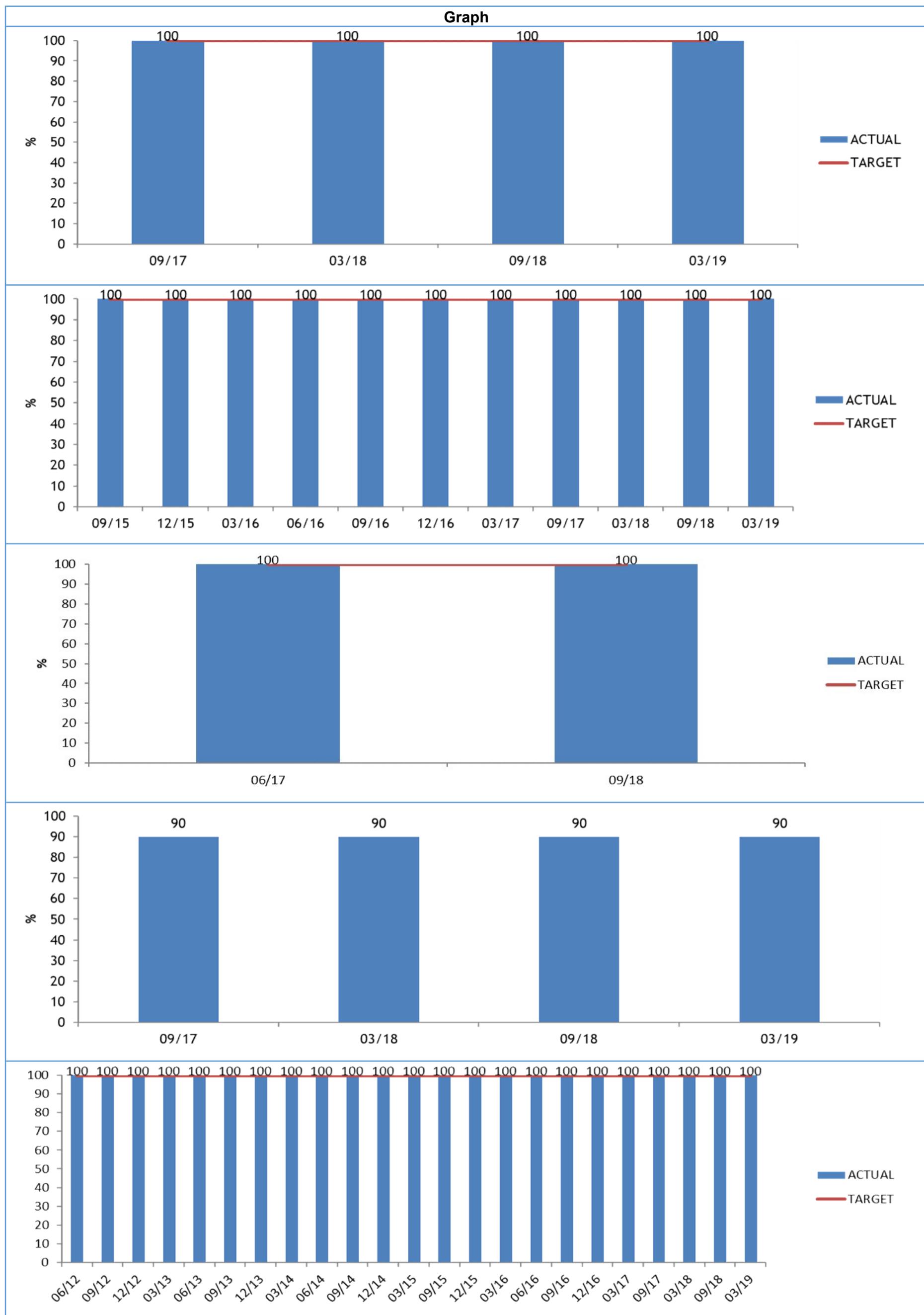
### Graph

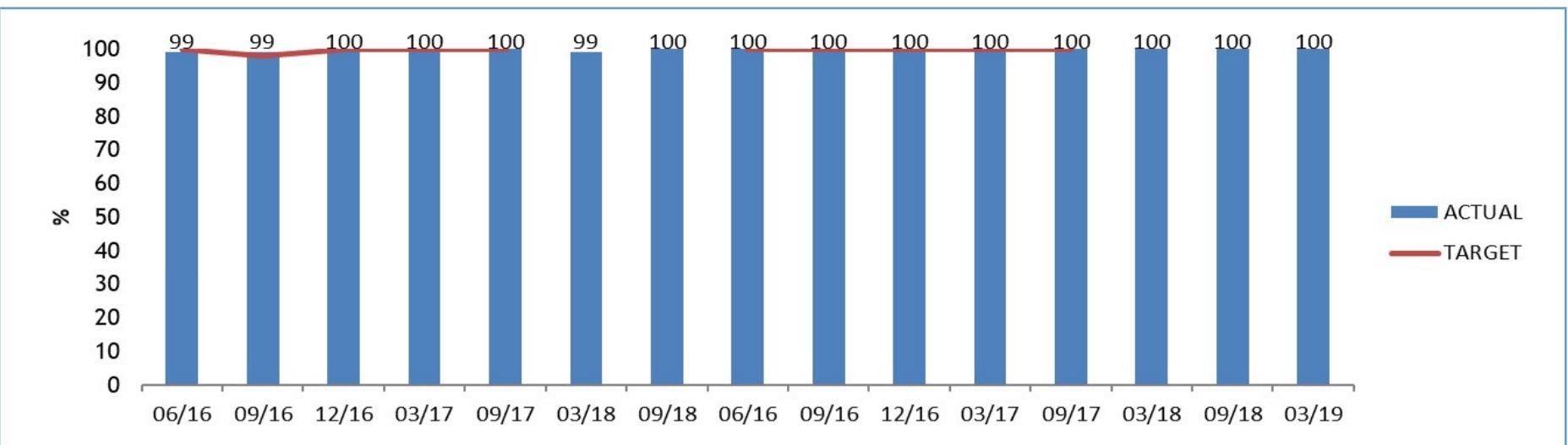




Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
All HR Strategic Leadership Team/Directorate Leadership Team reports completed on time	Green	No noticeable change	All HR reports, including the monthly and quarterly reports to DLTs, have been completed on time.	HR Managers have requested changes to the monthly reports and the team are currently working on these.	Ongoing work to ensure the reports meet the requirements/needs of the HR Service.
Balanced Scorecard and risk register reported on time	Green	N/A			
Customer Satisfaction with Management Information & Analytics team	Green	No noticeable change	Latest performance refers to the 2017/18 customer satisfaction survey, which was completed in July 2018.	Reviewing customer feedback and any suggestions for improvements.	To put in place any changes needed to ensure 100% satisfaction from MIA customers.
Delivery of the Childrens Services Improvement Plan	Amber	No noticeable change	All delivered	Support implementation of WCF	Agree support services agreements
Maintain the public performance information on the Worcestershire County Council Website - published every six months	Green	N/A	Q2 2018/19 reports published	Q4 2018/19 reports underway	2019/20 reporting schedule agreed

Statutory returns completed on time	Green	No noticeable change	All returns completed on time or within agreed extension period.	No issues with hitting deadlines for stat returns in Q3 or Q4.	Continue to monitor.
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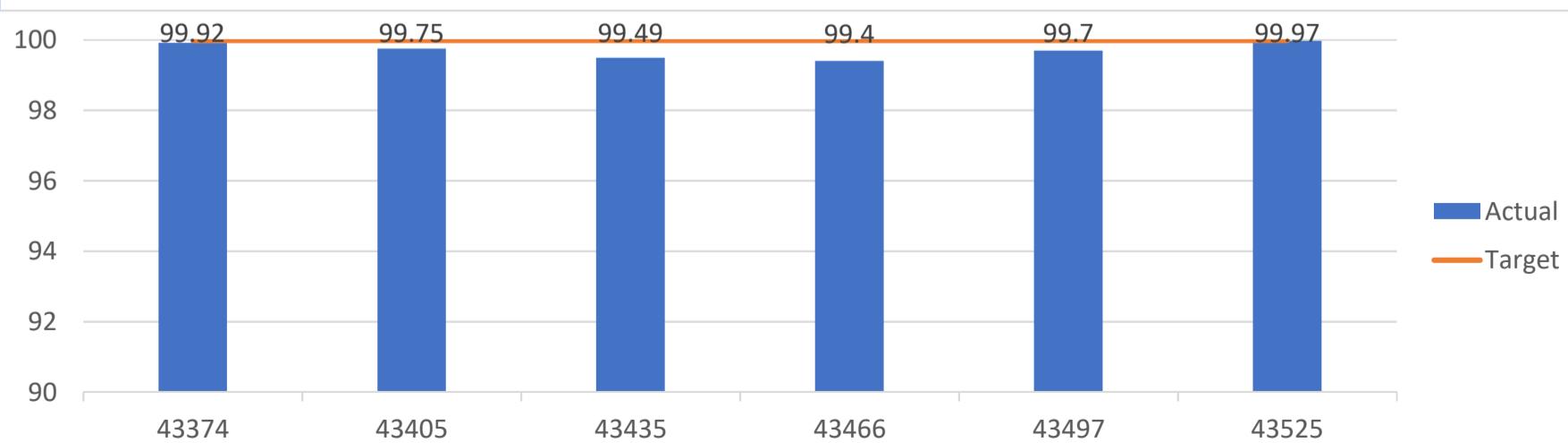
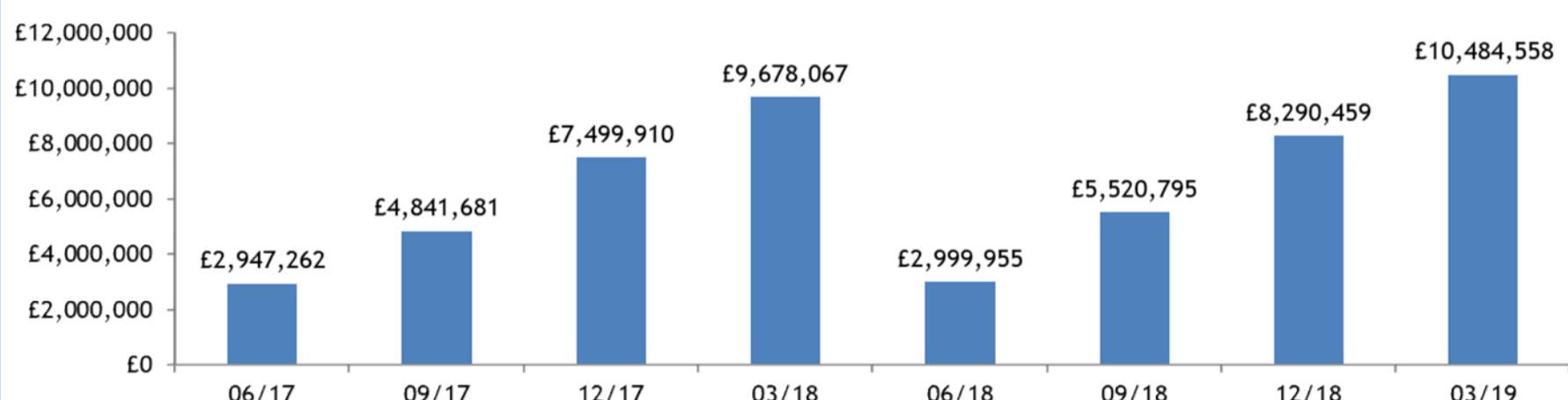
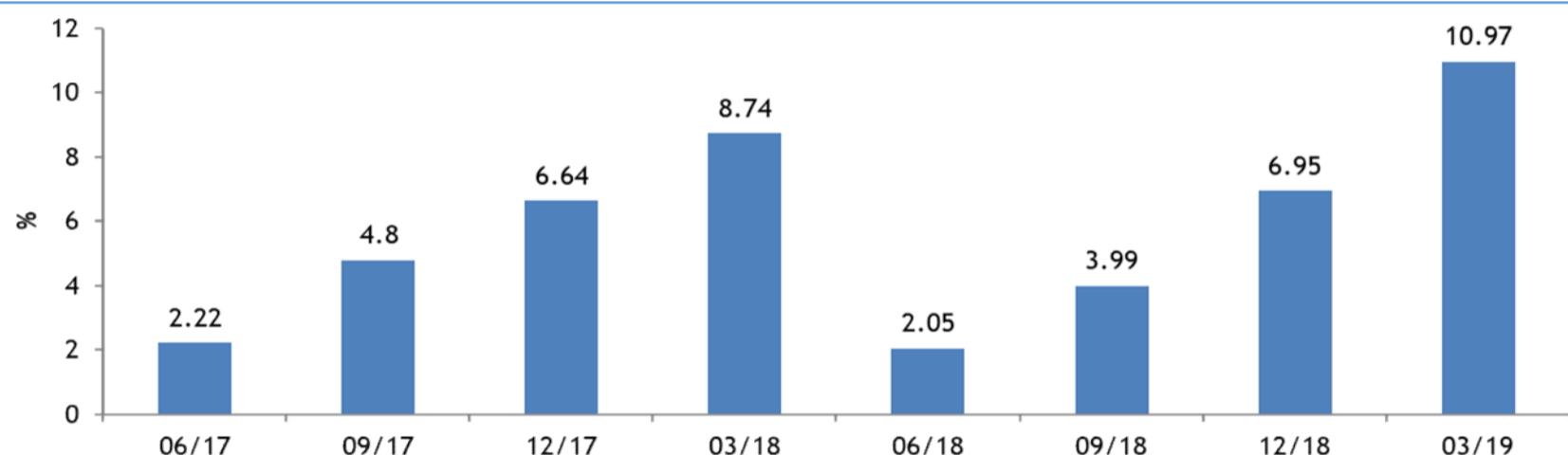
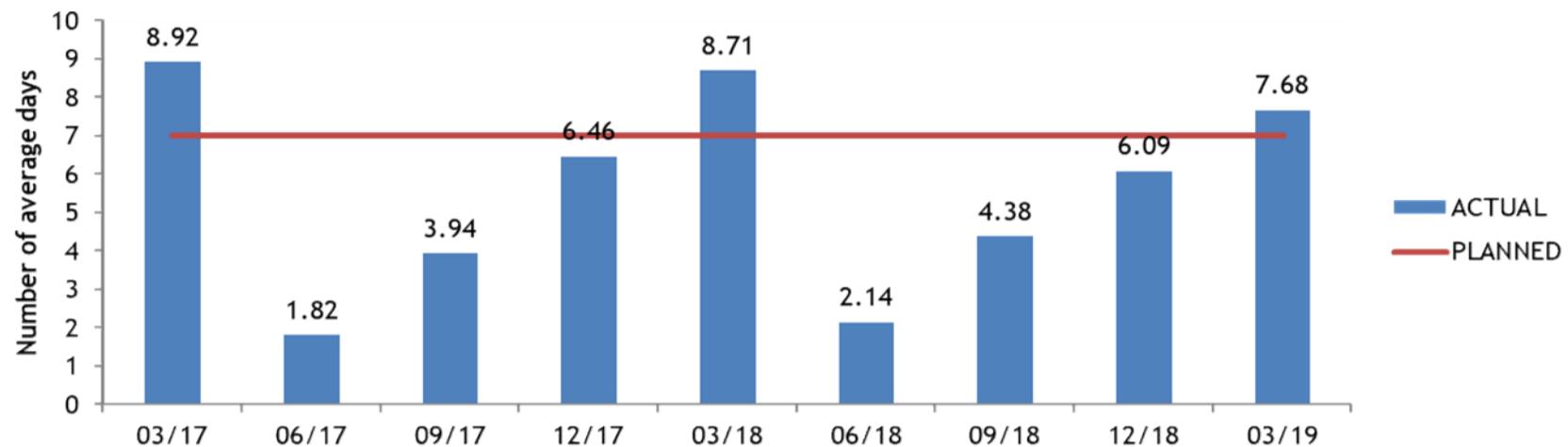
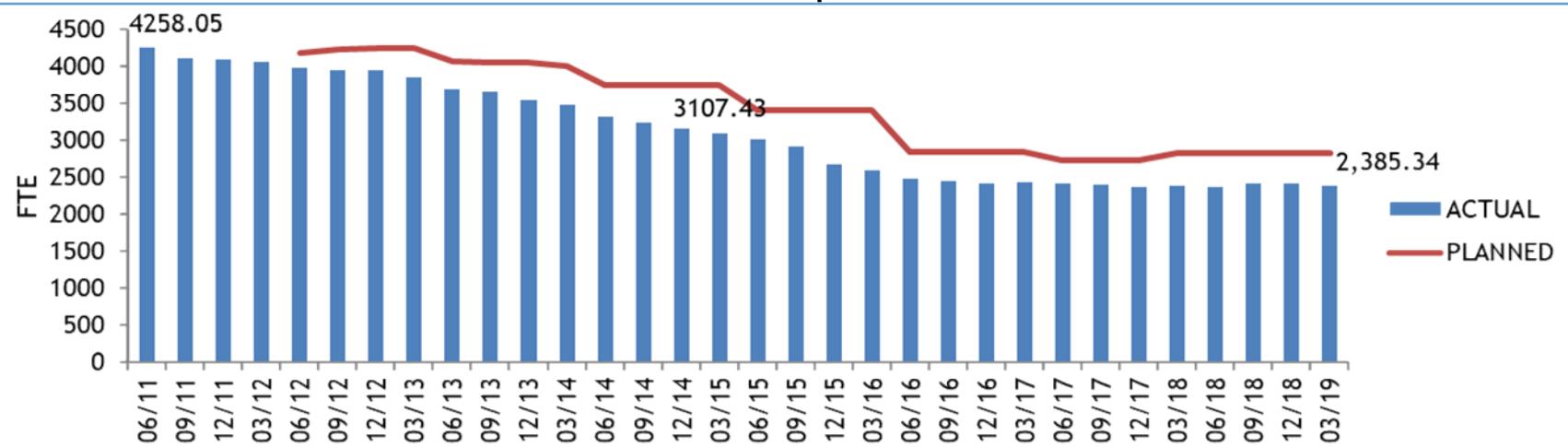


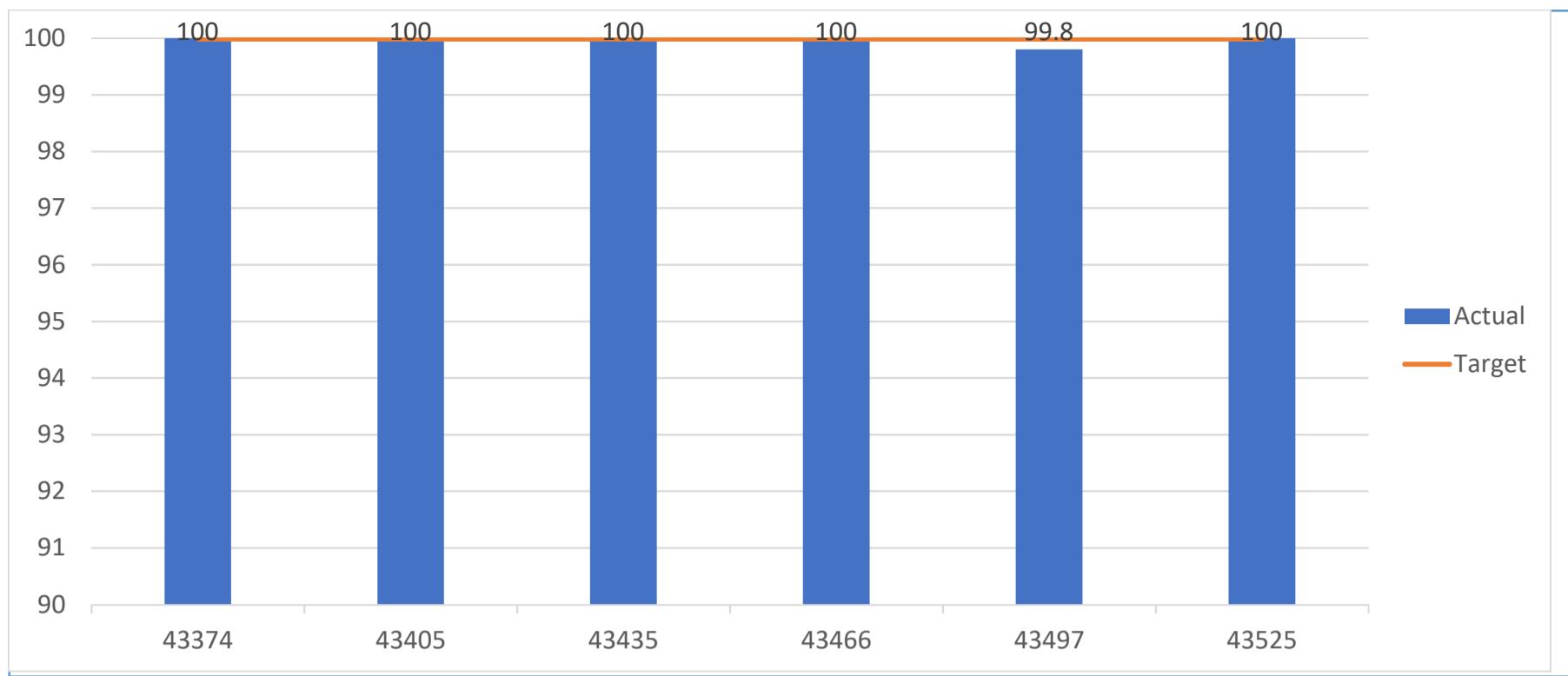


Area	Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
HR	Employees - Actual Full Time Equivalents	N/A	Improving	Number of FTE employees as at 31st March 2019 (target and RAG rating based on budgeted establishment FTE derived from 2018/19 Budget Book)		
HR	Sickness Rates	Green	Improving	7.68 Average days sick per person [FTE] / 0.59 Average episodes per person during financial year 2018/19. RAG rated against 2017/18 year end outturn.		
HR	Staff turnover rate	N/A	N/A	Number of leavers to date expressed as a percentage of the workforce		
HR	Agency Spend	N/A	N/A			
ICT	Local Area Network (LAN) Availability	N/A	N/A	New Indicator - The LAN Availability PI details the availability of LAN (Local Area Network) infrastructure across all sites based on a 24x7x365 business need. Monitoring of network hardware (switches) is achieved via an application, SolarWinds. ICT's target is to achieve 99.99% LAN uptime across all sites.		

ICT	Critical Application Availability	N/A	N/A	This PI details systems identified as critical to front line services and their overall availability based on a 24x7x365 business need. Framework-I (Social Care). Talis (Library System), Jadu (Website), Outlook/Exchange (Email), Lync/Altigen (Telephony). This includes the critical business applications themselves as well as all underpinning infrastructure required to deliver access to the application. PI calculated by considering total downtime of a critical application for all users which will have an associated Priority 1 incident. ICT target is to achieve 99.99% uptime for all		
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### Graph

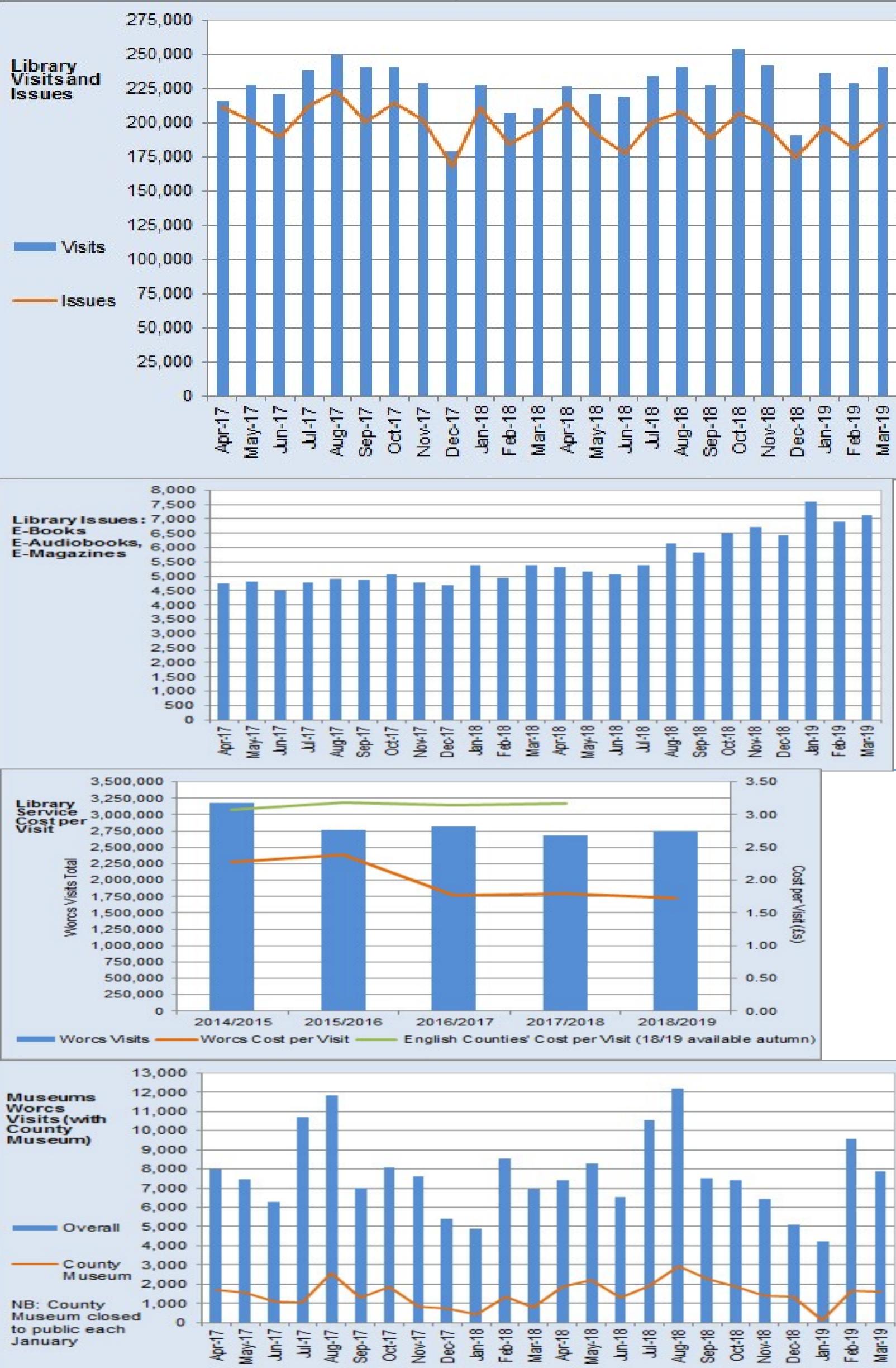


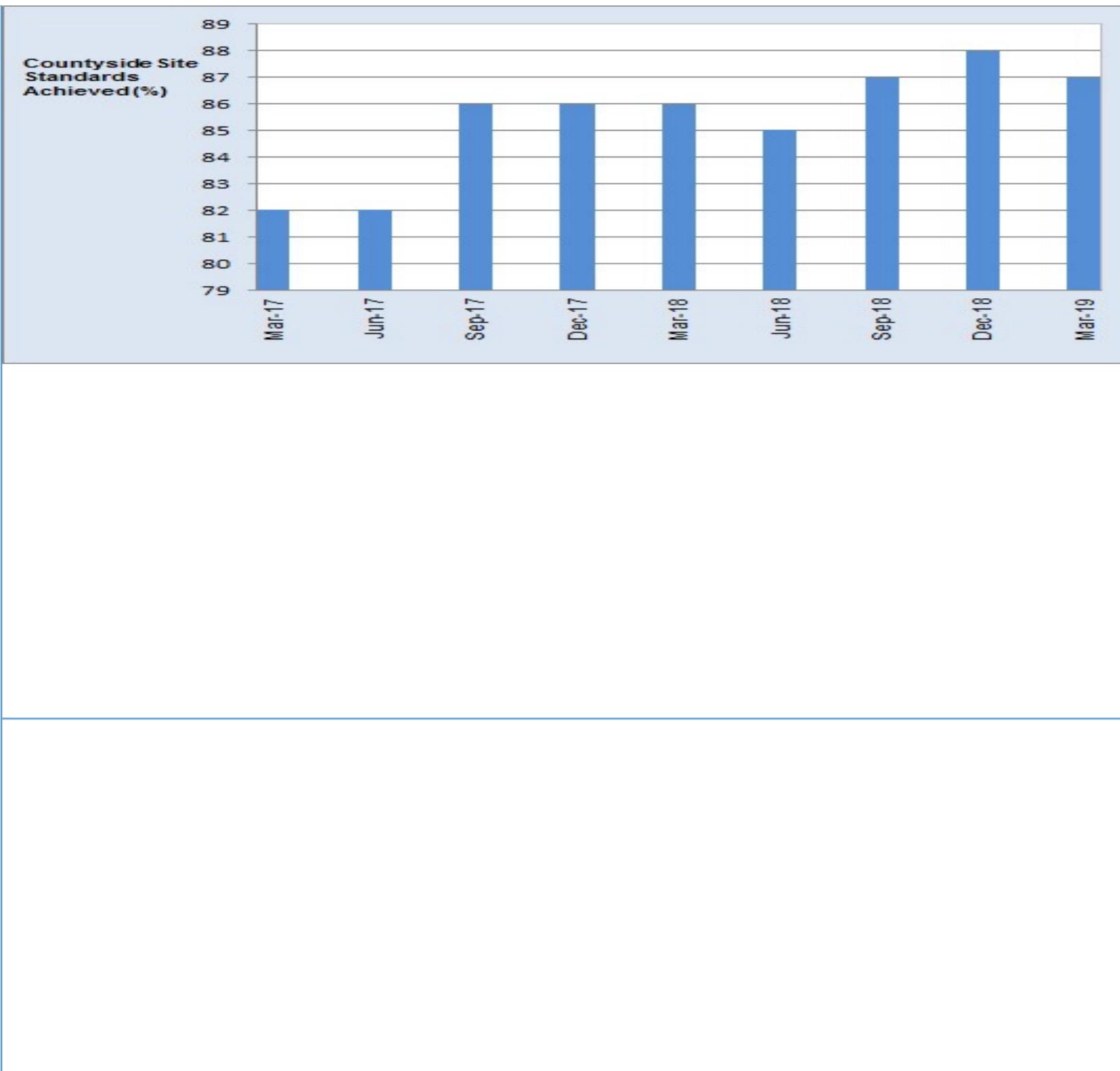


Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits and Issues	Green	Visits increasing. Issues declining	2018/2019 visits total of 2,758,136 was 2.1% higher than 2017/2018's total of 2,685,481, with nine libraries receiving more visits than in 2017/2018. Seven libraries generated more issues than in 2017/2018, although the overall total of 2,406,878 was 2.6% less than 2017/2018's compared with 2,685,481. National trends reported by CIPFA show long-term declines in visits and issues.	Recently-arrived stock forms part of Quick-Choice and other promotional displays. All libraries stage regular and one-off activities for children and families. The Hive continues to run 'Study Happy' sessions for University students and to act as a place of study for school pupils and college students.	Libraries will run programmes of events and activities (e.g. for Summer Reading Challenge, Jun to Sep) as well as staging adult learning courses. Stock-management reports and meetings with stock suppliers to review procedures and performance of new items will also continue.
Library Issues: E-books, E-audio books, e-magazines		E-issues increasing	The final e-issues total for 2018/2019 was 74,208, an increase of 25.9% on 2017/2018's equivalent total of 58,930. There was a decline of 2.2% in issues of e-books, but this was more than out-weighed by a 47.5% rise in e-audiobook checkouts and an 86.4% increase in e-magazine issues.	Information displays in libraries and links on the service's corporate website pages are being used to promote the e-lending service	As in previous years, reviews of the range of e-book, e-audiobook, and e-magazine titles on offer will be undertaken with suppliers
Cost per library visit		No noticeable change	Cost per visit (net expenditure divided by visits) was at one time a national indicator. Worcestershire's figure is traditionally below national, regional, and comparator-authority levels. Draft 2018/2019 figure of £1.73 is seven pence less than 2017/2018's figure.	Figure to be confirmed and included in updated Libraries Needs Assessment document, to be published as part of re-modelling of service.	Comparisons with other local authorities' will be possible in the autumn upon publication by CIPFA of the 2018/2019 Annual Public Library Statistics
Museum Visits		Museums Worcestershire visits increasing County Museum visits increasing	The three museums' combined visits total for 2018/2019 was 93,070, up 0.5% compared with 2017/2018. Visits to City Museum and Art Gallery and The Commandery were down compared with 2017/2018, but at the now-refurbished and fully reopened County Museum, visits (20,416) were up by 34.8%	Programmes of events, exhibitions, and performances are in place at all three museums, with visits from schools also scheduled.	2019 events and exhibitions will be advertised in the local press, on social media, and via Museums Worcestershire's expanded internet presence, usage of which is being monitored on a monthly basis.

Countryside Standards Achieved	Percentage of standards met increasing	Despite a slight seasonal drop in Q4, the 87% out-turn was one percentage point up from 31st March 2018. Standards include health and safety issues, cleanliness, presence of litter, signs and notices, buildings, site furniture, trails, mowing, and the availability and suitability of play areas.	Repair and maintenance work after the winter months to be undertaken.	Monitoring and addressing of issues arising from inspections of sites or raised by visitors.

**Graph**





# Corporate and Communities Scrutiny Panel

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**16 July 2019**

**Financial Update  
Draft Outturn 2018/19**

# Year End Position – Commercial and Commissioning

## P12 Outturn - 2018/19 SLT Revenue Budget Monitoring Forecast by Service

Service	2018/19 Revised Budget	2018/19 Reported Outturn	2018/19 Variance to Outturn	2019/20 Opening Budget	Variance 2018/19 Outturn to 2019/20 Opening Budget	Cabinet Report Reference
Legal and Democratic Services	4,150	3,999	(151)	4,452	453	
Commercial Team	2,308	2,233	(75)	2,435	202	
Property Services	4,383	4,381	(2)	5,266	885	
HR	2,983	2,885	(98)	3,308	423	Para 4.2 (p36)
Service Transformation (Customer Servs,ICT)	5,853	5,741	(112)	5,969	228	Para 4.2 (p36)
Content and Communications	727	724	(3)	748	24	
COACH - Management	841	155	(686)	443	288	
Directorate Recharges	(13,196)	(13,196)	0	(13,892)	(696)	
<b>Commercial and Commissioning</b>	<b>8,049</b>	<b>6,922</b>	<b>(1,127)</b>	<b>8,729</b>	<b>1,807</b>	<b>Para 4.1 (p36)</b>

# Key Headlines – Commercial and Commissioning

- Overall a £1.127m underspend position due to
  - Lower than anticipated spend relating to repair and maintenance, corporate subscriptions and ICT
  - Reduced spend relating to Apprenticeship levy
  - Additional income relating to Civica contract
  - Additional income generated by Commercial Team
  - Increase in capitalisation of ICT staffing costs
  - Deleting vacant posts within HR, communications, research and commercial
  - Reduction in graduate / apprenticeship programme
- £350k improvement since Period 11

# Year End Position – Communities

## P12 Outturn - 2018/19 SLT Revenue Budget Monitoring Forecast by Service

Service	2018/19 Revised Budget	2018/19 Reported Outturn	2018/19 Variance to Outturn	2019/20 Opening Budget	Variance 2018/19 Outturn to 2019/20 Opening Budget	Cabinet Report Reference
Strategic Libraries and Learning( Including The Hive)	£000 4,317	£000 4,074	£000 (243)	£000 4,301	£000 227	Included within CFC figures at pg 34 Para 21 onwards but not specifically mentioned
Support for the Arts	0	10	10	0	(10)	
Joint Museum Service	594	675	81	619	(56)	
WCC Museum	0	0	0	(2)	(2)	
Countrywide Greenspace and Gypsies	602	584	(18)	589	5	
Strategic Music Education	0	0	0	0	0	
Communities	5,513	5,343	(170)	5,507	164	

# Key Headlines – Communities

- Overall a £170k underspend position due to:
  - Libraries - £243k underspend relating to one-off savings relevant to allocation of additional Public Health funding
  - Museums - £81k overspend relating to delayed achievement of savings which has been partially mitigated by one-off Public Health income

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## CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

### 16 JULY 2019

## WORCESTERSHIRE COUNCILLORS' DIVISIONAL FUND

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### Summary

1. The Democratic Governance and Scrutiny Manager has been invited to present the annual updating report on the Worcestershire Councillors' Divisional Fund (WCDF) on behalf of the Head of Legal and Democratic Services. The CMR for Transformation and Commissioning has also been invited to attend the Panel meeting.

### Background

2. The WCDF was launched on 1 August 2011 following agreement by both full Council and the Leader to ensure that the Scheme covered both executive and non-executive functions. A regular report to Scrutiny on the operation of the WCDF is required under the Scheme. In the first two years these reports were considered by the Overview and Scrutiny Performance Board (OSPB) and then in April 2015 OSPB asked this Panel to consider these reports.

3. The report sets out the actual expenditure in each Division for 2018/19 together with any issues arising from the operation of the WCDF Scheme.

4. The WCDF Scheme is established under section 236 of the Local Government and Public Involvement in Health Act 2007 and allows Local Members to discharge the Council's functions in relation to the economic, social or environmental well-being of their local electoral Division or those within it. The original statutory 'well-being' powers on which the WCDF was based are now subsumed within the general power of competence within section 1 of the Localism Act 2011. The Scheme was agreed by the Leader of the Council in respect of executive functions and full Council in respect of non-executive functions. It will need updating to reflect organisational redesign issues. It is not part of base budget and is dependent on resource being set aside in the budget for its operation each financial year. The WCDF allocates £10k per member and so £570k pa is set aside for expenditure.

5. Members have considerable discretion in how they allocate funds in a way that would promote or improve economic, social and/or environmental well-being for the benefit of the whole or any part of their Division or those within it. It is the only scheme whereby individual local members take formal decisions on behalf of the Council in relation to their Divisions.

6. The WCDF Scheme has been established in such a way that it is intended to be, as much as possible, a self-regulating scheme with support and guidance provided by the Head of Legal and Democratic Services.

7. Council initially approved the operation of the WCDF Scheme from 1 August 2011 to 31 March 2012 and allocated £10,000 to each member for that financial year. Council has extended the funding for the WCDF Scheme for each financial year since then.

8. As Local Member decisions under the WCDF Scheme are formal decisions on behalf of the Council, a transparent audit trail is essential in order to comply with the legislation and indeed good governance. The individual Member is responsible for ensuring a record is made in writing of any decision or action she or he has taken in connection with this Scheme. A single page proforma is used to cover both the request to process a particular payment and also the record of that decision and reasons for it, to ensure the process is as streamlined as possible.

9. A record of each submission to the Scheme, detailing the amount, payee and brief rationale for each submission, is maintained by the Head of Legal and Democratic Services and published regularly on the Council's website. Records of expenditure under the Scheme (i.e. the request form and background documents) will be held for public inspection on request for 6 years at County Hall.

10. The main points of the year 2018/19 were:

- 742 submissions were authorised for payment
- £568,102 was spent, out of £596,279 made available
- £26,826.63 has been rolled forward to 2019/20

11. The stated purpose of the Scheme is to facilitate 'good works' for the benefit of the local Division whilst focusing on the environmental, economic or social well-being of the Division. The organisations, events, individuals and groups who have benefited from the WCDF are many and varied and cover the breadth of Worcestershire life. They include social and sporting organisations, charities, community organisations and environmental schemes.

12. A full list of applicants and monies allocated is publicly available on the Council's website.

13. Joint submissions by members have also been received to support a community event or organisation which works or supports people across Divisions. Such joint submissions can be done under the WCDF, although of course there needs to be a clear connection with the well-being of each of the Divisions involved.

14. The Scheme requires the Head of Legal and Democratic Services to raise any issues arising from the operation of the scheme. The amount of administration to support submissions for payment should not be under-estimated; since the start of the Scheme 5,502 applications have been processed and £4,486,529 spent.

15. Points to note include:

(i) Code of Conduct

The Members' Code of Conduct applies to the exercise of the Scheme by individual members and the Scheme was updated to reflect the new Code of

Conduct. Members are reminded that they will not be able to act where they have a Disclosable Pecuniary Interest in the matter, or a disqualifying Other Disclosable Interest (ODI). Members must ensure they expressly disclose any such interest on the form (e.g. if they are a governor of a school, or trustee of a charitable trust which is to benefit from a WCDF grant) and be aware that some close interests will disqualify them from involvement on rare occasions.

Some of those interests will not be self-evident to staff or the public, and so it is intended to update the guidance to members to remind them to disclose relevant interests to avoid breaching the Code.

(ii) Financial viability of recipient

It is for the Member to consider the financial viability of a potential recipient (such as a local voluntary body). There is no benefit in handing public money over to an organisation which ceases to function before the benefit can be delivered. Members are encouraged to seek advice from the Chief Financial Officer should there be any cases of uncertainty or concern.

The guidance will also be updated to remind members to check whether the recipient is VAT-registered as this affects the net value of the payment made.

(iii) Completion of the WCDF Proforma

Positive feedback has been received as to the ease and simplicity of completing the single page proforma. Members can (and are encouraged to) complete the form electronically and send it via their Council email account. They can complete it by hand if they prefer, but it is better to reduce unnecessary spend on paper/post and operate a 'digital by design' approach.

Members are, however, reminded that a clear rationale needs to be included as to how the monies will help improve or promote the economic, environmental or social well-being of the Division or those in the Division. It is a formal decision of the Council and the discretion must be exercised lawfully. Each form is checked, and if the rationale is not clear, the submission will have to be returned to the local Member for revision, introducing additional administration and delay. It is proposed to underline this in the updated guidance to members.

(iv) Monitoring and Evaluation

These are Member decisions and officers do not actively monitor or evaluate the monies allocated from the Scheme to the recipients. The WCDF is completely clear that **the Member** has the responsibility for ensuring that the public monies have been spent in the way intended and as indicated on the proforma.

Any proposed change in spend from the original purpose would need to be agreed by the member **in advance** and the updated position noted appropriately on the original proforma and on the public record - or the grant recovered. The WCDF guidance advises that payments are made for specific elements of broader projects for greater transparency, although this will not always be practicable, particularly for events with various sources of funding.

It is not for the recipient to spend the money on something different or indeed to retain the money. This issue arose during 2018/19 in relation to a WCDF payment made several years previously by a former county councillor. Media

reports indicated that the money had not in fact been spent. The Head of Legal and Democratic Services made enquiries of the previous councillor and the recipient organisation, and discovered that the WCDF had not in fact been spent by the recipient but set aside. With a change of management, the money was repaid to the Council and the matter was amicably resolved.

It is intended to update the guidance to underline to members that the WCDF is clear that it is their responsibility to ensure the money has been spent on the approved purpose, and to introduce sampling to check with members that it has been.

(v) Cross-Division Applications

Councillors may support joint applications for organisations (or similar) or events which lie outside the geographical boundary of their Division provided that their own Division will benefit, to ensure that it is a decision in relation to it. In order to comply with the Scheme and the law, it is important that the proforma's rationale articulates clearly how people from within the Councillor's Division would benefit from the monies being spent in another Division.

The councillor cannot involve him or herself as a local member in any matter relating to another councillor's electoral Division without his/her prior knowledge and consent. This would apply to use of the WCDF to improve eg highway infrastructure in another Division. However, this would not prevent supporting an event taking place in a particular location with a wider benefit to those from other Divisions (eg commemorative events). An example of cross-divisional boundary spend includes events for Looked-After Children supported by a number of members in individual district areas of the county.

(v) Benefit

It is for the individual member to consider and be accountable for the proportionate benefit to local business or residents arising from the spend from the public purse, or indeed a decision not to spend. It is not for officers or indeed other members to weigh up the pros and cons of that exercise of discretion, but officers will ensure that the decision is lawful and compliant with the WCDF Scheme.

(vi) Purdah

Members are reminded that no decision can be taken or spend made during purdah, which effectively freezes the operation of the WCDF in the 6 weeks or so before County elections. This freeze includes District Council purdah where the member is likely to be a district candidate. There is nothing which prevents member candidates accounting for their WCDF decisions which have been taken as part of their record, but members must avoid appearing to offer illegal inducements to vote by offering or providing WCDF payments or products as part of electioneering.

## **Purpose of the Meeting**

The Panel is asked to:

- consider and comment on the operation of the WCDF
- discuss whether allocating funding to Members is an effective and efficient use of the Council's resources
- determine whether it wishes to make any comments on the WCDF.

In doing so, Members may wish to consider:

- how decisions are made on where to allocate funding
- is giving money to Councillors the best way to allocate public funds?

## **Supporting Information**

Details of the scheme and payments made under it published on the Council's [website](#)

## **Contact Points**

### Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers Tel: 01905 844962/844963

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

Simon Mallinson, Head of Legal and Democratic Services Tel: 01905 846670  
Email: [smallinson@worcestershire.gov.uk](mailto:smallinson@worcestershire.gov.uk)

## **Background Papers**

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

Worcestershire County Council [Divisional Fund Scheme and guidance](#)

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## **CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 16 JULY 2019**

### **REDUCTION IN PRINTING COSTS FOR WORCESTERSHIRE COUNTY COUNCIL STAFF AND MEMBERS**

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#### **Summary**

1. The Corporate and Communities Overview and Scrutiny Panel are asked to consider the attached report which sets out details of a recent review of Worcestershire County Council's (WCC) current print estate, seeking to identify areas for reduction in costs and print volumes for WCC staff and Members.

#### **Background**

2. Within the current financial climate, WCC needs to reduce costs associated with WCC Staff and Member's printing (excluding schools) to help meet financial savings targets. In 2018, WCC spent £380,000 on printing, which equates to nearly 12 million pages (according to Tree House Tree Calculator this is 750 trees).

3. A high-level review of printing costs, processes and requirements across the authority has been undertaken and it was proposed that savings could be achieved by implementing a combination of high-level changes including developing a change of print culture, digitising current printing processes where possible and minimising the availability of colour printing.

4. With the implementation of the above changes, which would require a capital and revenue investment of £73,500, the report highlights that the overall predicted revenue savings over a 5-year period would be £707,000.

#### **Purpose of the Meeting**

5. The proposed reduction in printing activity potentially would have a direct impact on Members as it would involve a change to the way in which the democratic process will be supported. The Corporate and Communities Overview and Scrutiny Panel is asked to consider the attached report and agree any comments to be forwarded to the Cabinet Member with Responsibility for Transformation and Commissioning.

#### **Supporting Information**

Appendix 1 - Reduction in printing costs for Worcestershire County Council staff and Members (April 2019)

## Contact Points

### Specific Contact Points for this report

Samantha Morris/Alison Spall Overview and Scrutiny Officers Tel: 01905 844963/ 01905 846607

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## 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 are:

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

## Document Purpose

- Documents the justification for undertaking a project
- Is benefit driven and provides enough information to the Projects Governance to enable them to make a judgement about whether the project should go ahead
- Is a live document throughout the project lifecycle
- Should be updated and reviewed at regular intervals to ensure business justification is still appropriate. In the circumstances where the project no longer remains viable it should be stopped.

# Reduction in printing costs for Worcestershire County Council Staff and Members

## Document Control

Project Manager	Kirsty Gilmour
Project Sponsor	Andrew Spice
Business Lead	John Gladman
Version	V1.5
Date	24/04/2019

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**Amendment History**

Version Number	Date	Reason for Amendment
1.0	12/02/2019	Updated further to J Gladman review
1.1	19/02/2019	Updated further to S Simcox & R Elmes review
1.2	05/03/2019	Updated to reflect a change to savings proposals
1.3	13/03/2019	Updated further to L Roberts review
<b>1.4</b>	19/03/2019	Updated savings further to agreement with L Roberts and S Simcox
<b>1.5</b>	24/04/2019	Updated further to discussions with S Simcox

**Approvals (Where Relevant)**

Name	Signature	Title	Date	Version
Project Sponsor	Andrew Spice	Director COaCH		
Finance				
FTTP Board				
COaCH DLT				
SLT Performance Board				

**Consultees (Where Relevant)**

Name	Title	Date	Version
Steph Simcox / Laura Roberts	Head of Finance / Senior Finance Manager	24/04/19	1.5
Other Consultees – add as appropriate			

## 1. Executive Summary

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Within the current financial climate, Worcestershire County Council (WCC) needs to reduce costs associated with WCC Staff and Member's printing (excluding schools) to help meet financial savings targets. In 2018, WCC spent £380,000 on printing, which equates to nearly 12 million pages (according to Tree House Tree Calculator this is 750 trees). 20% of all print was printed in colour, however, this is six times more expensive than black and white, therefore the total cost for colour printing was greater than the total for black and white only.

Following a high-level review of printing costs, processes and requirements across the authority, it is proposed that savings could be achieved by implementing a combination of the following high-level changes:

- Minimise the availability of colour printing.
- Develop a change of 'print culture' – the change in print behaviour for staff and Members will be the key factor to reducing print spend.
- Provide Managers and Members with improved visibility of their actual print costs. This will enable Managers and Members to monitor and manage their spend and support the required change in culture.
- Review and digitise current print processes where possible – this change is required to enable the change in print culture.
- Remove underused/unneeded printers across the WCC estate – printers are capitalised and owned by WCC outright so no actual savings, however, this will support capital cost avoidance.

### Financial Information

Savings expected through implementation of the above changes could be in the region of:

Year	Revenue Saving
2019/20 (partial)	£115,000
2020/21	£148,000
2021/22	£148,000
2022/23	£148,000
2023/24	£148,000
<b>Total Saving (5 Years)</b>	<b>£707,000</b>

The following investment is proposed to implement the required changes:

Year	Capital Costs	Annual Revenue	Total
<b>2019/20</b>	£28,000	£5,100	£33,100
<b>2020/21</b>		£5,100	£5,100
<b>2021/22</b>		£5,100	£5,100
<b>2022/23</b>		£5,100	£5,100
<b>2023/24</b>	£20,000	£5,100	£25,100
<b>Total Cost (5 Years)</b>	£48,000	£25,500	£73,500

It is expected that the initial capital investment of £28,000 (for 2019/20) will be funded from the Future Technology Transformation Programme (FTTP) capital budget to ensure the technology is available and robust enough to support the changes and the annual revenue costs will be offset against the savings generated. It is also requested that the future capital requirement of £20,000 is reserved against the existing capital programme to ensure funding is available for replacement in 4 years.

In summary:

**Reduction in printing costs of:**

- 2019/20 - £115,000
- 2020/21 - £148,000

**Net savings of:**

- 2019/20 - £110,100
- 2020/21 onwards - £143,100

## 2. Project Background

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An outcome of Corporate Strategy Planning was to undertake a review of Worcestershire County Council's current print estate and to understand if we can reduce costs and print volumes for WCC Staff and Members. Printing is becoming more and more unnecessary due to the advances in technology information transfer, storage and security and it could be assumed that we have reduced the amount we print day to day, however, there is still high volume of printing across the authority, equating to a cost of £380,000 for the calendar year of 2018. The cost of printing to the service areas includes all charges (paper, ink and maintenance) and is charged as follows:

- A4 mono 2p

- A4 colour 12p
- A3 mono 4p
- A3 colour 24p

The table below shows a summary of printing volumes and cost by directorate in 2018:

Directorate	BW Page Count	BW Price	Colour Page Count	Colour Price	Total Count	Total Price
<b>Chief Exec</b>	188,855	£3,622	48,394	£5,216	237,249	£8,839
<b>CFC</b>	4,015,083	£70,194	906,302	£69,563	4,921,385	£139,756
<b>Coach</b>	2,004,756	£44,603	404,863	£37,357	2,409,619	£81,960
<b>Das</b>	2,700,260	£52,599	491,848	£51,102	3,192,108	£103,701
<b>E&amp;I</b>	747,957	£14,740	247,563	£27,432	995,520	£42,173
<b>Public Health</b>	84,872	£1,572	38,368	£4,237	123,240	£5,809
<b>Total</b>	<b>9,741,783</b>	<b>£187,331</b>	<b>2,137,338</b>	<b>£194,907</b>	<b>11,879,121</b>	<b>£382,238</b>

The above totals are expressed below as a percentage to highlight the cost of colour printing:

	Black and White (BW)		Colour		Total Cost
Directorate	% of BW pages within Directorate	% of BW cost within Directorate	% of Colour pages within Directorate	% of Colour cost within Directorate	% of Total cost across WCC
<b>Chief Exec</b>	80%	41%	20%	59%	2%
<b>CFC</b>	82%	50%	18%	50%	37%
<b>Coach</b>	83%	54%	17%	46%	21%
<b>Das</b>	85%	51%	15%	49%	27%
<b>E&amp;I</b>	75%	35%	25%	65%	11%
<b>Public Health</b>	69%	27%	31%	73%	2%

To understand if this level of printing is necessary there are three key elements to be considered when interrogating the data and developing a strategy for change:

- **People** – is printing a behaviour that has become culture over time? Could ‘print by exception’ be introduced.
- **Process** – are the processes that we have in place current and relevant? Is it necessary to print or is done purely because ‘that is what we have always done’? It is expected there are some legislative reasons for printing however there may also be some processes that can be reviewed, and through use of our digital technology, improved. For example, agendas and meeting packs that are printed, are they needed now that we have easy access to electronic formats? Invoices, do we need to print them or can they just be filed/distributed electronically.
- **Technology** – are teams utilising the technology that we have now to remove the need to print? SharePoint Online has unlimited storage for all file types and allows sharing of documents between different teams and with external organisations. Training packs could be provided electronically. Are we able to offer and accept digital signatures, can documents be shared across teams and external organisations? Can new digital solutions be provided to alleviate the need to print?

To understand the current print requirements across the authority, discussions with key representatives across the directorates were held. The aim of these discussions was to understand their current printing requirements and if any changes to ‘People, Processes and Technology’ could help to reduce this level of printing. The discussions are summarised below:

Department	Main Printing	Details
CIMU	Subject Access Requests (SAR)	<p>Individuals can request a copy of their personal data as well as other supplementary information. This can be thousands of pages and on average there maybe 150 – 200 requests each year.</p> <p>One copy of the final version of the redacted SAR is sent to the requestor, but on occasion pre-redacted copies will be printed and sent to relevant Social Care teams for professional checking.</p> <p>The team have trialled printing double sided to save paper, however with some of the redacted boxes in bold blank, this might be seen on the other page and make reading difficult.</p> <p>Printing and posting is currently the most secure method of disclosing the information to the requestors. The postage is tracked to ensure the documents arrive with the correct person.</p>

Department	Main Printing	Details
DAS	Subject Access Request	As above, but for Adults. These can also run to thousands of pages per request. Adults have fewer requests, for this financial year (2018-19) they have so far received 20 (as of 31/01/19).
DAS	Community Equipment Services	Delivery notes and fitting instructions for deliveries of equipment from Community Equipment Services, Crown Lane, Wychbold. Approx. 150 deliveries/collections a day on average and there is a driver's delivery note, clients copy & instructions. Some instructions can be 30-40 pages long.
Learning Disability	Training packs	High volume for printing training packs (SALT Training packs, Health Action Plans used by nurses, Autism packs)
Social Workers	Assessments with Service Users	Assessments will be printed and taken out to service users, then a copy left with them.  This does pose an issue of leaving potentially sensitive paperwork lying around in the service users' home.
PA's, Legal & Democratic Services	Meeting Packs	Hard copies of meeting packs for Council, Cabinet, etc meetings. These can be high volume jobs due to the number of meetings and the items being discussed e.g. consultation packs, meeting packs for Members.  Scrutiny packs are printed out in colour – this is for ease of viewing charts, graphs, RAG status', etc. When printed in black and white there have been issues with understanding the data. Members are legally entitled to a printed version (equally they can request a digital version). Scrutiny meeting packs are displayed digitally in the Council Chamber and the Lakeview Room, the latter has a small screen for the room size and the layout of the room can make viewing the screen difficult.  School Appeals – printed packs in black and white.  Finance documents and some presentations need to be printed in colour.
Learning & Development	Training Packs	Training and assessment packs for attendees.
Pensions	Pension information	Documents such as: Overview of Pension; Entitlement; Benefits; Promotional Material.

Department	Main Printing	Details
<b>Coroners</b>	Inquests	Statements and Document bundles. These do not legally have to be a hard copy
<b>Finance</b>	Budget Documents	Spreadsheets with budget information. These can be very large documents that are re-printed after each iteration
<b>Strategic Planning</b>	Planning Applications and Planning Strategies	Printed copies required as part of the planning regulations, in addition documents are printed for committee meetings. There are certain documents that currently need printing, including any material for the Planning Inspectorate and for inquiries or examination in public
<b>COaCH Programme Office</b>	Corporate Strategy Planning	COaCH Programme Office deal with very large volumes of printing for Corporate Strategy Planning events. Very often the printing is duplicated as changes are made throughout the CSP process and last minute. The volume of pages can run into the thousands (as per 2018)  Project rooms – There are a number across the campus. Visual displays are required which are usually printed in colour in large sizes via a plotter printer (sizes A0, A1, A2, etc)
<b>Transport Systems</b>	Customer letters and information	Bus Passes and accompanying letters, Bus Timetable Displays (printed in colour)
<b>Transport Contracts and Operations</b>	Training	Large print requirement for Taxi Driver Training. There will be thousands of tests forms (for trainee drivers) printed.
<b>TIC and Project Office</b>	Various	Location plans when going to site visits with other parties and councillors.  Consultation documents  At meetings when there is not a computer or screen available then prints of informational booklets, diagrams, and other reading material may be provided.  Planning applications or diagrams from planning applications that the team mark up with any comments, responses or any actions.  Some pdf files from AutoCAD etc. which are quite large (when using laptops sometimes it can be difficult to read)

Department	Main Printing	Details
<b>Marketing</b>	Marketing material	Marketing have a contract in place with a company to produce the majority WCC's marketing requirements.
<b>General</b>	Contracts, PO's, Invoices	Requirement to print and sign

### Printers

There are approximately 300 printers across the WCC estate (excluding schools). 180 of these are Safecom with the remaining being desktop and library printers. A Safecom printer costs on average £2,500 (inclusive of the maintenance and support package) and has a general lifespan of 5 years. As the printers are owned by WCC, removing printers would not in itself provide a saving in the short term, however making printers 'less accessible' may help to reduce printing costs. If a document is being printed out of habit and not necessity, then not having a printer very close by may mean that the staff member may consider not pulling that print.

The table below shows the sites and usage of those that have more than 1 Safecom printer:

Site	No of Safecom Printers	Print Volume Total	Average Print Volume per Printer
<b>County Hall</b>	39	3,406,220	87,339
<b>Wildwood</b>	10	1,827,760	182,776
<b>Warndon Depot</b>	7	529,112	75,587
<b>Crown Lane</b>	3	361,013	120,338
<b>Birches</b>	6	300,680	50,113
<b>Parkside Council Offices &amp; Library</b>	4	227,622	56,906
<b>Park Street</b>	2	178,863	89,432
<b>The Hive</b>	5	162,323	32,465
<b>Kidderminster Library</b>	3	155,100	51,700
<b>Malvern Hills DC &amp; Library</b>	5	121,813	24,363
<b>Grange Care Home</b>	3	83,569	27,856
<b>Records Office</b>	2	47,323	23,662
<b>Newlands Depot</b>	2	44,254	22,127
<b>215 Easemore Road</b>	2	32,352	16,176
<b>Stourport Civic Centre</b>	2	30,418	15,209
<b>Lydiate Ash Depot</b>	2	30,000	15,000
<b>Pershore Care Centre</b>	2	29,780	14,890

<b>Droitwich Library</b>	2	22,459	11,230
<b>Orchard Street</b>	2	20,405	10,203
<b>Green Hill Lodge</b>	2	17,068	8,534
<b>County Enterprises</b>	2	11,467	5,734

### **Current Technology available to WCC Staff and Members (excluding schools)**

Technology solutions can remove the need for printing in many scenarios. Examples of the technology that can help to reduce printing, currently available to WCC staff are:

- Email
- U: Drive – network storage for documentation
- Laptops / Tablets – taking the information with you
- Mobile SMART phones – access to data on the move
- Presenting screens in some (not all) meeting venues
- Wi-Fi in all WCC buildings and meeting rooms
- SharePoint – for storing and sharing documents (documents can be shared with internal and external colleagues)
- Skype/Lync – online meetings with internal and external colleagues. Sharing and editing of documents
- OurSpace – to make documents, training materials, etc freely available to WCC staff online
- Yammer – a network which enables internal and external colleagues to connect and engage as well as sharing documents
- Customer Access Platform – inhouse platform which can digitise business processes for both internal and external customers.
- Bookable laptops through IT (for use in meetings, presentations, etc).
- Modern.gov - meeting management system.
- Working with dual monitors

### **3. Business Options**

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#### **Option 1 - Do Nothing**

No cost to the authority and no change for users, but this would provide no benefit to the authority and there would be no reduction in costs.

**Option 2 – Financial management - Provide Managers with visibility of their annual print spend to be monitored and controlled internally**

No cost to the authority, however, if implemented in isolation and not providing alternatives to printing or supporting staff with the change of culture then this may not realise the required savings and may adversely impact Managers time, Service Areas and customers of WCC.

**Option 3 – Remove underused printers across the WCC estate and/or remove 50% of the printers from locations with more than one device**

No cost to the authority however removing the printers in isolation and not working to change the culture or processes would likely result in staff simply being less productive due to having to go further to find a printer, or in some cases not having a printer available to them at all. There is also a risk that simply removing some printers, will mean remaining printers take on the existing workload and could result in increased maintenance requirements and minimal reduction in printing. There is unlikely to be direct saving from removing printers, for the hardware costs, as all printers are purchased outright through capital expenditure. This would however support capital cost avoidance.

**Option 4 – Develop a ‘People, Process, Technology’ approach to reducing print costs  
(Recommended Option)**

This option would provide a full “People, Process and Technology” review to help implement the combined strategy of promoting the change in culture and processes. This would also combine the principles of Options 2 and 3 to promote better financial management, reduce access to printers and develop a change in culture for WCC Staff and Members, which would be supported by digital solutions in place of current paper printing processes.

This option would support the council’s redesign programme across 2019/20 by improving access to innovative technological solutions, which will in turn reduce print volumes and increase productiveness for those that currently have large amounts of bulk printing as part of their role. A reduction in printing will have a positive effect environmentally, by helping WCC reduce waste in line with the sustainability plan.

This will require a change in the traditional way of working to enable the revised processes to be successful for staff and Members. Changes to the way we work will need to be managed with staff and Members to embed the processes of ‘think before you print’ and ‘print by exception’.

#### 4. Options Appraisal

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**The recommended option is:**

**Option 4 – Develop a ‘People, Process, Technology’ approach to reducing print costs**

The key to the success of this project will be the change in culture and behaviours, but this needs to be supported by improved processes and technology. This option would be expected to initially reduce current printing spend by £115,000 by end of March 2020, which would then have a full year effect of £148,000 per annum from 2020/21.

### Proposed ways of achieving the required savings

By implementing digital processes that meet and, in some cases, exceed the current ways of paper-based working, the change in print culture should follow. This combined strategy should enable the council to realise the required print savings. The proposed changes/improvements are outlined below:

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
<b>People</b>	<p><b>Print by exception</b> – provide WCC Staff and Members with the confidence, security and technical resources to remove the need to print. Make staff and Members aware that all print jobs are monitored and drive home the cost associated with printing.</p> <p>A structured communications strategy would be required to:</p> <ul style="list-style-type: none"> <li>• Share key messages to embed the change in culture and print behaviour. Share the cost of printing (colour is 6 x more expensive), share the environmental impact. Ask that staff challenge themselves and colleagues as to why documents need to be printed</li> <li>• Share details of the technology that is available to support printing by exception.</li> </ul>	Nil	No direct savings, however, this will support a change in culture that will support other savings targets	<p>Environmental benefit - the paper consumption for 2018 equated to 750 trees. Reducing the level of printing will help to support WCC be a more sustainable council and have a positive effect on the environment.</p> <p>Productivity improvements by removing the necessity to retrieve prints so regularly.</p> <p>Supports the required change in culture.</p> <p>Supporting the council's aim of being a digital council, as part of</p>

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	<ul style="list-style-type: none"> <li>• Enable dialogue or drop in sessions with users to help with any issues or concerns over how to use the technology effectively and to ease any security concerns</li> <li>• Communicate that personal printing is not authorised and share printing costs to reflect reasons.</li> <li>• Provide staff with guidelines on how to print more efficiently and reduce paper waste. For example:           <ul style="list-style-type: none"> <li>○ Print Preview, on-screen to “see” a document before printing it.</li> <li>○ Page layout options such as Portrait or Landscape allow best fit for the page.</li> <li>○ Margin size reduction allows for a larger print area.</li> <li>○ Header and footer adjustments can increase print area.</li> <li>○ Page breaks properly segment your document.</li> <li>○ Adjust font size for optimal presentation and best use of space.</li> <li>○ Set print area to only print pertinent information (spreadsheet applications).</li> <li>○ Guidelines on effective printing for black and white prints e.g. colours of graphs and tables</li> </ul> </li> </ul>			the council's redesign programme across 2019/20.

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	<p>Where printing is still required, provide visibility of printing costs e.g. by pop ups on the screen “this print cost will cost the authority £##, do you wish to continue?”, particularly highlighting the difference in printing black and white and colour documents. This should help embed the process of ‘think before you print’.</p>			
<b>People and Process</b>	<p><b>Minimise availability of colour printing for staff</b></p> <p>Colour printing is six times more expensive than B&amp;W. If the same level of printing in 2018 was carried out, but ALL in B&amp;W, the cost would have reduced by £162,500.</p> <p>Proposal to remove the ability to print in colour for most staff from printers. There may be some exceptions where it is proven that colour is required for service delivery, these to be investigated and challenged. Any colour printing required, to be signed off by a manager and sent to Directorate based support teams who will retain access to colour printing and manage demand for their Directorate. Suggest an 80% reduction in colour printing cost.</p> <p>Propose that this change is implemented in July 2019, to allow time to communicate and to provide support, where necessary, for the new way of working. Therefore, the</p>	Nil	<p><b>Year 1</b> £97,000</p> <p><b>Year 2</b> £130,000</p>	<p>Supports the change in culture by making it harder to print in colour and consequently reducing spend. This will encourage staff to only print in colour when necessary.</p>

## Business Case

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	savings to reflect 75% (9 months' worth) of savings in Year 1, with the full 80% saving in year 2.			
Process / Technology	<p><b>Remove requirement for onsite bulk printing:</b></p> <ul style="list-style-type: none"> <li>• Provide large screens and quality HDMI cables in meeting rooms to allow meetings, training and presentations to be digital. Staff holding these meetings to be confident that the technology will be reliable and robust, to mitigate the need for paper print outs. At County Hall there are 12 Corporate meeting rooms, plus 2 large rooms in F pavilion (F7 &amp; F8). 55" TV's available on open market at less than £400 - these should be cheaper bought corporately in bulk, with fast HDMI Cables approximately £10 each.</li> <li>• Meeting packs – provide meeting packs digitally. Present information on screens in meeting rooms.</li> <li>• Training packs – IT could hold a stock of bookable tablets that could be used for training. Link to user accounts to allow for notes to be taken and documents retrieved. Online sign in, etc.</li> </ul>	<p>£6,000 from existing capital programme</p> <p>£20,000 for 20 tablets for use in training sessions from existing capital programme. It is expected that the tablets will</p>	<p>£28,000</p>	<p>Increased staff efficiency by removing high volume print jobs</p> <p>Presenting documents digitally means there is no requirement to reprint should any documents be updated last minute</p> <p>Using Modern.gov for meeting packs means the most up to date documents are shared and available for meetings</p> <p>Supporting the council's aim of being a digital council as part of the council's redesign programme across 2019/20 by improving access to innovative technological solutions.</p> <p>Supports the required change in culture.</p>

		Financial Impact		Indirect (non-financial) benefits																
Change theme	Action/proposal	Investment	Revenue savings																	
	<p>Known teams with high volume 'bulk' print requirements are shown below:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>User</th><th>Cost</th></tr> </thead> <tbody> <tr> <td>PA's</td><td>£9,760</td></tr> <tr> <td>Photocopying</td><td>£22,100</td></tr> <tr> <td>Member Support</td><td>£1,598</td></tr> <tr> <td>Bus Passes</td><td>£4,981</td></tr> <tr> <td>Pensions</td><td>£2,000</td></tr> <tr> <td>Training</td><td>£8,125</td></tr> <tr> <td><b>Total</b></td><td><b>£48,564</b></td></tr> </tbody> </table> <p>Look at a 50% reduction in costs initially. Potential for further savings when other directorate print costs are understood and as processes are reviewed.</p> <p><b>Scrutiny Packs</b> account for a high volume of the colour printing within Legal and Democratic Services. The print cost for the service was £16,000 for 2018. Members are legally entitled to paper documents should they require them, however there is the option of providing the papers</p>	User	Cost	PA's	£9,760	Photocopying	£22,100	Member Support	£1,598	Bus Passes	£4,981	Pensions	£2,000	Training	£8,125	<b>Total</b>	<b>£48,564</b>	need replacing after approximately 4 years.		
User	Cost																			
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Change theme	Action/proposal	Investment	Revenue savings																																									
	<p>via Modern.gov. There is work to be done in improving the confidence in using this and promoting for use by Members. As noted in the proposal for 'Print by exception' providing guidelines on how to print will help reduce costs here if the reports could be viewed effectively in black and white. In addition, Modern.gov have a 'Paperless App' which provides meeting papers and reports direct to the user's device. Promotion and work with Members would be required to shift from paper to digital. Consider a Member Digital Champion?</p> <p>Suggest a 25% saving for Legal and Democratic Services initially, and the table below details the proposed savings:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>User</th> <th>Cost</th> <th>50% saving</th> <th>25% saving</th> </tr> </thead> <tbody> <tr> <td><b>PA's</b></td> <td>£9,760</td> <td>£4,880</td> <td>£0</td> </tr> <tr> <td><b>Photocopying</b></td> <td>£22,100</td> <td>£11,050</td> <td>£0</td> </tr> <tr> <td><b>Member Support</b></td> <td>£1,598</td> <td>£799</td> <td>£0</td> </tr> <tr> <td><b>Bus Passes</b></td> <td>£4,981</td> <td>£2,491</td> <td>£0</td> </tr> <tr> <td><b>Pensions</b></td> <td>£2,000</td> <td>£1,000</td> <td>£0</td> </tr> <tr> <td><b>Training</b></td> <td>£8,125</td> <td>£4,063</td> <td>£0</td> </tr> <tr> <td><b>Legal &amp; Dem</b></td> <td>£16,000</td> <td>£0</td> <td>£4,000</td> </tr> <tr> <td><b>Sub Total</b></td> <td><b>£48,564</b></td> <td><b>£24,282</b></td> <td><b>£4,000</b></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td><b>£28,282</b></td> </tr> </tbody> </table>	User	Cost	50% saving	25% saving	<b>PA's</b>	£9,760	£4,880	£0	<b>Photocopying</b>	£22,100	£11,050	£0	<b>Member Support</b>	£1,598	£799	£0	<b>Bus Passes</b>	£4,981	£2,491	£0	<b>Pensions</b>	£2,000	£1,000	£0	<b>Training</b>	£8,125	£4,063	£0	<b>Legal &amp; Dem</b>	£16,000	£0	£4,000	<b>Sub Total</b>	<b>£48,564</b>	<b>£24,282</b>	<b>£4,000</b>	<b>Total</b>			<b>£28,282</b>			
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## Business Case

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
Process	<p><b>Customer Invoices</b> (Mercury guidelines point the user to print off the PDF – this should be emailed where possible to reduce print and postage costs).</p>	Nil	No direct savings	<p>Increased staff time by removing the need to print and post</p> <p>Improved process and supporting the council's aim of being a digital council as part of the council's redesign programme across 2019/20 by improving access to innovative technological solutions.</p> <p>Supports the required change in culture.</p>
Process / Technology	<p><b>Subject Access Requests for Children's and Adult's</b> – provide technology to securely send large amounts of sensitive data to service users, solicitors and internal WCC departments.</p> <p>Print cost approximately £1200. All black and white.</p> <p>A combination of Adobe Acrobat, WinZip, SharePoint Online / TLS Secured Email could digitise this process.</p>	£1,100 (annual revenue licence cost)	£1,200	<p>Increased staff efficiency by removing high volume print jobs.</p> <p>Improved data security through the removal of paper.</p> <p>Supports the required change in culture.</p>

## Business Case

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	Approximately £150 for each user plus a significant amount of process documentation and training would be required.			
Process / Technology	<p><b>Provide technology to hold Taxi Training and Assessments digitally.</b></p> <p>Transport Contracts print cost - £3800, suggest removing 80% of printing should the process be provided digitally.</p> <p>Provide 2 tablets for training at £1,000 per unit</p>	£2,000 funded from existing capital programme	£3,000	<p>Increased staff efficiency by removing high volume print jobs.</p> <p>Supports the required change in culture.</p>
Process / Technology	<p><b>Investigate whether Social Care assessments could be completed digitally,</b> with a copy of the assessment then emailed to the service user. This would be more secure for the service user as it would mean they do not have potentially sensitive paperwork left in the house. This could be done by exception so those requiring a paper copy could be sent one, or that discussion could be held ahead of the meeting and a copy taken with the Social Worker if required.</p> <p>Sandra Heaney is running a trial with tablets which if successful will be rolled out to social workers and should remove a high proportion of social workers printing. The trial is expected to be complete by end of March 2019, with a Business Case then available by end of April 2019. The full</p>	The move to tablets is being funded by CSIP and is already underway, irrespective of this project	<p>Savings to be accounted under the Worcestershire Children's First Project</p>	<p>Improved service and security for those users that would prefer their assessment stored digitally.</p> <p>Increased staff efficiency by removing the need to print the assessments before visiting the service user.</p> <p>Supports the required change in culture.</p>

## Business Case

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	print cost for the cost codes associated with the trial for 2018 was £89,000.			
<b>Process / Technology</b>	<b>Implement a digital process for signatures for PO's, contracts etc. to remove the need for physical signed copies e.g. DocuSign.</b>	£4,000 (200 licences at £20 each)	TBC/Unknown	Supports the required change in culture.
<b>Process / Technology</b>	<p><b>Community Equipment Services</b> – investigate whether the high level of paper could be presented/shared digitally.</p> <p>£4500 spend on printing (all black and white). It is a legal requirement to leave equipment instructions however this could be shared digitally. The team are keen to look at new ways of delivering the information.</p> <p>Referrals are mainly completed online by the referrer, an additional field requesting the service users email and authorisation to receive the information electronically could be added.</p> <p>Drivers currently use handheld devices which could remove the need for their paperwork.</p>	Nil	£2,200	<p>Increased staff efficiency by removing the need to print the instructions prior to visiting the service user</p> <p>Improved service for those users that would prefer the instructions stored digitally.</p> <p>Supports the required change in culture.</p>

		Financial Impact		Indirect (non-financial) benefits						
Change theme	Action/proposal	Investment	Revenue savings							
	Suggest 50% saving initially.									
People / Process	<p><b>Remove underused printers across the WCC estate and/or remove 50% of the printers from locations with more than one device</b> - requirements for the individual locations would have to be understood but removing 50% of printers is expected to help discourage staff from printing when unnecessary, this would help embed the process of 'print by exception' as well as removing the requirement to replace those devices when they reach end of life.</p> <p>County Hall and Wildwood have 49 Safecom printers across the 2 sites. Most of these are showing to be well used, however the change in print culture should reduce the volumes, by which time, removal of several printers should not adversely impact service delivery. The table below shows the location and volume of Safecom printers across County Hall and Wildwood:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Location</th> <th>No of Safecom printers</th> </tr> </thead> <tbody> <tr> <td>A1 County Hall</td> <td>5</td> </tr> <tr> <td>A2 County Hall</td> <td>3</td> </tr> </tbody> </table>	Location	No of Safecom printers	A1 County Hall	5	A2 County Hall	3	Nil	<p>No direct savings would be realised from this change in process. However, this will support other savings and the required change in culture.</p>	<p>Supports the change in culture by making it harder to print and consequently reducing spend.</p> <p>Supports the required change in culture.</p>
Location	No of Safecom printers									
A1 County Hall	5									
A2 County Hall	3									

			Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal		Investment	Revenue savings	
	B0 County Hall	6			
	B1 County Hall	2			
	E1 County Hall	3			
	E2 County Hall	1			
	Emergency Planning	1			
	F1 County Hall	1			
	F2 County Hall	2			
	F3 County Hall	2			
	G1 County Hall	3			
	G3 County Hall	2			
	Members Support	1			
	Reception	1			
	Records Office	3			
	Registrars	3			
	Wildwood FFN	4			
	Wildwood FFW	3			
	Wildwood GFN	3			
	<b>Total Printers</b>	<b>49</b>			
Some may be deemed as essential e.g. Emergency Planning? Service requirements would have to be understood ahead of removal, however areas with more					

## Business Case

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	than 2 printers should not see a detrimental impact from removing printers.			
Process	<p><b>Provide Managers with visibility of their annual print spend to be monitored and controlled internally.</b></p> <p>Print spend to be monitored by Managers and Members. Managers to work with the staff to embed the required change in culture and to challenge high print and colour print costs.</p>	Nil	No direct savings however the work to digitise processes and change print culture will be essential for managers to be able to maintain service delivery with minimal print budgets.	<p>Managers will be aware of their staff's print spend and can help to influence the change in print culture to ensure their targets are met.</p> <p>Members to be aware of print spend and look to lead change in culture</p> <p>Supports the required change in culture.</p>
People	<p><b>Run a structured internal communications campaign.</b></p> <p>Focus heavily on the change of print culture – asking that staff and members challenge themselves and colleagues – can the information be provided digitally? Does printing</p>	Nil	Nil	WCC Staff and Members have the confidence, security and technical resources to remove the need to print

## Business Case

		Financial Impact		Indirect (non-financial) benefits
Change theme	Action/proposal	Investment	Revenue savings	
	<p>provide a purpose or will it just be recycled as soon as the meeting/training is over?</p> <p>Include details of the technology available to staff and members and provide guidance on how this technology can best be utilised. Understand if a Councillor may champion the move to digitised presentations and meetings.</p> <p>Include guidance on how to print efficiently where it is still required. Key to demonstrate how to effectively print graphs, charts and RAG statuses in black and white. Link with Democratic Services to understand how reports should be formatted, with examples.</p>			<p>WCC Staff and Members are confident in producing reports that can be viewed on a black and white print.</p> <p>Supports the required change in culture.</p>

### Proposal for Implementing the Changes

It will not be a case of implementing all the above changes as removing colour printing will have an effect on all of the remaining proposals that have a financial benefit. Therefore, the proposal is split into three stages:

#### Stage 1

Ref	Revised Process	Annual revenue costs	Capital Costs	2019/20 Revenue Saving	2020/21 Revenue Saving
1.	Initiate a structured communications campaign	Nil	Nil	Non-financial benefit	Non-financial benefit
2.	Print by exception	Nil	Nil	Non-financial benefit	Non-financial benefit
3.	Remove colour printing for staff	£0	£0	£97,000	£130,000
4.	Provide Managers with visibility of their annual print spend	Nil	Nil	Non-financial benefit	Non-financial benefit

#### Stage 2

It is proposed that Stage 2 is implemented once the Stage 1 change is live. The table in **Section 4 (Options Appraisal)** shows the expected savings for each proposal if it were implemented in silo, however, removing colour printing will have already realised some of these benefits. As colour printing equates to approximately half of the overall print cost, to remove the potential for double counting the savings below have been reduced by 50% where colour printing occurs:

Ref	Revised Process	Annual revenue costs	Capital Costs	2019/20 Revenue Saving	2020/21 Revenue Saving
5.	Provide technology to enable meeting and training packs to be shared digitally: * Provide large screens and quality HDMI cables in meeting rooms * IT to hold a stock of bookable tablets to be used for training	£0	£6,000 every 8 years £20,000 every 4 years	£14,000	£14,000
6.	Customer Invoices	Nil	Nil	Non-financial benefit	Non-financial benefit

Ref	Revised Process	Annual revenue costs	Capital Costs	2019/20 Revenue Saving	2020/21 Revenue Saving
7.	Subject Access Requests for Children's and Adult's	£1,100	£0	£200	£200
8.	Provide technology to hold Taxi Training and Assessments digitally	£0	£2,000 every 4 years	£3,000	£3,000
9.	Digital process for signatures for PO's, contracts etc	£4,000	£0	Non-financial benefit	Non-financial benefit
10.	Community Equipment Services	£0	£0	£1,000	£1,000
11.	Remove underused printers across the WCC estate and/or remove 50% of the printers from those locations with more than one device	Nil	Nil	Non-financial benefit	Non-financial benefit
	<b>Total (Stage 1 &amp; Stage 2)</b>	<b>£5,100</b>	<b>£28,000</b>	<b>£115,200</b>	<b>£148,200</b>

Overall the net saving would be £110,100 in the first year, increasing to £143,100 thereafter.

### Stage 3

Once the above changes have been implemented, then review latest printing volumes to understand if a high level of necessary bulk printing remains. If so investigate if a contract with an external print supplier may provide a cost-effective solution. Birmingham City Council entered into a contract with a print and digital agency and saw a 57% saving in the first 13 months of the contract. Case study in the link below:

<https://www.gov.uk/government/case-studies/birmingham-city-council-saves-17-million-on-managed-print>

## 5. Project Approach

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The Project will be managed through the Future Technology Transformation Programme Board (FTTP) following Prince 2 and MSP principles, the Terms of Reference for the board and its, governance and duties are attached below;



The Programme board will provide the quality control and project control and guidance throughout the project in line with Prince 2 and MSP principles and the FTTP corporate

governance requirements (i.e. sign off and acceptance off outputs and deliverables) to drive the project delivery to realise the proposed benefits.

## 6. Scope

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**In Scope** – all printing currently carried out by WCC Staff and Members, including any localised desktop printing outside of SafeCom. There are no figures available for desktop printing, but it is key that this is included in this review to ensure there is not a ‘shift’ of Safecom to desktop printing.

**Out of Scope**

- Any printing undertaken by schools and any large format specialist plotting for CAD drawings or bespoke large printing requirements e.g. A0.
- Non influenceable spend e.g. Legal documents that require a hard copy

## 7. Objectives

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1. Reduce print requirements and spend across WCC by implementing digital alternatives.
2. Embed the required change in culture by sharing messages such as ‘think before you print’ and ‘print by exception’.
3. Create a supporting Communications Plan to promote new ways of working with the Media Team.
4. Make staff aware of the current level of printing and the cost to the authority.
5. Provide WCC staff with confidence in using technology.
6. Managers to have visibility and to take ownership of their print budget.
7. Remove underused printers across the WCC estate.
8. Reduce printing and paper consumption to help WCC become a more sustainable council and to have a positive effect on the environment.
9. Improved processes and support of the council’s redesign programme across 2019/20 by improving access to innovative technological solutions

## 8. Outcomes

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As a result of a holistic approach to reduce our current printing requirements and change the current culture, and changing the ‘People, Process, Technology’ model of current printing, this should deliver:

- Reduction in printing costs of:
  - 2019/20 - £115,000
  - 2020/21 - £148,000
- Net savings of
  - 2019/20 - £110,100
  - 2020/21 onwards - £143,100
- Removal of underused printers across the WCC estate
- Digitised processes where possible
- Secure method of sending high volume sensitive data.
- Fully equipped meeting rooms to enable digital presentations and meetings without the need for paper handouts/packs.
- Where printing is still required, staff to understand the cost implications of printing and how to print more efficiently and reduce paper waste.
- Managers to be aware of their printing costs.

## 9. Expected Benefits

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### Financial benefit:

Year	Revenue Saving	Revenue Costs	Net Savings
<b>2019/20 (partial)</b>	£115,200	£5,100	£110,100
<b>2020/21</b>	£148,200	£5,100	£143,100
<b>2021/22</b>	£148,200	£5,100	£143,100
<b>2022/23</b>	£148,200	£5,100	£143,100
<b>2023/24</b>	£148,200	£5,100	£143,100
<b>Total Saving (5 Years)</b>	<b>£708,000</b>	<b>£25,500</b>	<b>£682,500</b>

### Non-financial benefits

- Improved ways of working for all WCC users.
- Information stored and shared digitally where possible.
- Secure sharing of data will in some cases remove the need for sensitive data from being printed.
- Productivity improvements with the removal of high-volume print jobs.
- Access to digital meeting rooms for staff and meeting attendees.
- More environmentally friendly ways of working.
- Improved process and supporting the council's redesign programme across 2019/20 by improving access to innovative technological solutions Supporting the council's aim of being a sustainable council.

## 10. Constraints

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Financial / budget targets require an immediate reduction in current printing costs that is driving the project.

## 11. Risk Management

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A RAID log will be developed and monitored throughout the project, with any issues escalated to the FTTP Programme Board.

High level risks to the project identified at this stage are:

- Councillors, Management and Staff may not buy into the required cultural change.
- Secure method of emailing high volumes of sensitive data may not be available.
- Resource capacity to develop new digital processes for high volume of change requests may not be available due to other priorities, this would impact the availability of digitised processes.
- Funding may not be available to invest in the technology required to digitise meeting and training rooms.
- Managers may not manage their set print budget.
- Removing 50% of printers could mean there is not a local printer should the nearest one develop a fault.
- If the change in culture is not managed successful there may be an increase in desktop printing.
- Where a print is essential, removing printers may increase time for staff to collect their required prints
- Increasing staff confidence in using technology may increase demand on IT Helpdesk and Training.

## 12. Information Technology Impact

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Major – as an S&CA led programme of work however, this has already been assessed and agreed by the Enterprise Architecture Team and has their support and sign off.

## 13. Negative Impact

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- Change to the way of working for staff –the project will be delivering significant change to the way staff currently work, this may be viewed negatively by some initially.
- Change in the way that meetings and training are delivered, this may be viewed negatively by some initially.
- Potential loss of shared data if not managed properly.

#### 14. Timescales and Key Milestones

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To deliver savings by end of financial year 2020 the proposed project milestones are;

Milestone	Date
Agree/sign off Outline Business Case to proceed	April 19
Agree/sign off Detailed Business case and agree financial models	May 19
Project Delivery for change “People, Process and Technology”	May-December 19
Benefits Realisation	Jan-March 2020

A high-level timetable of proposed changes is below:

	2019									2020
Process Change	May	June	July	August	Sept	Oct	Nov	Dec	Jan	
<b>Stage 1</b>										
Initiate a targeted marketing campaign										
Print by exception										
Remove colour printing										
Provide Managers with visibility of their annual print spend										
<b>Stage 2</b>										
Technology to enable meeting and training packs to be shared digitally										

Customer Invoices								
Subject Access Requests								
Taxi Training digitally								
Social Care Assessments digitally								
Digital signatures								
Community Equipment Services								
Remove underused printers								
<b>Stage 3</b>								
Benefits Realisation								
Review bulk printing								

## 15. Project Costs

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It is expected that £28,000 of initial capital investment and £5,100 annual revenue will be required to implement the proposed changes. Existing budgets and capital programme provision is available to support this. However a further £20,000 will be required in 2023/24 to fund replacement tablets and this will need to be accounted for in future capital programmes or an element of the existing programme carried forward to fund this request.

The proposals for a stock of tablets to be held in IT, and for Taxi Training tablets will incur replacement costs as and when the tablets become end of life (expected 4-year lifecycle).

Investment costs are summarised below:

Year	Capital Costs	Annual Revenue	Total
<b>2019/20</b>	£28,000	£5,100	£33,100
<b>2020/21</b>		£5,100	£5,100
<b>2021/22</b>		£5,100	£5,100

<b>2022/23</b>		<b>£5,100</b>	<b>£5,100</b>
<b>2023/24</b>	<b>£20,000</b>	<b>£5,100</b>	<b>£25,100</b>
<b>Total Cost (5 Years)</b>			<b>£73,500</b>

## 16. Funding Arrangements

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Capital investment of £28,000 to be sought from Future Technology Transformation Programme on approval of the Business Case, which will be allocated from existing capital programme approval. Any additional funds identified as part of a Detailed Business Case, would be subject to further funding bids along with the requirement for £20,000 in 2023/24 for replacement tablets. It is therefore expected that the whole of the £48,000 be reserved against the capital programme to ensure that the programme is fully funded.

## 17. Resources

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Project resource requirements would be:

- Project Management
- Business Analyst and Developer resource from the Digital Transformation Team
- Service Areas – buy in from all levels of the service will be required, top down, to support the projects objectives
- Marketing and Communications (to help with the cultural shift internally)

## 18. Screenings

<b>Equality Impact Relevance Screening (EIA)</b> Addresses factors you will need to consider in assessing the relevance of the project in the lives of people who have one or more of the Protected Characteristics listed in the Equalities Act	TBC
<b>Environmental and Sustainability Impact Screening</b> Establishes whether any further action is required to reduce any environmental impacts which may result from implementation of the project, and to mitigate any negative environmental or sustainability related issues	TBC
<b>Privacy Impact Screening (PIA)</b> Determines whether a more detailed analysis needs to be undertaken, based on the scope of the proposal, the potential impact on individuals, the degree of risk involved to individuals, and the extent of the personal data involved in the proposal	TBC

**Public Health Assessment**

This is soon to be amalgamated with the Equality Impact Screening

TBC

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## **CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL**

### **16 JULY 2019**

### **WORK PROGRAMME 2018/19**

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#### **Summary**

1. From time to time the Corporate and Communities Overview and Scrutiny Panel will review its work programme and consider which issues should be investigated as a priority.

#### **Background**

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The 2018/19 Work Programme has been developed by taking into account issues still to be completed from 2017/18, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.

3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.

4. The Corporate and Communities O&S Panel is responsible for scrutiny of:

- Commissioning, contracts and commerce and ensuring the corporate commissioning cycle works well
- Transformation
- Finance
- Localism and Communities
- Organisation and employees

5. The Work Programme was agreed by Council on 8 November 2018.

#### **Refresh of the Scrutiny Work Programme 2019/20**

6. Plans are now being made to refresh the Scrutiny Work Programme for 2019/20. Members and other stakeholders have been invited to suggest topics for future scrutiny. Following the July Panel meetings, informal sessions will be held where Panel Members will be asked to prioritise these suggestions.

7. The Overview and Scrutiny Performance Board will receive feedback on the Panels' discussions and agree the final scrutiny work programme at its July meeting. Council will be asked to agree the Work Programme in September.

## **Dates of Future Meetings**

- 3 September 2019
- 5 November 2019

## **Purpose of the Meeting**

The Panel may wish to consider the 2018/19 Work Programme and consider whether it would wish to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

## **Supporting Information**

- Appendix 1 – Corporate and Communities Overview and Scrutiny Panel Work Programme 2018/19

## **Contact Points**

### Specific Contact Points for this Report

Samantha Morris/Alison Spall, Overview and Scrutiny Officers, Tel: 01905 844963/846607

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

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

- Agenda and minutes of Council on 8 November 2018 – available on the Council website [here](#)
- Agenda and Minutes of OSPB on 26 September 2018 - available on the Council website [here](#)

**APPENDIX 1****2018/19 SCRUTINY WORK PROGRAMME: Corporate and Communities Overview and Scrutiny Panel**

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
9 July 2019	Libraries Remodelling	7 November 2018 13 March 2019	The Panel is meeting to consider this issue prior it going to Cabinet on 11 July.
16 July 2019	Performance and In-Year Budget Monitoring Quarter 4 2019 (January – March)	13 March 2019	
16 July 2019	Worcestershire Councillors' Divisional Fund	23 July 2018	Reported annually.
3 September 2019	Commissioning  Development of Procurement Strategy	23 October 2018 13 March 2019	Update requested
3 September 2019	Employment Policies and Procedures – Bullying and Harassment		This issue resulted from the Workforce report on 13/3/19. Include outcomes of staff survey and TU survey questions on harassment.
3 September 2019	Performance and In-Year Budget Monitoring Quarter 1 (April-June)		
5 November 2019	Performance Monitoring Quarter 2 (June-Sept)		

<b>Possible Future Items</b>			
TBC	Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy	n/a	
TBC	Liberata	n/a	
TBC	Place Partnership		Invite to attend Panel to give update on current direction etc.
TBC	Fees and Charges	n/a	
TBC	Volunteering	n/a	
TBC	Maximising Income generation	22 May 2018 22 January 2019	Informal session with Members was held on 13 March after C&C Panel meeting
TBC	Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County?	n/a	
TBC	Information sharing with District Councils	8 March 2018	

TBC	Communications – How we ensure residents have easy access and we communicate service levels? WCC brand and the postal service.	n/a	
TBC	Worcester Woods Countryside Centre		Raised at meeting on 13/3/19.
Standing Items	Performance Management Quality Assurance Budget Scrutiny	November and January	

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