

Agenda

Corporate and Communities Overview and Scrutiny Panel

Tuesday, 3 September 2019, 1.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 844963 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Corporate and Communities Overview and Scrutiny Panel

Tuesday, 3 September 2019, 1.00 pm, 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	Apologies and Welcome	
2	Declarations of Interest and of any Party Whip	
3	Public Participation <i>Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 2 September 2019). Enquiries can be made through the telephone number/e-mail address below.</i>	
4	Confirmation of the Minutes of the Previous Meetings	
5	Employment Policies and Procedures - Bullying and Harassment	1 - 8
6	Performance and In-Year Budget Monitoring	9 - 30
7	Commissioning including the Development of the Procurement Strategy	31 - 42
8	Work Programme 2018-19	43 - 48

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

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

Date of Issue: Friday, 23 August 2019

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 3 SEPTEMBER 2019

EMPLOYMENT POLICIES AND PROCEDURES - BULLYING AND HARASSMENT

Summary

1. The Corporate and Communities Overview and Scrutiny Panel are asked to consider the Employment Policy and Procedure relating to Bullying and Harassment.
2. The Cabinet Member with Responsibility for Transformation and Commissioning has been invited to the meeting.

Background

3. At its meeting on 13 March 2019, the Panel discussed workforce matters and as part of the discussion were informed that a new Employment Policy relating to Bullying and Harassment was launched in September 2018 and that questions about the Policy had been included in recent staff surveys.
4. The Panel requested a detailed briefing about this Policy (attached at Appendix 1) and will receive a presentation highlighting key areas of the Policy (Appendix 2).

Purpose of the Meeting

5. The Panel is asked to:
 - consider the report and presentation
 - determine whether it would wish to carry out any further scrutiny, and
 - agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Transformation and Commissioning

Supporting Information

Appendix 1 - Employment Policy and Procedure relating to Bullying and Harassment
Appendix 2 – Presentation slides relating to the Employment Policy and Procedure relating to Bullying and Harassment

Specific Contact Points for this Report

Andrew Spice, Director of Commercial and Commissioning 01905 846020
Email: ASpice@worcestershire.gov.uk

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

Background Papers

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

Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on 13 March 2019.

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

Corporate and Communities Overview and Scrutiny Panel

3 September 2019
Employment Policies and Procedures –
Bullying and Harassment

Bullying and Harassment – Our commitment

"The County Council commits to ensure employees are treated with dignity and respect in a working environment free from bullying, harassment or discrimination. The Council will not tolerate bullying, harassment or discrimination."

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Bullying and Harassment

- On 10 September 2018, the Council implemented a range of **new core employment policies**. The core employment policies were developed to reflect ACAS Codes of Practice, best practice provisions, be compliant with legislation and support the objectives of the Council.
- In keeping with the Acas Code of Practice on Discipline and Grievances, **a separate bullying and harassment policy/procedure was developed and implemented**. Prior to the implementation of the core employment policies, bullying and harassment cases were handled using the Council's grievance procedures.
- The Council's Equality and Diversity policy sets out its **commitment to tackling inequalities and discrimination in the workplace** and in ensuring that equality and diversity underpins our employment policies, procedures and practices.
- ^{Page 5} In the Council's Code of Conduct, harassment, threatening or bullying behaviour are included as examples of **unacceptable behaviour which will be considered as gross misconduct**.
- The policy was **collectively agreed with the recognised trade unions** and articulates the Council's commitment to promoting dignity and respect at work
- Employees were made aware of the rights and responsibilities under the policy and the procedure for making a complaint through a programme of communications. In addition, the HR & OD Operations Delivery Team ran **face-to-face sessions with managers to raise awareness** of the core policies (including Bullying and Harassment).

Bullying and Harassment Policy

The policy:

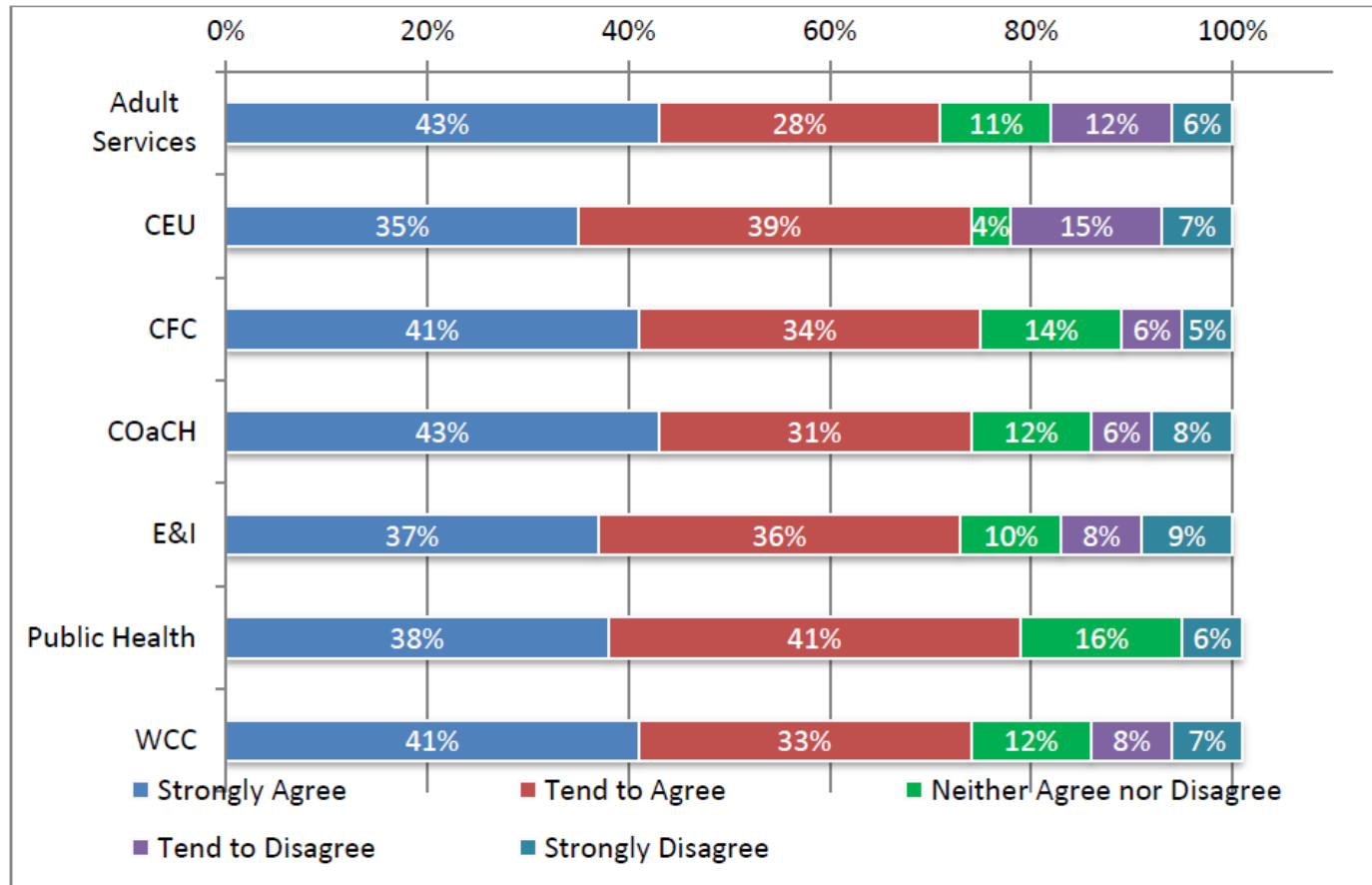
- a) Defines bullying and harassment (including a specific definition of sexual harassment).
- b) Gives examples of behaviour that may constitute bullying or harassment.
- c) Explains the damaging effects and why it will not be tolerated.
- d) Sets out how an employee can get support and make a complaint, formally and informally.
- e) States that appropriate action will be taken and that this includes potential referral to the Managing Conduct procedure for gross misconduct grounds, the outcome of which could be summary dismissal.
- f) Confirms the County Council's commitment to treating allegations seriously and confidentially and it will prevent victimisation.
- g) Clarifies the accountability of all managers, and the role of trade union representatives.
- h) Requires managers to ensure that employees reporting to them understand the policy.
- i) States that every employee has a personal responsibility not to bully or harass other members of staff.

Bullying & Harassment – Insights from Council Survey

- **1,237 people completed the first pulse survey** which ran during late February/early March 2019.
- Individuals who completed the pulse survey were asked ‘**whether they were confident about speaking up and raising any concerns they had about harassment at work?**’.
- **74% of respondents** to the County Council's Your Voice Pulse Survey said they **strongly agree or tend to agree** that they would feel confident raising concerns about harassment at work (see figure 2).
- YouGov, a global public opinion and data company, carried out a poll on sexual harassment in the workplace. In that poll, **36% of workers said that they would be “very likely”** to report incidents of sexual harassment if they witnessed them in their workplace.
- **41% of WCC respondents reported that they strongly agree** that they would feel confident in raising concerns about harassment at work with a further 33% tending to agree and a further 12% neither agreeing or disagreeing

Pulse Survey – Insights from Council Survey

Figure 2 – Percentage of staff who feel confident they could speak up and raise any concerns they had about harassment at work (results from February/March 2019 Your Voice Pulse Survey)



Figures have been rounded therefore percentages do not total to 100%.

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 3 SEPTEMBER 2019

PERFORMANCE AND IN-YEAR BUDGET MONITORING

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 1 (April to June 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](#)

Financial Information

8. In relation to Quarter 1 of 2019/20 there are no material variances relating to the areas relevant to this Scrutiny Panel, and detail has been provided in the form of presentation slides, which can be found at Appendix 2.

Purpose of the Meeting

9. 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 30 September 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)

Specific Contact Points for this Report

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

Background Papers

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

Agenda and minutes of the Overview and Scrutiny Performance Board on 24 January 2019 and 28 March 2019

Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on 13 March 2019, 8 May 2019 and 16 July 2019

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

Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	Birth-registration appointment availability has now been at 100% in each of the last six months. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.	July's appointment availability at all locations 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 on the service's statutory obligations and performance targets is then addressed as required.
Ceremonies (marriages and civil partnerships)	No Status	N/A	<p>There were 216 ceremonies in June, six less than in June last year, but 76 (54.3%) more than in June 2017. Of last month's total, 121 (56%) were held at Approved Premises, the remaining 95 (44%) being conducted at Registration Offices. Demand is increasing, in keeping with previous years' early-summer trends.</p> <p>The April-to-June 2019 total of 606 was 67 (12.4%) higher than the total for the same three months last year (539). This indicator monitors and demonstrates demand for a service that is an income-generator, but over which WCC can exert no real control. Therefore, no target has been set.</p>	The total for July will be one of the highest calendar-month totals of 2019 so far, continuing the seasonal increase in demand evidenced by the March-to-June figures.
Customer Satisfaction	Green	Improving	The latest out-turn relates to Registration Service's 2018 survey of people using the service for a civil partnership, marriage notice, registering a birth or death, and obtaining copies of various registration certificates. 92% of people rated the service as 'very good', the remaining 8% rating it as 'good'. The overall 100% satisfaction rating returns performance to the level attained in 2017 and represents an improvement of two percentage points compared with 2017. The proportion rating the service as 'very good' also represents a two-percentage-point rise compared with 2017.	The Survey report provides statistical summaries and user feedback, allowing areas for improvement to be identified and worked on during the course of the coming year. However, monitoring of comments received from the public on a day-to-day basis continues and where necessary, responses and actions ensue.
Death registration appointments within 2 working days	Red	Deteriorating	<p>Reduced appointment availability at four locations (Evesham, Malvern, Redditch, and Worcestershire Royal Hospital) meant last month's out-turn was 86.7%, the lowest calendar-month out-turn since March 2017.</p> <p>The 2019/2020 out-turn at the end of June was 89.6%. The overall 2018/2019 figure was 94.6%.</p>	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.
Inquests - Average number of weeks to complete	No Status	No Noticeable Change	The 2018 calendar-year figure of 13 is unchanged from 2017's and is therefore the joint-lowest such figure since 2013's.	Coroner's Service to examine procedures and monitor the recruitment of Coroner's Officers to help reduce timescales for inquests.

<p>FUTURE ACTIVITY</p> <p>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. If a customer asks for an appointment that falls outside the indicator threshold, it will continue to be excluded from this measure's calculation.</p>	<p>Graph</p> <p>Legend: ACTUAL (blue bars), TARGET (red line)</p>
<p>Premises and Registration Offices will continue in order to identify trends and any deviations from expected patterns.</p>	<p>Number of Ceremonies</p>
<p>The next Customer Survey will be undertaken in the autumn. The confirmed result and detailed report will be available early in 2020.</p>	<p>Legend: ACTUAL (blue bars), TARGET (red line)</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>	<p>Legend: ACTUAL (blue bars), TARGET (red line)</p>
<p>The situation will be monitored during 2019 and the indicator will be updated early in 2020.</p>	<p>Weeks</p>

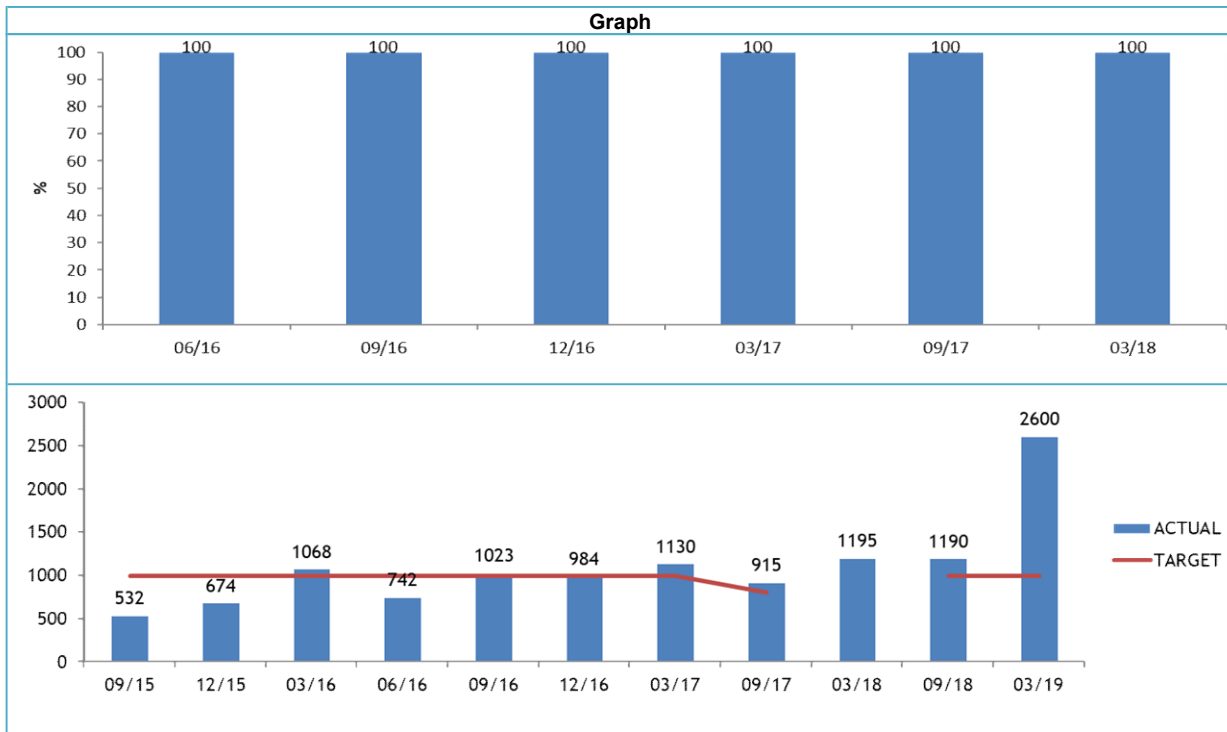
Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	Green	No Noticeable Change	June's performance made it the sixth consecutive calendar-month in which appointment availability for obtaining marriage and civil partnership notices has been 100%. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.	July's appointment availability at all locations 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 on the service's statutory obligations and performance targets is then addressed as required.
Registration of deaths within 5 days	Red	Improving	203 (82.9%) of the deaths registered in June were registered within 5 days, the highest such calendar-month total since last December's 83.6%. Bank-holiday closures and the volume of registrations affected recent months' percentages (last month's total of 245 registrations was the lowest calendar-month total for nine months). Last month's percentage registered within 5 days was higher than the equivalent regional and all-England figures (82.6% and 80.7% respectively). Local performance in the first quarter of the current financial year (80.2%) also exceeded the regional figure (79.7%) and the national one (78.1%).	The July out-turn is likely to be similar to, if not better than, June's. The summer months tend to see a decline in the number of deaths being registered. In addition, the absence of bank holidays in June, July, and (until right at the end) August means that there are no office closures to delay matters. Measures in place to improve performance include Worcestershire Hub using updated guidance to ensure timely booking of appointments to register deaths and regular communications with doctors to monitor the speed of their completion of the paperwork they must complete to enable a death to be registered.
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.

FUTURE ACTIVITY	Graph
<p>When a couple asks for an appointment that falls outside the indicator threshold, it will continue to be recorded as falling outside the measure.</p>	<p>Legend: ACTUAL (blue bars), TARGET (red line)</p>
<p>This indicator remains part of the General Register Office's standard reporting suite and monitors a statutory duty. It will therefore continue to be reported on a monthly basis. Seasonal factors (e.g. increase in deaths to be registered in winter months) and bank-holiday closures will impact on future months' performance. There will be continued monitoring of the availability of appointments. Efforts will also continue to be made to improve communications with doctors to speed up completion of the paperwork and processes required in order that a death can be registered. .</p>	<p>Legend: ACTUAL (blue bars), TARGET (red line)</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>	<p>Legend: ACTUAL (blue bars), TARGET (red line)</p>

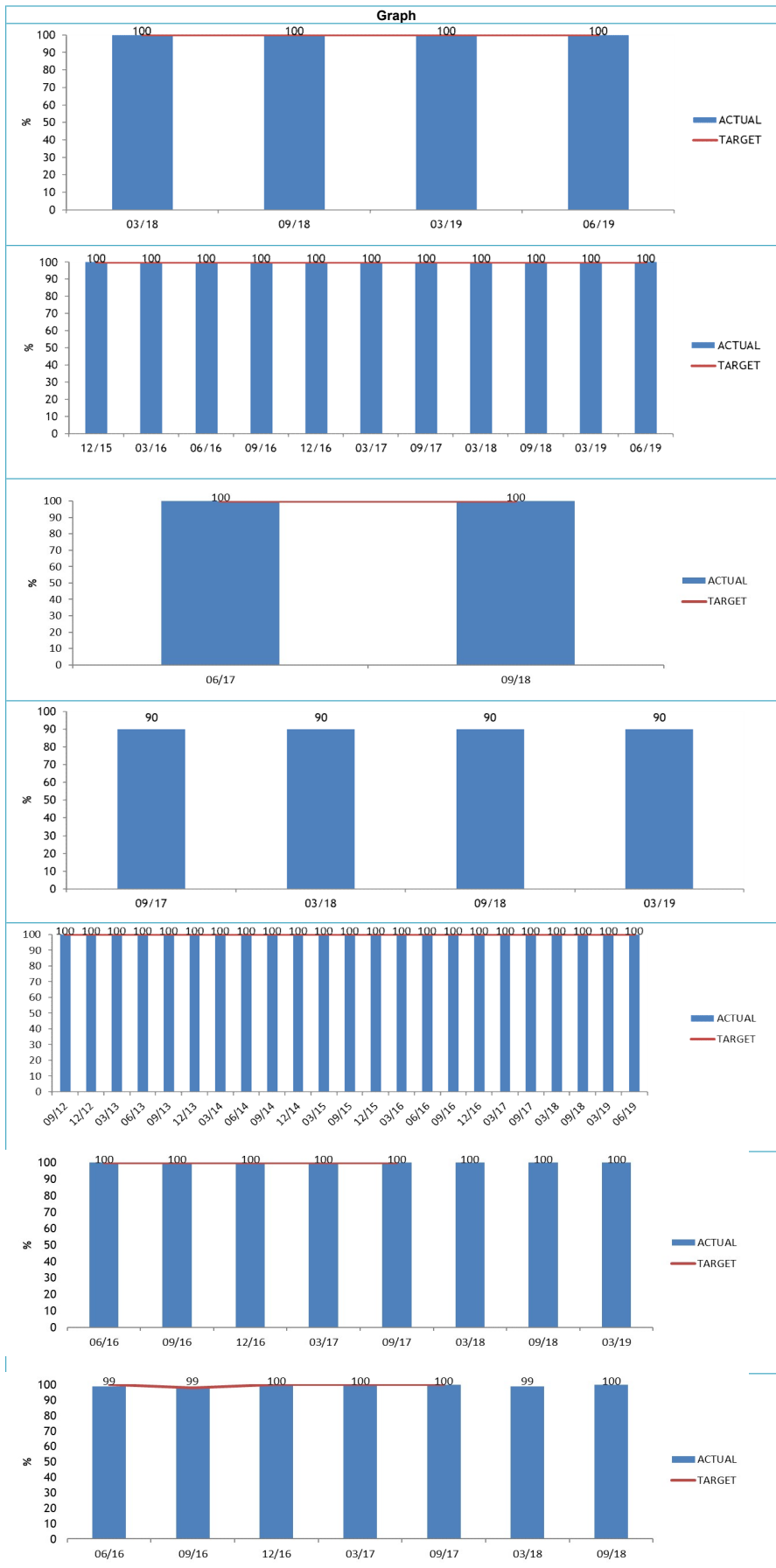
Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Advertising Value Equivalent calculated from media coverage from a basket of external publications	Green	Improving	Best ever figures recorded for AVE during 2019/20 due to our proactive approach to media relations	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
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



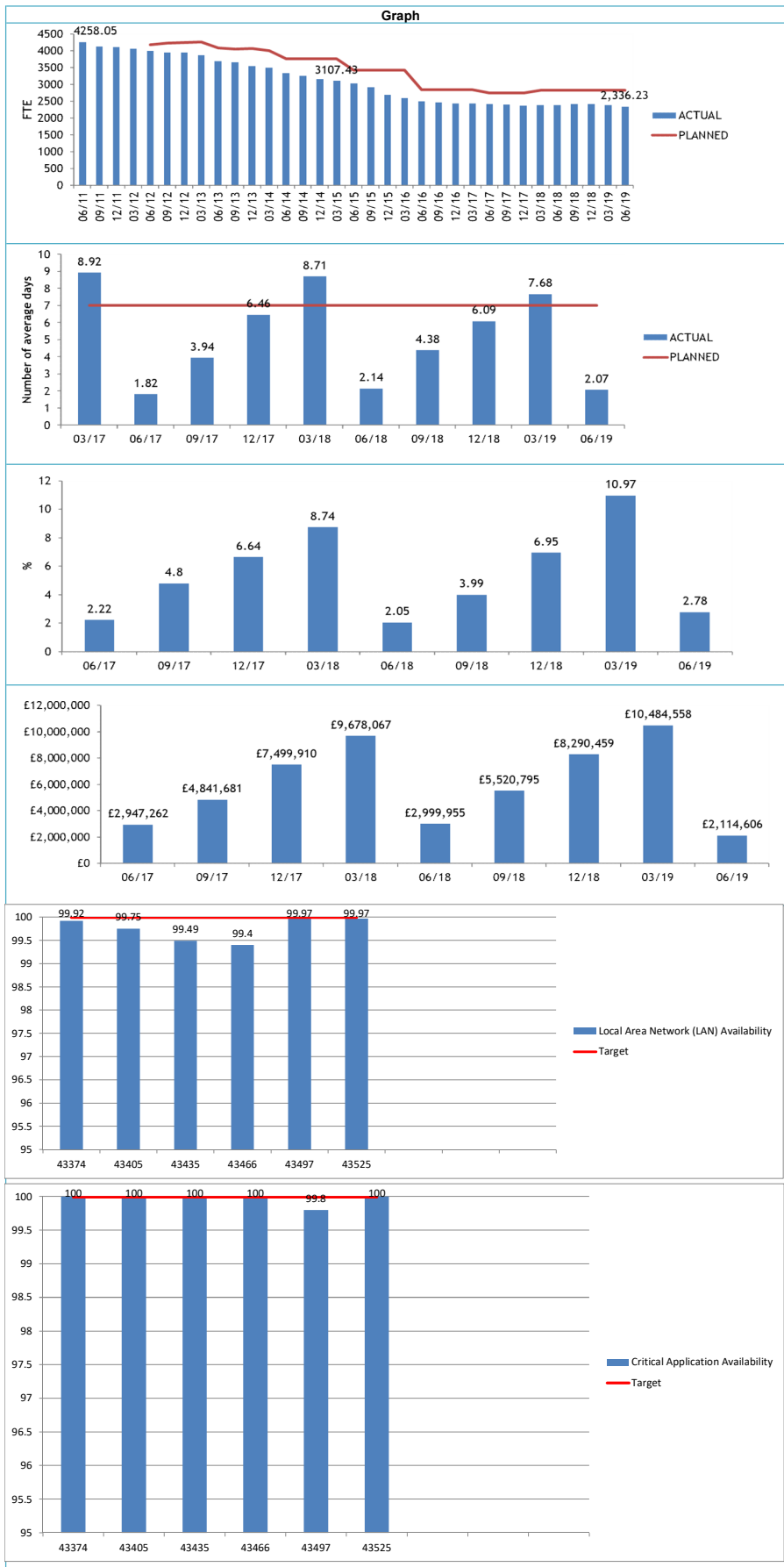
Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	All reports submitted on time	N/A	N/A
Traffic across social media channels	Green	Improving	New channels established including 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



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 have been completed on time and to a high standard..	Additional data is being included within the quarterly DLT reports from Q1 2019/20.	To work with HR BPs to ensure the reports continue to meet the needs of the HR Service and Directorates.
Balanced Scorecard and risk register reported on time	Green	No noticeable change	All cabinet, scrutiny and committee meeting deadlines met.	Q1 reports for CBB and scrutiny	Quarterly risk report to Audit and Governance Cttee
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	No noticeable change	Q4 2018/19 reports published	N/A	Publish Q2 report after end of Q2
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.
Statutory returns meeting quality requirements	Green	No noticeable change	No issues with returns to date	Currently preparing Q4 reports	Review of reporting and quality control



	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 30th June 2019 (target and RAG rating based on budgeted establishment FTE derived from 2018/19 Budget Book)		
HR	Sickness Rates	Green	Improving	2.07 Average days sick per person [FTE] / 0.17 Average episodes per person during financial year 2019/2020.		
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-1 (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 critical applications.		



Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits and Issues	Green	Visits declining Issues declining	The 2019/2020 Quarter 1 visits total (659,537) was 0.9% below the total for the same period last year, although nine libraries did receive more visits than in 2018/2019 Q1. Issues (571,346) down 4.7% compared with the total for April to June 2018 (599,651). when there was one less day of bank holiday closures. National trends reported by CIPFA show long-term falls in visits and issues, higher than has been experienced locally.	Reading Challenge and libraries' programmes of summer events and activities start early in Q2. Adult learning courses and (at The Hive) Study Happy sessions for students continue until the end of the 2018/2019 academic year. Provision of stock-management reports for managers and regular contact with stock suppliers continue.	Libraries will run programmes of holiday events and activities into September. Student support and school-group visits will then recommence. Performance of new management system will continue to be monitored with support from provider.
Library Issues: E-books, E-audio books, e-magazines	--	E-issues increasing	E-issues April to June totalled 21,964, up 41.3% compared with the equivalent total for April to June 2018 (15,544). E-magazine checkouts (6,931) in April, May, and June as a whole were 3 times more numerous than in the same period last year.	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. 2018/2019 figure of £1.73 is seven pence less than 2017/2018's figure.	Monitoring of visits and net expenditure can be used to provide guide to 2019/2020 out-turn, although indicator is usually only reported annually once year-end figures have been confirmed.	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	Green	Museums Worcestershire visits increasing County Museum visits increasing	The three museums' combined total for Q1 was 23,824, up 7.1% compared with the April-to-June total last year (22,238). Visits to City Museum and Art Gallery (MAG) and County Museum rose by 11.9% and 14.6% respectively, but visits to The Commandery were down by 18.7%.	A well-above-average Q2 visits total is anticipated, with the hosting of a major Star Wars exhibition at MAG and the staging of open-air theatre at The Commandery and summer-holiday events at County Museum.	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	Green	No noticeable change	2019/2020 Quarter 1's out-turn of 87% represents an improvement of two percentage points compared with 30th June 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.	Planned and ad hoc repair and maintenance work to be undertaken.	Monitoring and addressing of issues arising from inspections of sites or raised by visitors.

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Corporate and Communities Overview and Scrutiny Panel

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3 September 2019

**Quarter 1 2019/20
Financial Update**

Q1 Forecasted Position – Commercial and Commissioning

P3 Outturn Forecast - 2019/20 SLT Revenue Budget Monitoring Forecast by Service							
				One Off / Adjustments			
Service	2019/20 Net Budget	2019/20 Forecast	19/20 Draft Variance Before Adj's	Proposed Withdrawal from Reserves / Grants	Proposed C/Fwds	Variance After Adj's	Variance After Adj's
	£000	£000	£000	£000	£000	£000	%
COACH - Management	1,304	1,469	165	(165)		0	0.0%
Legal and Democratic Services	7,113	7,095	(18)			(18)	-0.3%
Commercial Team	2,882	3,125	243	(230)		13	0.5%
Property Services	8,289	8,080	(209)			(209)	-2.5%
HR	3,896	3,784	(112)		112	0	0.0%
Service Transformation (Customer Servs,ICT)	7,471	7,526	55	(55)		0	0.0%
Content and Communications	1,023	1,081	58			58	5.7%
Programme Office	0	518	518	(521)		(3)	-
ChS Commissioning and Partnership Function	575	595	20			20	-
Recharges to other Directorates	(25,231)	(25,231)	0			0	-
TOTAL	7,322	8,042	720	(971)	112	(139)	-1.9%

Key Headlines – Commercial and Commissioning

The overall forecasted £0.139m underspend position is due to:

- Managed lower spend than budgeted on the PPL contract relating to project support and the renegotiation of the professional architect contract
- Partially offset by increased one-off additional professional investigation fees by the Customer Complaints Unit

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The budget for WCF includes an element for company transition as well as client side management and since P3 the £20k variance has been mitigated

Q1 Forecasted Position – Communities

P3 Outturn Forecast - 2019/20 SLT Revenue Budget Monitoring Forecast by Service							
Service	2019/20 Net Budget	2019/20 Forecast	19/20 Draft Variance Before Adj's	One Off / Adjustments		Variance After Adj's	Variance After Adj's
				Proposed Withdrawal from Reserves / Grants	Proposed C/Fwds		
Community Solutions Fund	145	145	0			0	0.0%
Strategic Libraries and Learning(Including The Hive)	6,191	6,196	5			5	0.1%
WCC Museum Service	577	586	9			9	1.6%
Countryside Greenspace and Gypsies	560	558	(2)			(2)	-0.4%
Strategic Music Education	19	19	0			0	-
Total Communities	7,492	7,504	12	0	0	12	0.2%

Overall the Communities budget has no significant forecasted variances to report

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 3 SEPTEMBER 2019

COMMISSIONING INCLUDING THE DEVELOPMENT OF THE PROCUREMENT STRATEGY

Summary

1. The Corporate and Communities Overview and Scrutiny Panel is asked to consider the update on Commissioning including the Development of the Procurement Strategy.
2. The Cabinet Member with Responsibility for Transformation and Commissioning has been invited to the meeting.

Background

3. At its meetings in October 2018 and March 2019, the Panel considered the Council's approach to Commissioning and Procurement activities and the skills to support them.
4. The Panel will receive a presentation (attached at Appendix 1) which will provide an update on the emergent Procurement Strategy. In addition, there will be a short demonstration of the Contract Management Tool with live data on the day of the meeting.

Purpose of the Meeting

5. The Panel is asked to:
 - consider the report and presentation
 - determine whether it would wish to carry out any further scrutiny, and
 - agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Transformation and Commissioning

Supporting Information

Appendix 1 – Presentation slides relating to Commissioning including the Development of the Procurement Strategy

Specific Contact Points for this Report

Andrew Spice, Director of Commercial and Commissioning 01905 846020
Email: ASpice@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 Corporate and Communities Overview and Scrutiny Panel on 23 October 2018 and 13 March 2019.

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

Corporate and Communities Overview and Scrutiny Panel

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3 September 2019
Commissioning including the
Development of the Procurement
Strategy

“We will drive commercial excellence through developing an open, challenging and pro-active culture and deploying effective commercial strategies to source the right service from the right provider at the right cost and maximise on trading income opportunities”.

Our Emergent Procurement Strategy

- Effective deployment of category management
- Presence of highly trained & experienced procurement business partners supporting directorate initiatives
- Implement a council wide approach to effective contract & supplier management
- Proactive management of contract liquidity opportunities
- Rigorous supplier management programme
- Uniform approach to contract & performance reviews
- Channel social value opportunities to help meet corporate priorities
- Channel spend through Central Buying Team
- Seek opportunities for aggregation & standardisation
- Rigorous enforcement of No PO No Pay
- Reduce number of requisitioners

Updates on Previous areas of Panel Discussion: Team Development

A number of the current team have achieved level 4 accreditation set by the Chartered Institute of Purchasing and Supply.

The team is also been supported with qualified and experienced resource adding capability and capacity for the team.

Updates on Previous areas of Panel Discussion: Commissioned Services

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Cabinet Papers facilitating the cessation and recommissioning of two such services have initiated activity with Civica and Babcock respectively.

Updates on Previous areas of Panel Discussion: Technology

- All contracts now on In-tend. A Power BI procurement performance dashboard has been developed and being used to report on several metrics including:
- Spend
- Contract liquidity
- Purchase Order activity
- Savings
- Work is underway to report contract performance across all contracted spend.

Contract Liquidity – Indicative data only.

Contracts

Number of Contracts

845

Total Contract Lifetime Value

£2.04bn

Total Annual Value

£374.74M



BACK

Select
Directorate

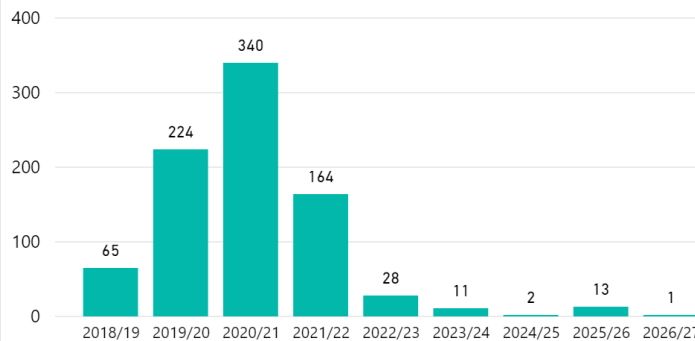
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- ☐ DAS
- ☐ E&I
- ☐ IEWM
- ☐ PH
- ☐ WLEP

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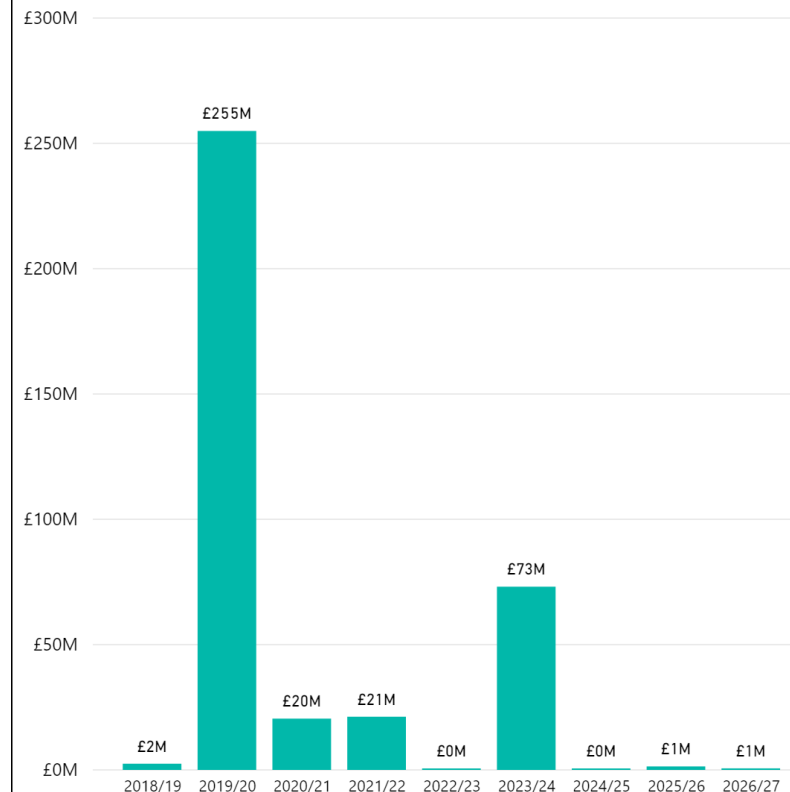
Select Project
Type Below

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- ☐ Closed (Invit...
- ☐ Competitive ...
- ☐ Negotiated
- ☐ NotSpecified
- ☐ Open
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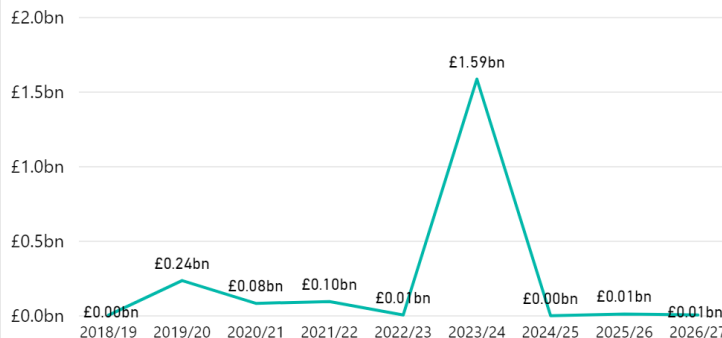
Contracts Due to End



Annual Value of Contracts Due to End

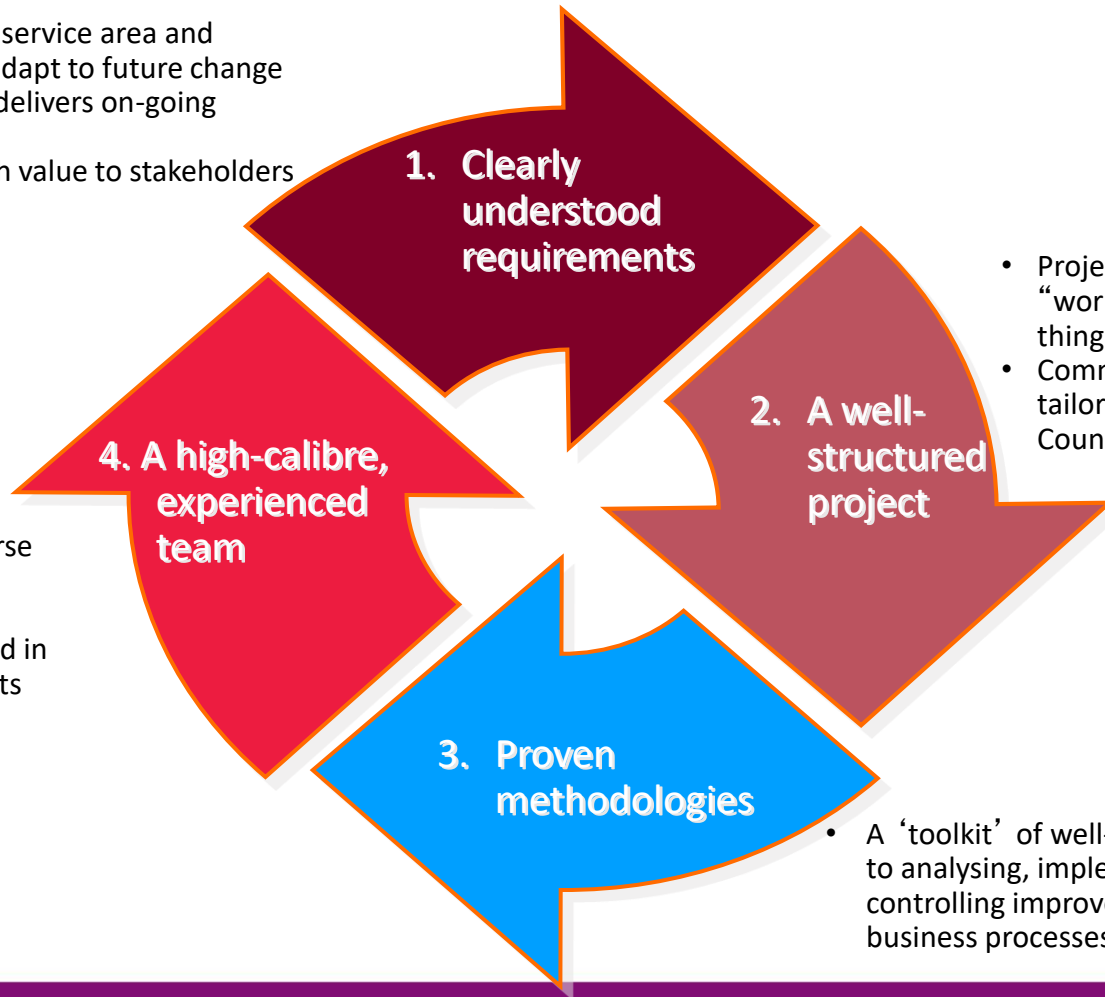


Total Value of Contracts Due to End



Delivering Category Management

- Delivery model that meets service area and Council priorities and can adapt to future change
- Core ethos that seeks and delivers on-going improvement
- A strategy that delivers high value to stakeholders



- Project management style of “working with you, not doing things to you”
- Commercial approach & strategy tailored and deployed to meet Council’s needs.

- A ‘toolkit’ of well-tried approaches to analysing, implementing and controlling improvements to business processes

- High experience in a diverse range of industries and sectors
- Demonstrable track record in delivering tangible benefits and improvements

Contract & Supplier Management

Local supply base from the various economic sectors working with the Council on future delivery options

A culture of continuous improvement

A commercial strategy responsible for measuring & developing the operating model.

Process to monitor and manage Risks and issues

Optimising
Local
Supply Content

Maximising Social
& Environment
Opportunities

End to End
Cost Control

Fully Integrated
Supply Chain

A strong solution that minimises adverse impact on the environment and disruption to society

Supply chain with agreed KPIs, targets and review mechanisms.

Trained staff responsible for specific areas of the commercial operating model

Becoming an exemplar of contract & supplier management

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 3 SEPTEMBER 2019

WORK PROGRAMME 2018/19

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 current Work Programme was agreed by Council on 8 November 2018, the 2019/20 refreshed Work Programme will be considered by Council on 12 September.

Dates of Future Meetings

- 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

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 24 July 2019 - available on the Council website [here](#)

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
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)		
5 November 2019	Feedback and Progress on the Maximising Income Generation session including fees and charges	22 May 2018 22 January 2019	Informal session with Members was held on 13 March after C&C Panel meeting

5 November 2019	Working with District Councils and other partners to share information		
December 2019	Draft Libraries Strategy and Implementation Plan	9 July 2019	Panel, CMR, Officers agreed to return in advance of Cabinet Decision on 12 December 2019
January 2020			
March 2020	Performance Monitoring Quarter 3 (October-December)		
May 2020			
July 2020	Performance Monitoring Quarter 4 (January-March)		
July 2020	Councillors Divisional Funding		
September 2020			
November 2020			
Possible Future Items			
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	Volunteering	n/a	
TBC	Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County?	n/a	
TBC	Communications – How we ensure residents have easy access and we communicate service levels? WCC brand and the postal service.	n/a	
Standing Items	Performance Management Quality Assurance Budget Scrutiny Councillors Divisional Funding Scheme	November and January	

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