

Agenda

Corporate and Communities Overview and Scrutiny Panel

Wednesday, 18 March 2020, 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

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 Wednesday, 18 March 2020, 10.00 am, County Hall Worcester

Membership

Councillors:

Mr A D Kent (Chairman), Mrs M A Rayner (Vice Chairman), Mr G R Brookes, Mr K D Daisley, Mrs A T Hingley, Mr R J Morris, Prof J W Raine, Ms C M Stalker and Mr A Stafford

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 Assistant Director for Legal and Governance 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 17 March 2020). Enquiries can be made through the telephone number/e-mail address below.</i>	
4	Confirmation of the Minutes of the Previous Meeting	
5	Member Query Case Management System	1 - 4
6	Organisational Redesign Programme Update	To follow
7	Performance and In-Year Budget Monitoring -	5 - 38
8	Worcestershire County Council Energy Purchasing Arrangements	39 - 40
9	Work Programme 2019/20	41 - 46

Agenda produced and published by the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer) Legal and Governance, 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: Tuesday, 10 March 2020

Item No	Subject	Page No
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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PERFORMANCE BOARD 18 MARCH 2020

MEMBER QUERY CASE MANAGEMENT SYSTEM

Summary

1. The Cabinet Member with Responsibility (CMR) for Transformation and the Director of Commercial and Change have been invited to the meeting to update the Panel on developments regarding the identified need for a Member Query Case Management system to manage requests from Members to Service Area Managers, for information about their services.

Background

2. This issue was identified by the Panel as a priority from its Scrutiny Work Programme.
3. Currently, there isn't a system in place to manage Member Queries to Service Area Managers. Members make an enquiry by emailing a known contact in a Service Area and do not have oversight of how a query is progressing and in several cases no reply has been received to the query.
4. The current situation in the Council:
 - There is no centralised process or system in place for logging, managing and responding to member enquiries across the Council
 - Members have no oversight of how a query is progressing and in several cases no reply has been received to the query
 - Members make enquiries through a variety of channels via phone and email including contacting:
 - Senior Officers such as the Chief Executive or Assistant Directors directly; these enquiries are logged and passed to appropriate officers for response
 - Cabinet Members with Responsibility; these enquiries are also logged and passed to appropriate officers for response
 - Teams or Officers directly that are known to members; these enquiries are not logged
 - There are no formal Service Level Agreements in place for responding to Member enquiries in the Council. However, local targets exist for responses to Member enquiries e.g. one week for enquiries received by the Chief Executive and Assistant Directors
 - The type of enquiries made by Councillors are wide ranging and can include questions about providing Social Care and other support to residents e.g. residents who are not coping and may need assistance or residents who need accommodation due to flooding. Other types of enquiries include requests for information concerning highways and transport matters and

requests for information to clarify enquiries or complaints made to them by residents

Examples from Other Local Authorities

5. Two local examples of how other organisations deal with and respond to their Member enquiries:

City of Wolverhampton Council:

- Don't have a specific system for managing and responding to Member Enquiries
- Member enquires relating to resident's are logged in the Customer Relationship Management system under the resident's name
- A VIP list is used to identify when a councillor is contacting them
- Wolverhampton have Business Managers in each directorate who are the point of contact for day to day things (e.g. MP letters etc.)
- The two political groups each have a Political Assistant (Council employee) who work with Scrutiny Officers on specific issues
- The controlling group also have their own case management system which Councillors use, this isn't provided or supported by the Council

Worcester City Council:

- Issues with responsiveness to members enquiries in a Service Area are resolved by allocating responsibility for overseeing all enquiries coming into the service to a single officer, all enquiries are logged and reviewed monthly
- Member enquiries come in through various channels including email and phone calls
- The Mitel phone system software in use at Worcester City is being investigated for use as a case management system to deal with Member enquiries

Issues for the Panel to Consider

6. The Panel is asked to consider the options listed below for further investigation and delivery:

Option 1: Member Query Case Management System is provided in house (recommended option)

7. A new Member Query Case Management system can be provided in house by the Digital Transformation Team by utilising our existing Freedom of Information request management system.

- This solution can be implemented within a short timeframe as it utilises existing functionality already available within our Freedom of Information enquiry system
- The Information Access Officers in the Council who co-ordinate and manage Freedom of Information requests will also be able to co-ordinate responses to Members enquiries using the Member Query Case Management system

- The Member Query Case Management system can be customised to meet the requirements of Members and Officers in Service Areas to make sure that queries are managed, co-ordinated and tracked effectively and that satisfactory answers are received in a timely manner
 - There will be no additional cost to the council to implement the system
8. The new Member Query Case Management System will provide Members with:
- An on-line form to log an enquiry regarding a Service Area detailing the name and contact information for the member, details of the enquiry and the facility to upload any supporting documents as required
 - An on-line Dashboard to view all their submitted enquiries, review the status of queries, responses to queries, check reply deadlines and request updates on queries
9. Information Access Co-ordinators will be able to:
- View all new Member Queries, the details of the query and the documents uploaded with the query
 - Assign the query to the appropriate lead Information Access Co-ordinator and additional Information Access Co-ordinators across the organisation as required
 - Contact and co-ordinate responses to a query from relevant managers and Council officers
 - Monitor and manage responses times for each query effectively to make sure they are responded to within the required time limit

Option 2: Use Microsoft Teams Software

10. Microsoft Teams Software is currently being reviewed by a consultant on behalf of the Council with a view to assessing its functionality and suitability for use in the organisation. The findings of the review will be assessed against the needs of the organisation and an implementation plan will be developed based on the recommendations of the review.

11. The review process and implementation planning is likely to take between 6 to 12 months to complete.

Option 3: Modern.Gov

12. Modern.Gov is the market leading solution for governance and meeting management, used by councils in England and Wales. The solution facilitates committee and decisions management for organisations with an obligation to report and explain decisions.

13. Modern.Gov is specifically for governance and meeting management and not designed for member query case management.

Option 4: Purchase Third Party Case Management System

14. **e.g. iCasework:** Proven system used across NHS, central and local government. It allows for the recording and management of data for a variety of purposes especially for regulators and Appeals processes. Also suitable for managing specialist workflows such as the member query case management.

15. Indicative implementation costs for a system such as iCasework would be approximately £30K and would incur ongoing per user licence costs or ongoing Token Base Pricing.

Purpose of the Meeting

16. The Panel is asked to consider the options detailed in the Report and:

- determine whether any further information or scrutiny is required at this stage; and
- recommend to the Cabinet Member the favoured option for further investigation.

Contact Points

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Geoff Hedges, Digital Transformation Manager
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Email: ghedges@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer, in this case the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer), there are no background papers relating to the subject matter of this report:

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

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 MARCH 2020

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 3 (October to December 2019) and financial information for Period 9.
4. 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.
5. The Cabinet Members with Responsibility for Transformation and Commissioning and Communities, the Strategic Director for Commercial and Change, the Assistant Director for 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

6. 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.
7. 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.
8. The Corporate Balanced Scorecard for each Directorate is reported to Cabinet and is also available on the Council's website [here](#)

Financial Information

9. Presentation slides, which can be found at Appendix 2, provide the Financial Update for Period 9 2019/20.

10. Panel members also asked for an analysis of which budgets from which Directorates made up the areas for scrutiny in each panel for 2020/21. This has been compiled and attached within the excel document at Appendix 3. This document has two worksheets – the first shows the budgets in directorate format and the second in scrutiny panel format.

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 25 March 2020
- 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)

Appendix 3 – 2020/21 Budget in Directorate and Scrutiny Format (Excel Format)

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 Democratic Governance and Scrutiny Manager (Interim Monitoring Officer), 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, 28 March, 24 July and 28 November 2019

Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on 13 March 2019, 8 May 2019, 16 July 2019, 3 September 2019 and 5 November 2019.

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

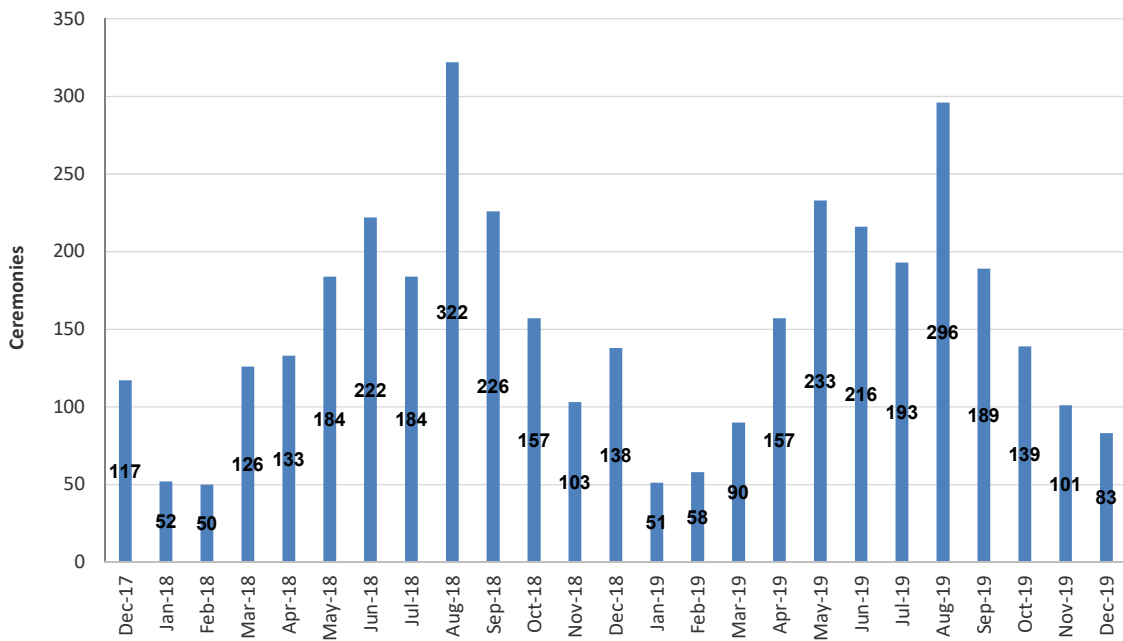
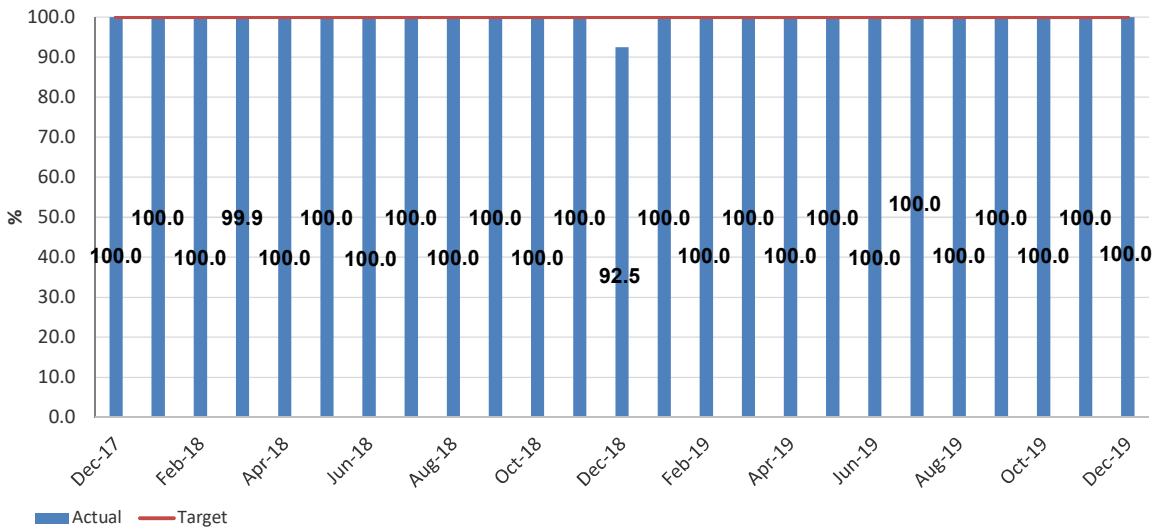
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Registration and Coroner's

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	<p>December's 100% out-turn means there was full availability of birth-registration appointments throughout 2019.</p> <p>Appointment availability in the current financial year is 100%. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.</p>	<p>Availability of appointments at all locations is being monitored this month 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.</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>
Ceremonies (marriages and civil partnerships)	No Status	N/A	<p>51 (61.4%) of December's 83 wedding ceremonies took place at Approved Premises, the remaining 32 (38.6%) being conducted at Registration Offices. The overall total for the month was 55 below December 2018's. Despite this drop, the pattern of demand (steady autumn/winter decline after the summer peak) remains in keeping with previous years.</p> <p>The April-to-December 2019 total of 1,607 ceremonies was 62 (3.7%) less than the total for the same period last year.</p>	<p>Availability of ceremony appointments, venues, and officiating staff is being monitored, but January's and February's totals have proved to be the lowest calendar-month totals total in both of the last two years.</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. Therefore, no target has been set. The number of ceremonies staged at Approved Premises and Registration Offices will continue to be monitored to identify trends and any deviations from expected patterns.</p>

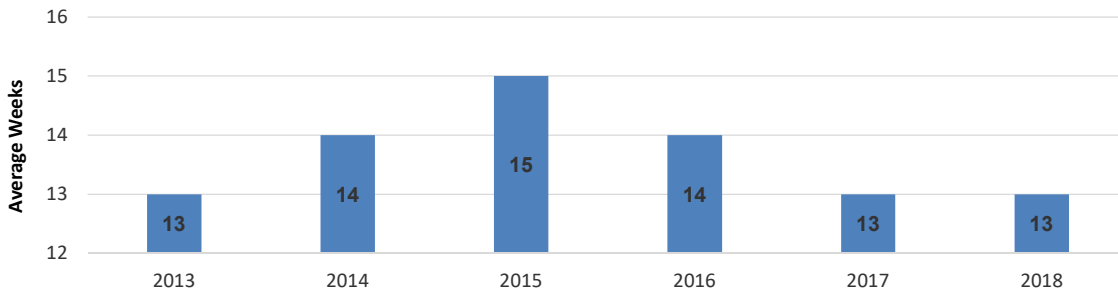
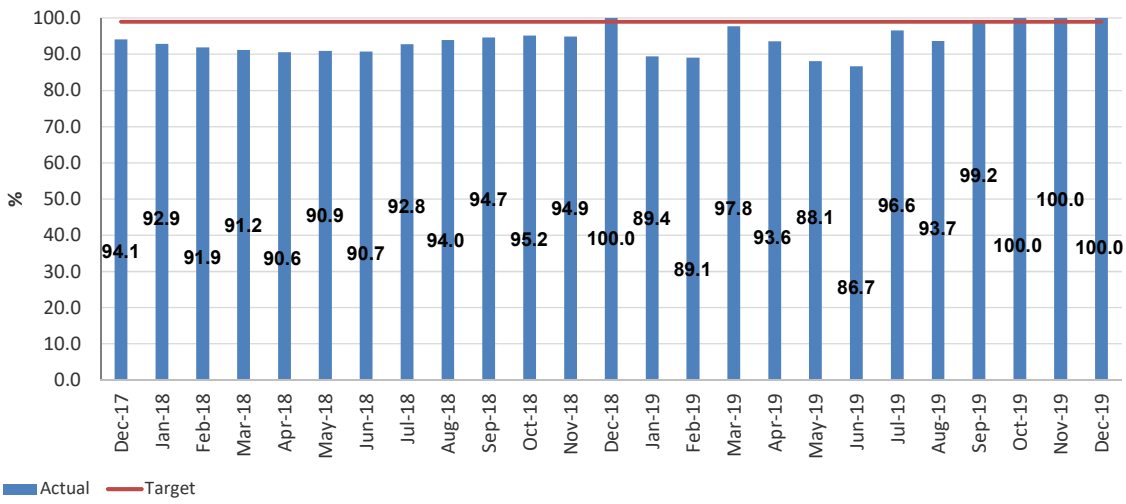
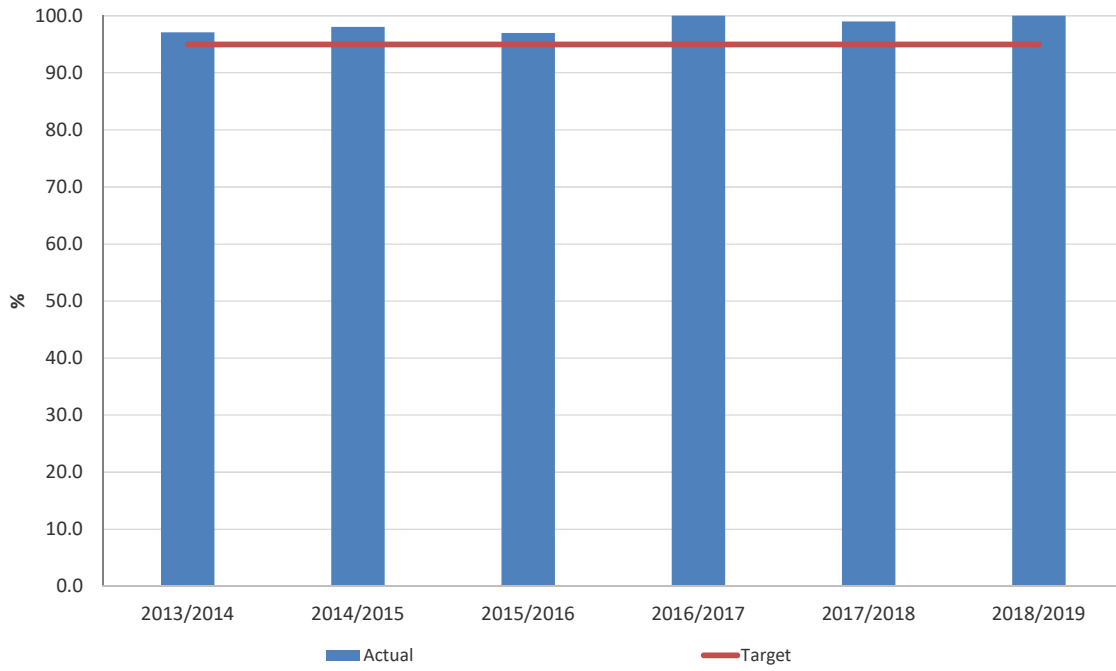
Registration and Coroner's

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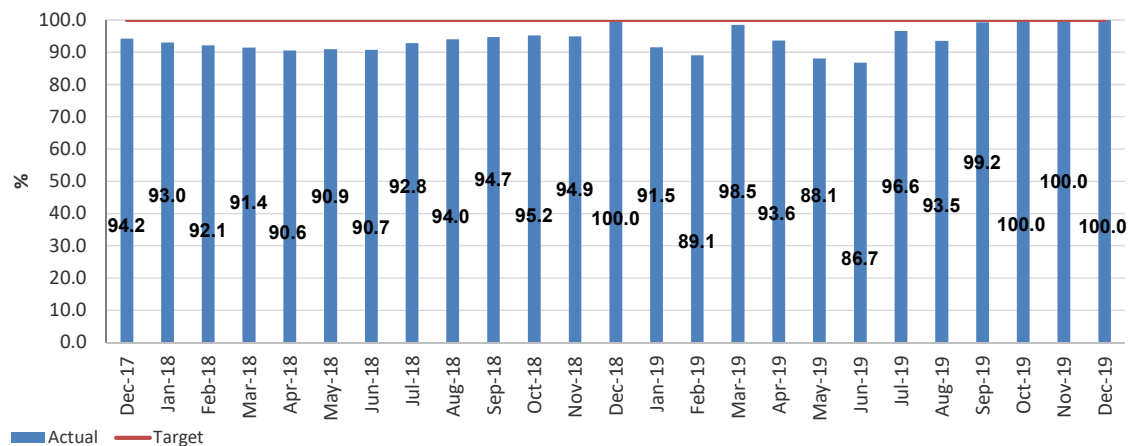
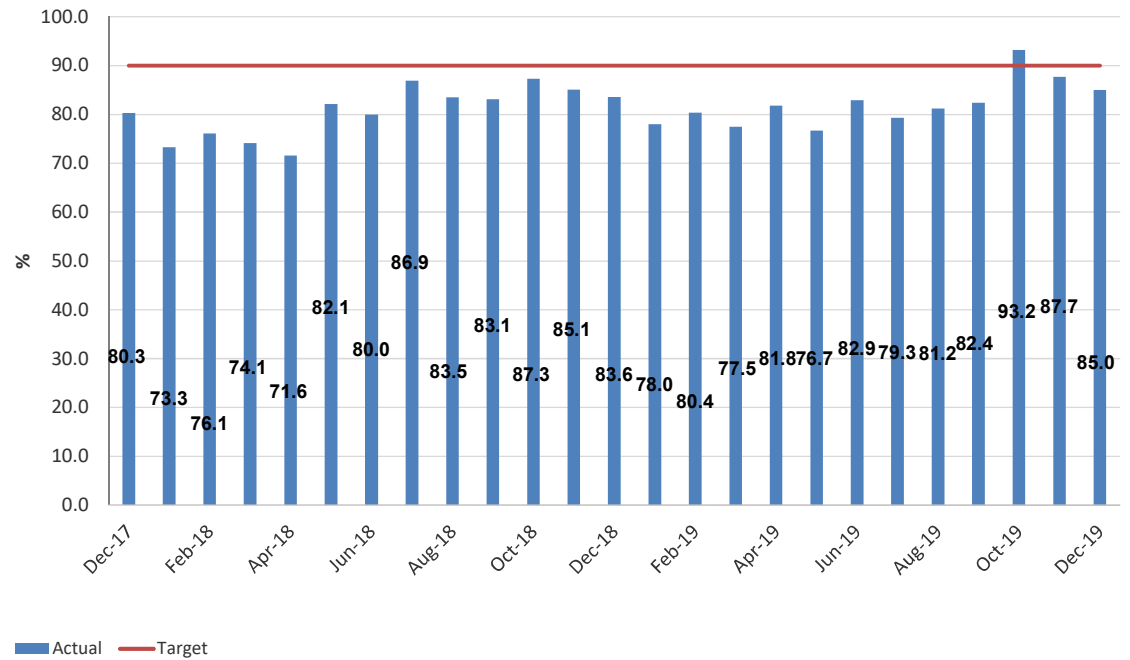
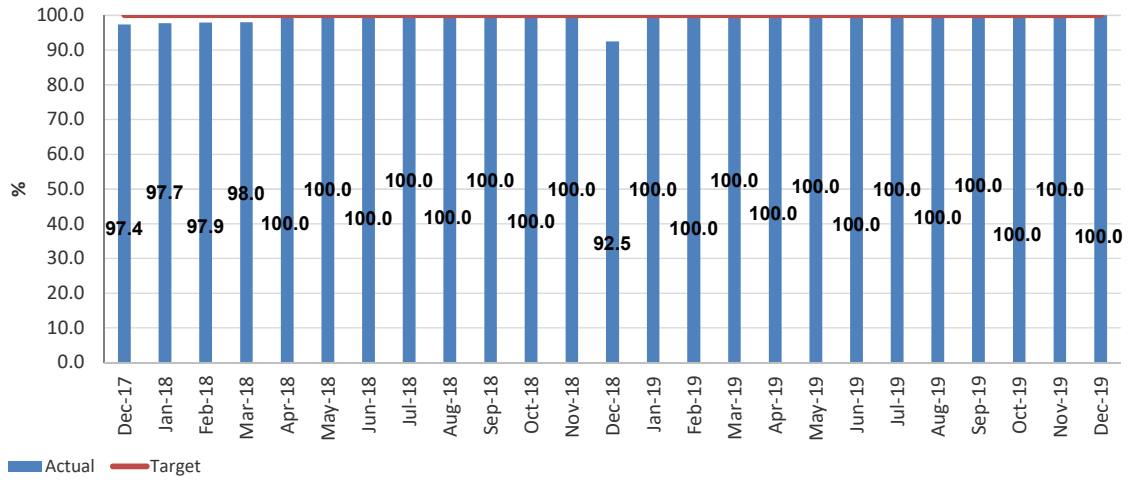
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	Improving	The latest out-turn relates to Registration Service's 2018 survey of people using the service for a civil partnership, marriage notice, registering a birth or death, and 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.	The next Customer Survey results and detailed report will be available early in 2020.
Death registration appointments within 2 working days	Green	Improving	December was the third consecutive month in which there were no instances of non-availability of appointments. Prior to October, the previous 100% calendar-month out-turn was December 2018's. The 2019/2020 out-turn at the end of December was 95.3%, the percentage rising in Quarter 3 of the financial year from 93.1% at the end of September. The overall 2018/2019 figure was 94.6%.	Statistical analysis shows there is always an appointment available across the county within the two days required. We also look at appointment within reasonable travelling distance, for example Worcestershire Royal Hospital to Worcester or Bromsgrove to Redditch.	Monitoring of demand levels will continue. Reviews of procedures will be continued, although changes made to local procedures must impede 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.
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.	The situation will be monitored during 2019 and the indicator will be updated early in 2020.

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INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	Green	No Noticeable Change	December's 100% appointment availability for obtaining marriage and civil partnership notices ensured full availability was maintained throughout the 2019 calendar year, with the figure for the current financial year naturally also being 100%. Availability in the 2018/2019 financial year as a whole was 99.4%. The 2017/2018 percentage was 99.9%.	Appointment availability at all locations is being monitored this month 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.	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	The indicator makes no allowance for bank-holiday closures, so December's percentage of 85% was down compared with November's but was this measure's highest December out-turn. Worcestershire's December percentage was also markedly higher than the equivalent West Midlands and England figures (78.8% and 76.7% respectively). Deaths registered (359) were well above the levels of the three previous Decembers. Local performance in the 2019/2020 financial year to date (83.8%) is above the West Midlands and England figures (82% and 80.6% respectively).	Appointment availability and the recent changes to the booking system continue to be monitored. A member of staff is now fulfilling the role of performance champion to do some work around timeliness, which includes monitoring of diaries.	Indicator monitors a statutory duty and will 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.
Still-birth registration appointments within 2 working days	Green	Improving	December was the third month in a row in which there were no instances of non-availability of appointments to register a still-birth. Prior to October, the previous 100% calendar-month out-turn was December 2018's. The 2019/2020 out-turn at the end of December was 95.3%, up from 93% at the end of September. The overall 2018/2019 figure was 94.6%.	Nearly all still-births are registered at Worcestershire Royal Hospital where there has been 100% availability within the two-day timescale. We work with the bereavement midwife to meet the needs of the family in terms of timeliness and location of the appointment which is sometimes on the ward instead of the registration office.	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.

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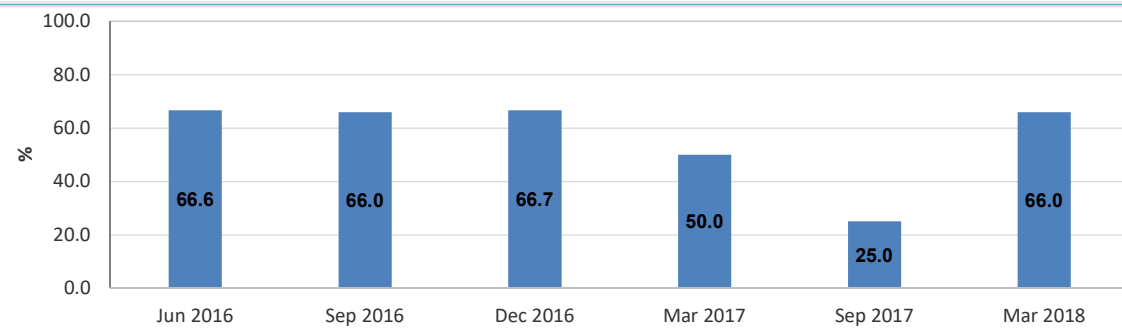
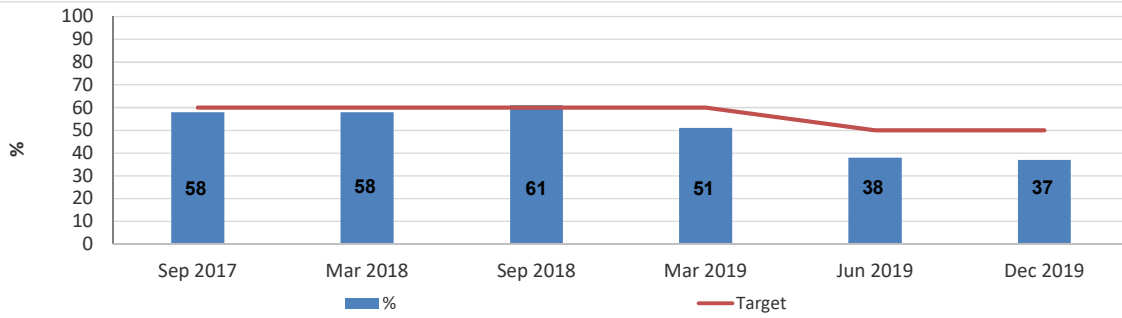
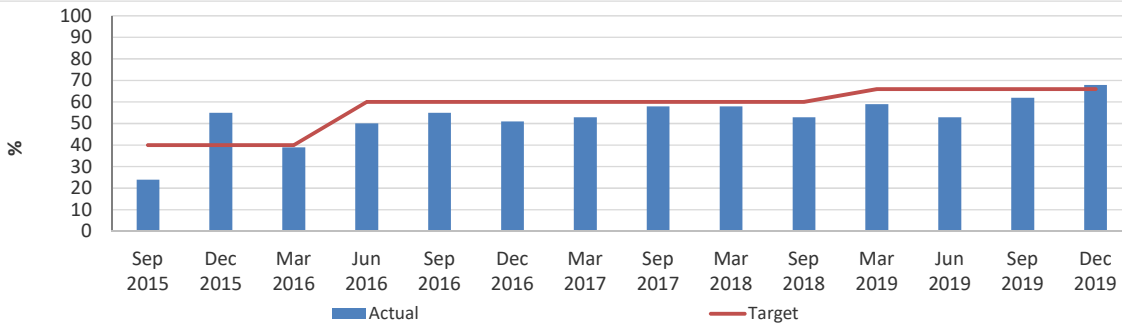
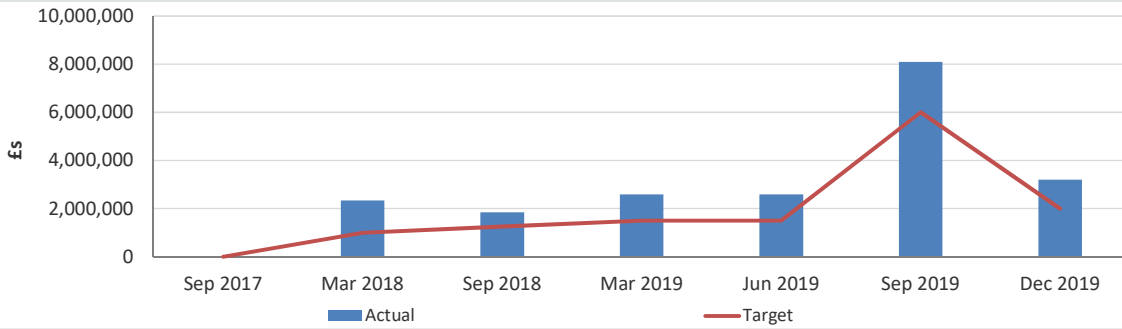


Communications and Consumer Relations

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	Continuing to deliver well-above-target performance. The 6m is for the year, which was reached and passed just in Q2.	Focus on effective media relations and proactive planning.	Proactive media.
Increase proactive engagement with the media	Green	Improving	Improvement from 53% at the end of Quarter 1 to 62% in Quarter 2 has been followed by a further improvement to 68% in Quarter 3, which means the target has been achieved for the first time.	There is an emphasis on proactivity to showcase the County Council. Daily focus, weekly creative brainstorm, increased planning.	Renewed focus on trade media channels.
Increasing staff engagement	Red	No Noticeable Change	The response level for Pulse Survey continues to be below 50%. There was no quarterly Pulse Survey conducted in the June-to-September Quarter; the October was 37%.	Regular Chief Executive briefings and internal communications.	Installation of additional, digital engagement tools.
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	Indicator updated at end of Quarters 2 and 4.

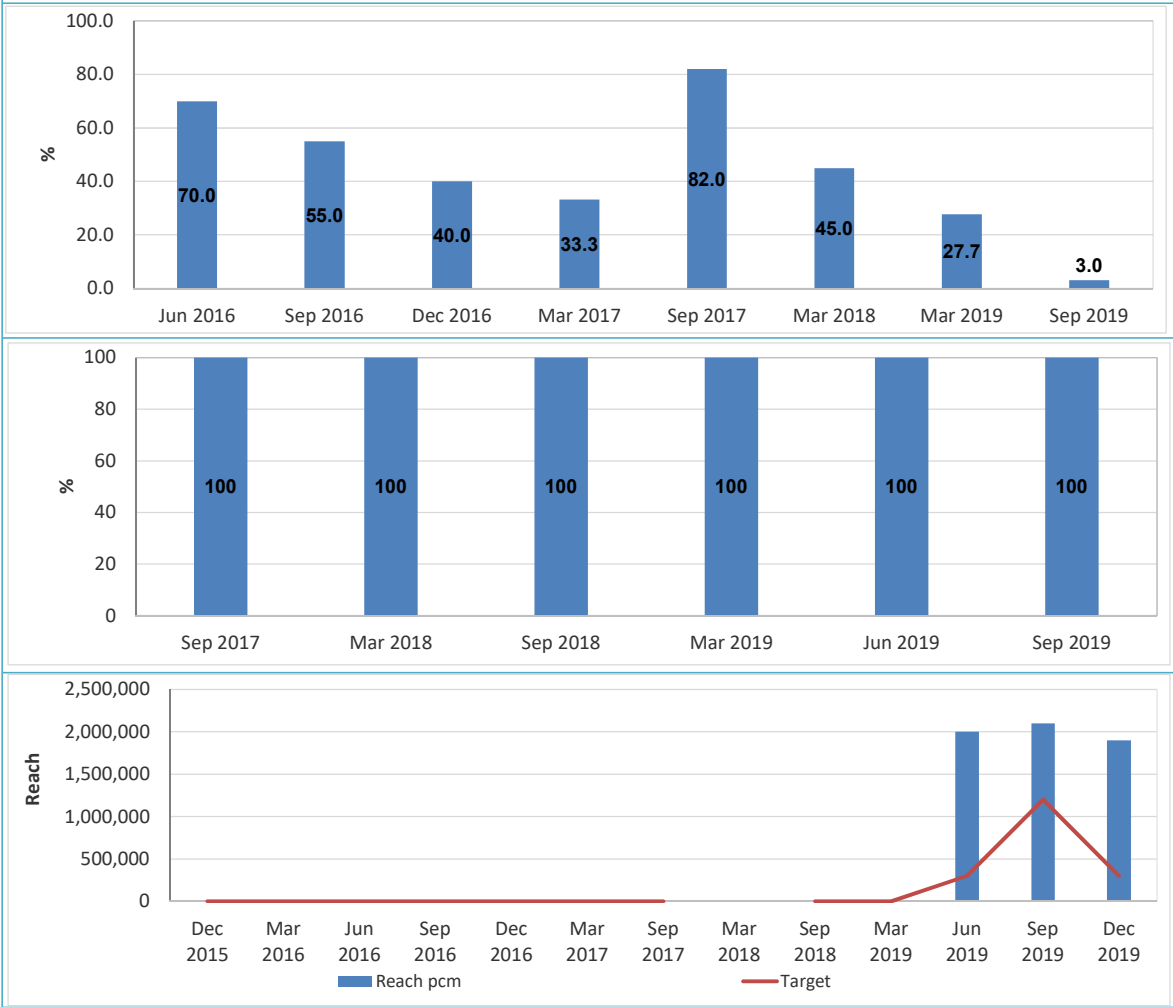
Communications and Consumer Relations

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INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Red	Deteriorating	Slight deterioration on previous quarter	N/A	Indicator updated at end of Quarters 2 and 4.
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	Well above target.	Consistent and regular social media engagement.	Continue to prioritise community growth.

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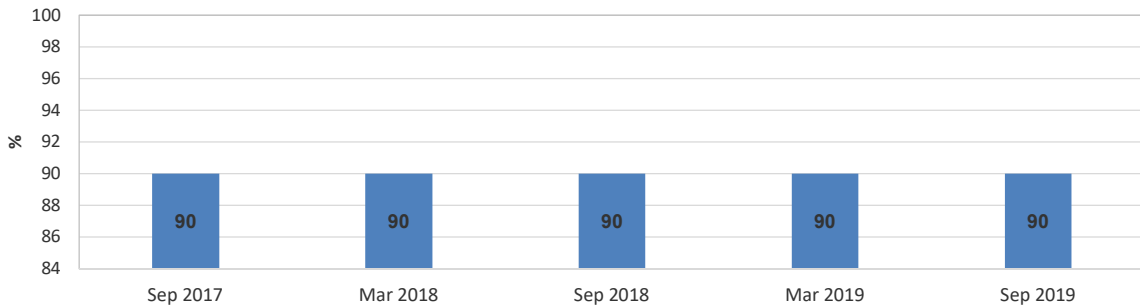
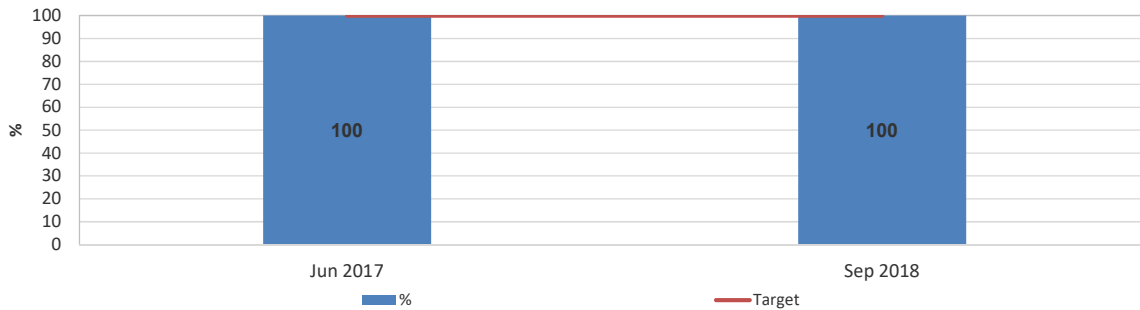
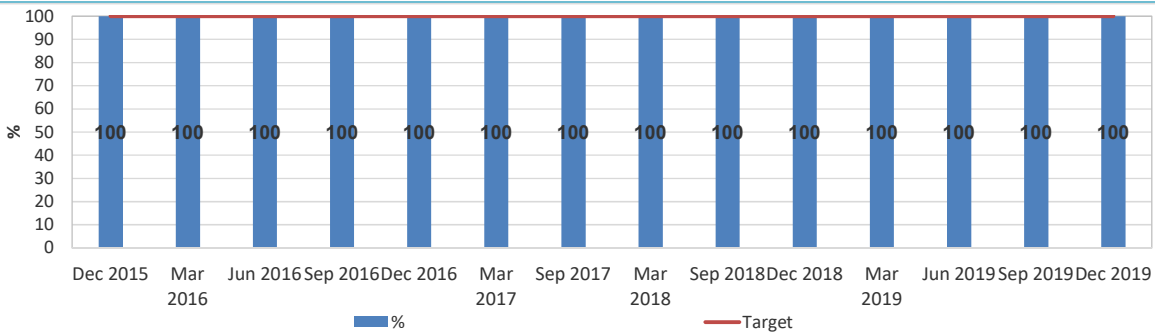
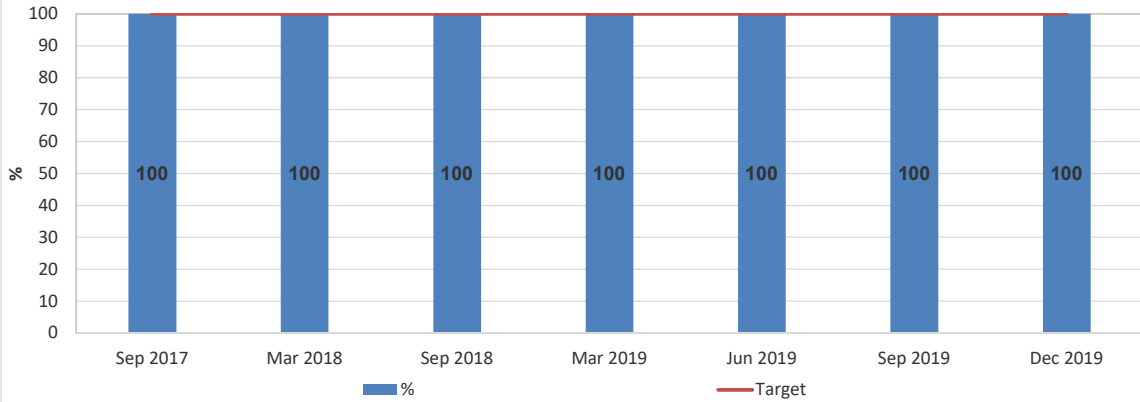


Management Information Analytics and Research

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 produced and reported to deadlines and to a high quality.	We continue to seek customer feedback as a means of improving the package of reports we produce for our customers.	A review of the content of the reports will be undertaken at the end of the 2019/20 financial year to ensure the reports meet customer requirements.
Balanced Scorecard and risk register reported on time	Green	No noticeable change	Performance and risk reports delivered on time to Cabinet and CBB	Preparation of Quarter 3 reports for CBB.	Reports for Q3 CBB and Q4 Cabinet / end of year report.
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. No 2019 survey.	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 Children's Services Improvement Plan	Amber	N/A	All delivered. WCF live on 01/10/2019.	Developing KPI framework for SSAs.	Establish portal for sharing SSA information with WCF.

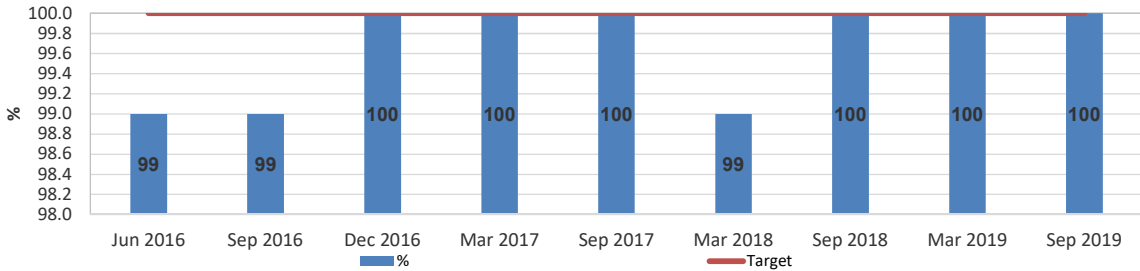
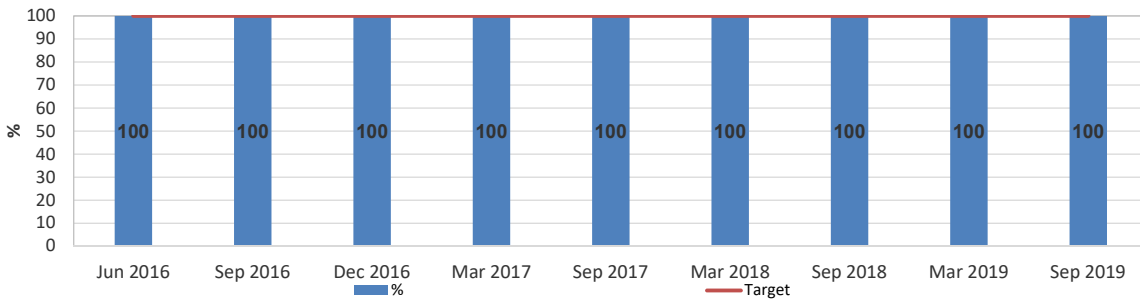
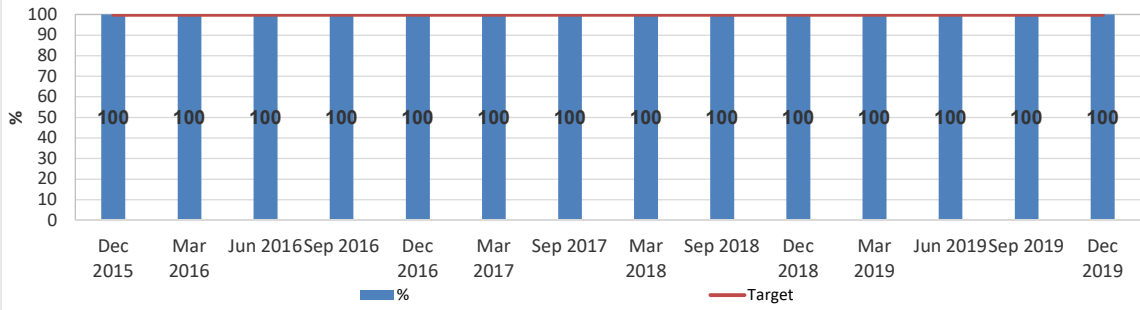
Management Information Analytics and Research

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INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Maintain the public performance information on the Worcestershire County Council Website - published every six months	Green	No noticeable change	Latest report on the website is Q4 2018/2019.	Q2 reports being prepared.	Q2 reports to be published shortly.
Statutory returns completed on time	Green	N/A	All returns completed on time or within agreed extension period.	Preparing end-of-Quarter reports.	Continue to monitor. Indicator updated at end of Quarters 2 and 4.
Statutory returns meeting quality requirements	Green	No noticeable change	No issues with returns to date	Preparing end-of-Quarter reports.	Continue to monitor. Indicator updated at end of Quarters 2 and 4.

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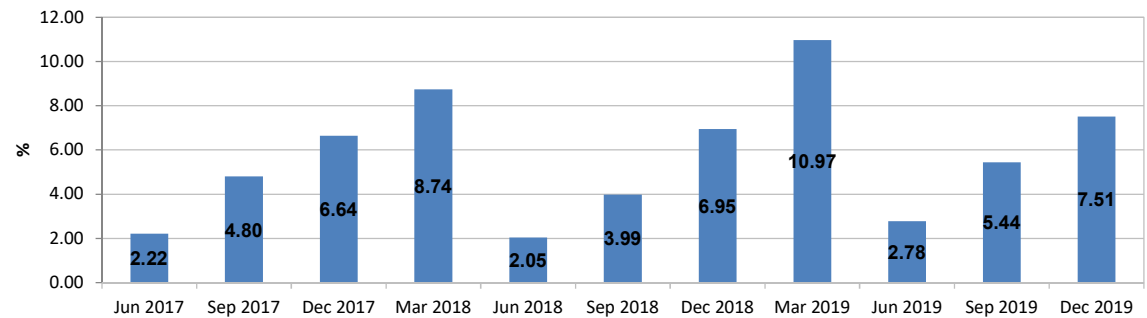
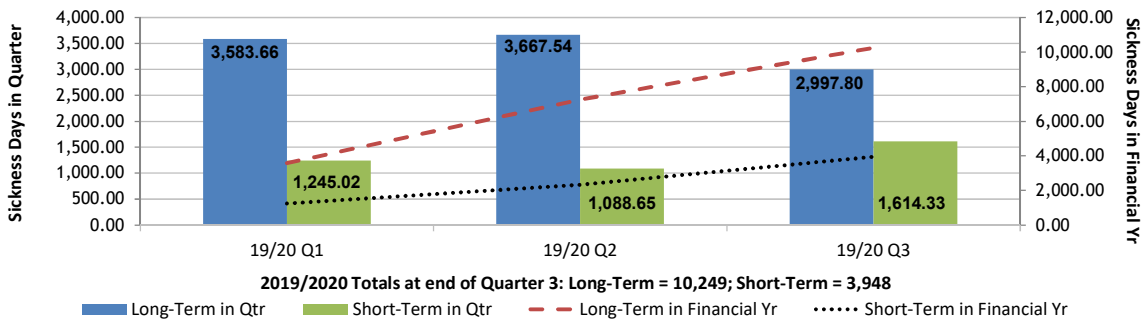
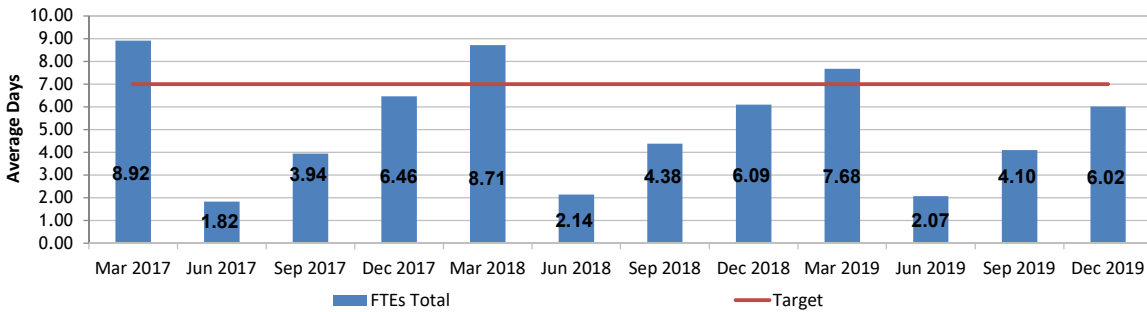
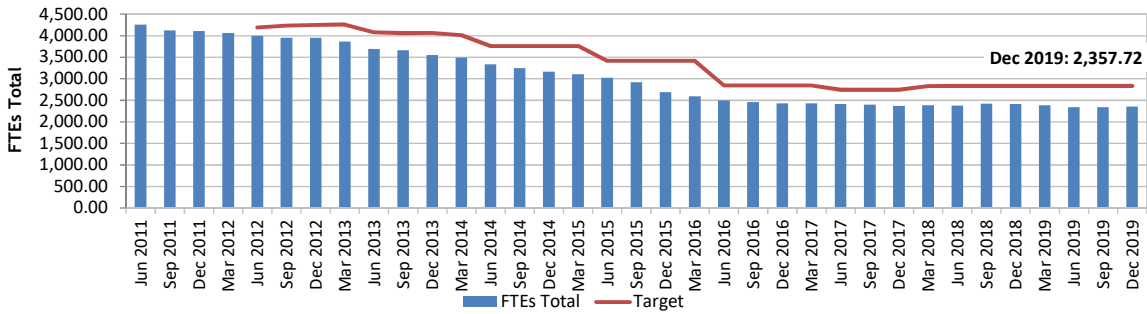


HR and ICT

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full Time Equivalents	N/A	Deteriorating	Number of FTE employees as at 31st December 2019. Target and RAG rating are based on budgeted establishment FTE derived from the 2018/2019 Budget Book.		
Sickness Rates	Green	Improving	6.02 Average days sick per person [FTE] / 0.47 Average episodes per person during financial year 2019/2020 to date. Direction of travel is deemed to be improving, based on the out-turn for the same period in 2018/2019, which was 6.09.		
Days lost through long- and short-term sickness	N/A	N/A	Days lost to long-term sickness in Q3 of financial year 19/20 totalled 2,997.80, the lowest total for a 19/20 Quarter so far. However, there were more short-term absence-days in Q3 (1,614.33) than in Q2 (1,088.65). Long-term absences in 18/19 = 13,464.73 days; short-term absences = 4,858.03 days.		
Staff turnover rate	N/A	N/A	Number of leavers to date expressed as a percentage of the workforce.		

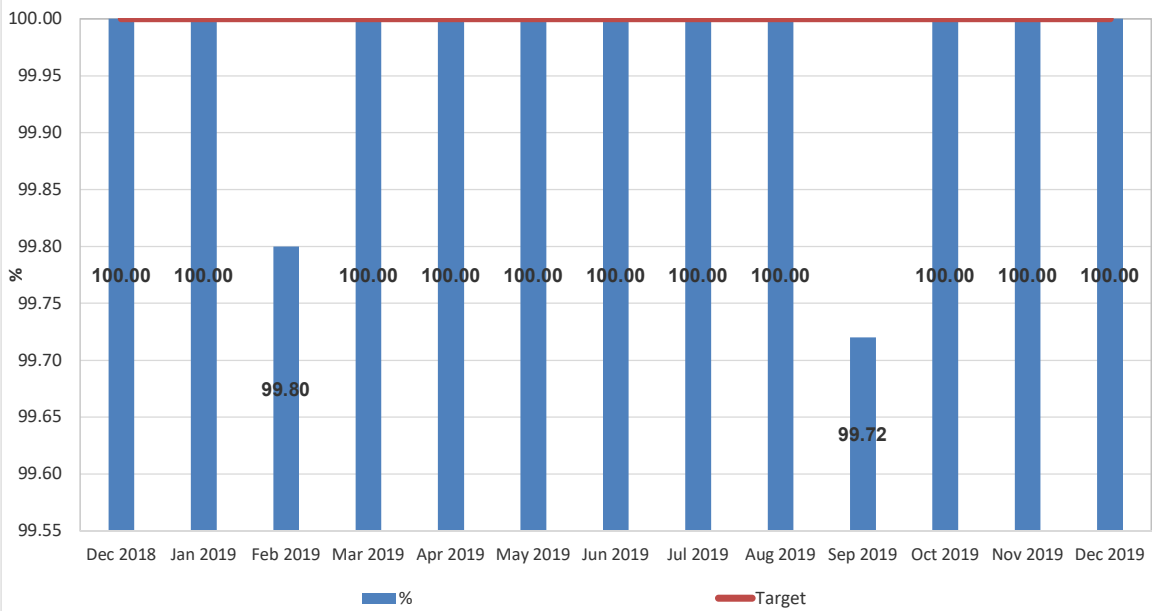
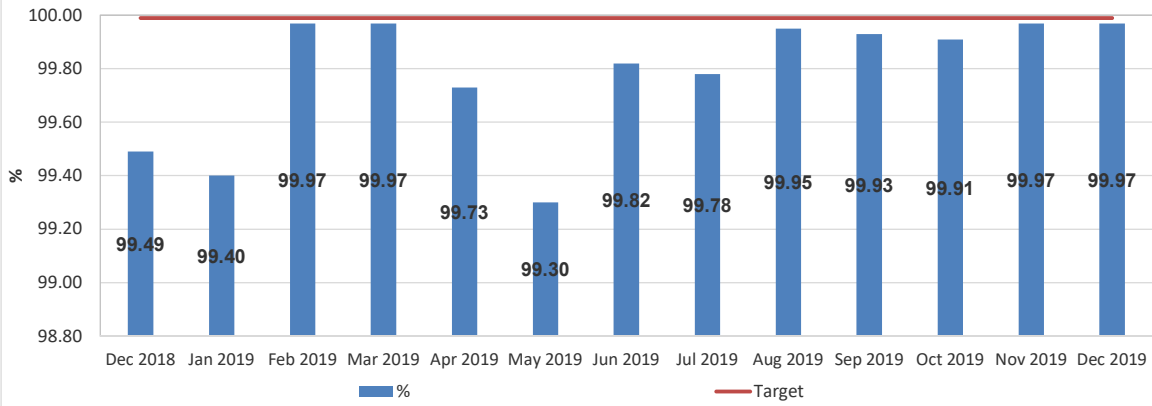
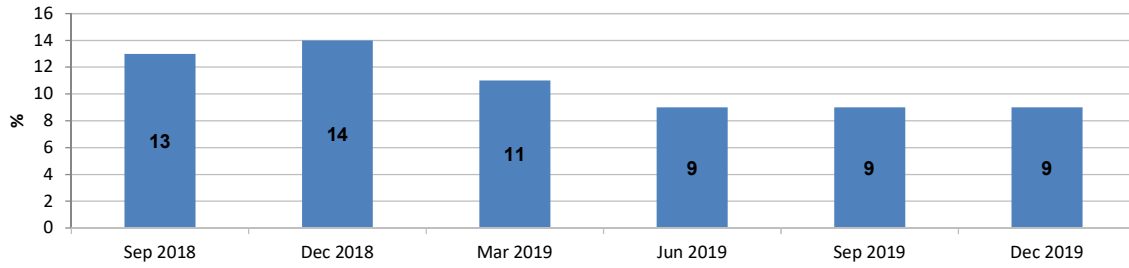
HR and ICT

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INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Cost of agency staff as a percentage of the total pay-bill	N/A	N/A	With effect from 1st October 2019, the out-turn for this measure <i>excludes</i> WCF, meaning the figure will not be comparable to previous years.		
ICT - Local Area Network (LAN) Availability	N/A	N/A	In December, there was 99.97% availability (167,353 hours out of a possible 167,400). Availability in November and December matched 2019's previous-highest levels, which were attained in February and March. Out-turns for each of the last five months of 2019 were in excess of 99.9%.	This indicator details the availability of Local Area Network infrastructure across all sites based on a 24x7x365 business need. Monitoring of network hardware (switches) is achieved via the SolarWinds application. ICT's target is to achieve 99.99% LAN uptime across all sites.	
ICT - Critical Application Availability	N/A	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, namely Framework-1 (Social Care), Symphony (new Library management information system), Jadu (Website), Outlook/Exchange (E-mail), and Lync/Altigen (Telephony). This includes the critical business applications themselves as well as all underpinning infrastructure required to deliver access to the application. The indicator is 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.	

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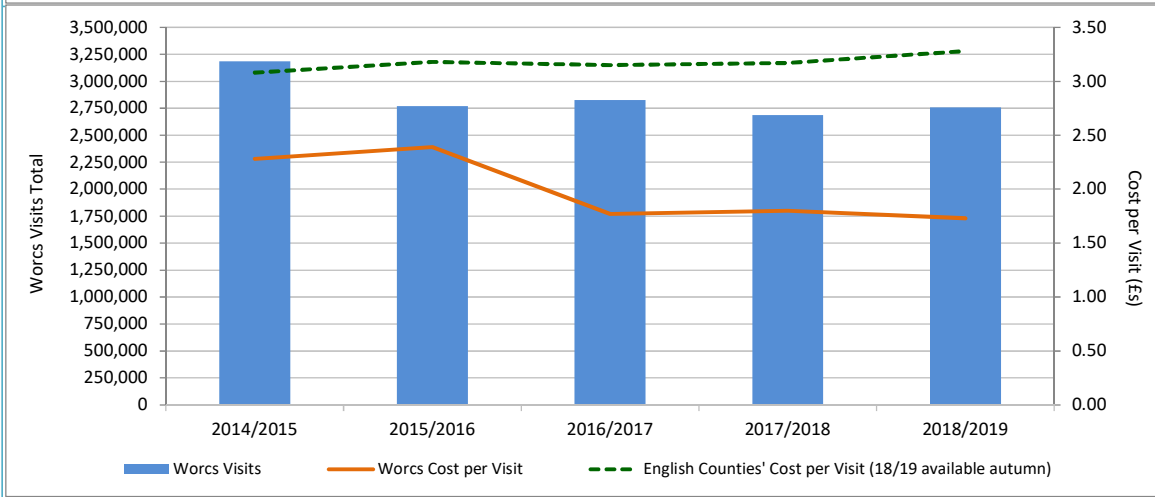
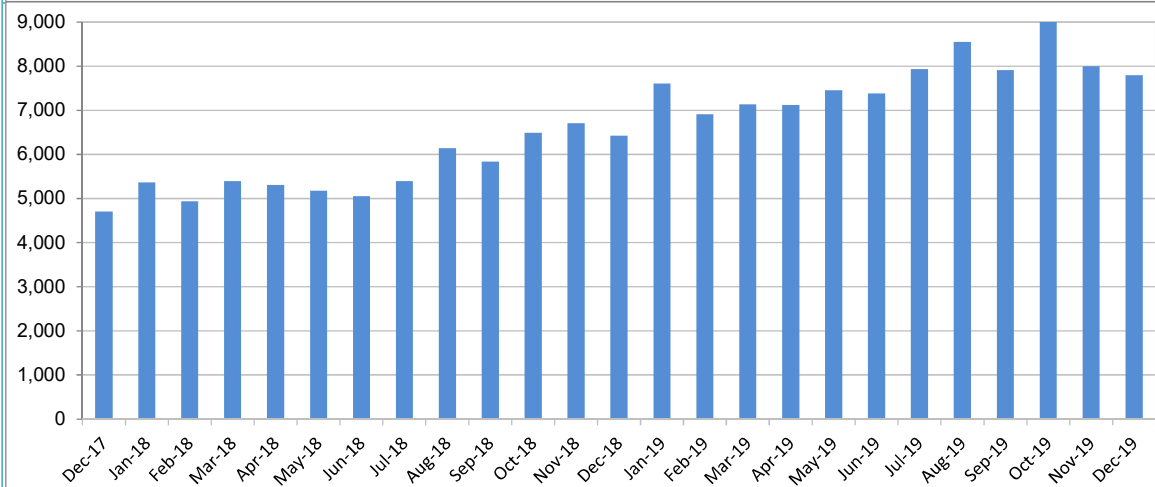
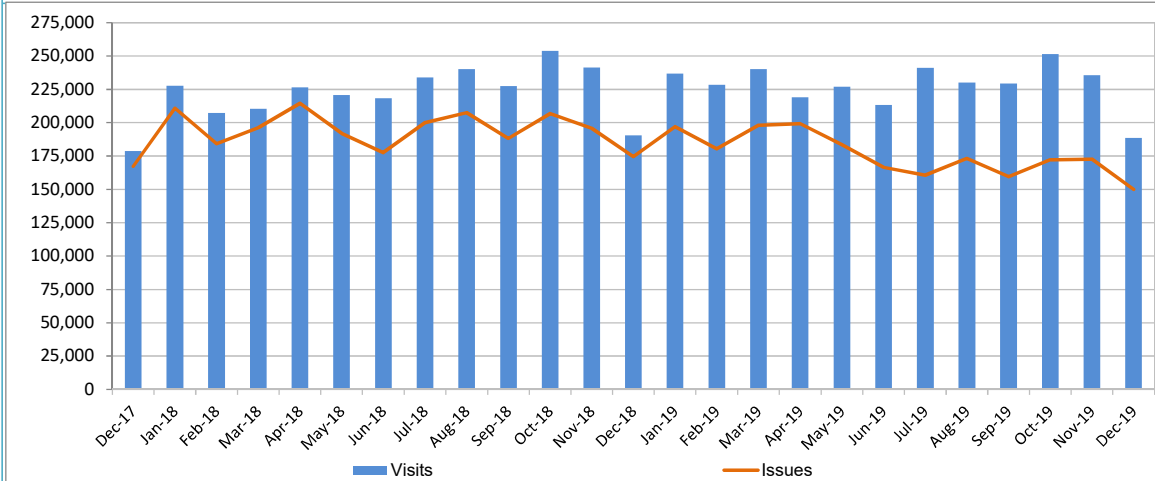


Communities

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits Library Issues	Green Amber	Visits - no noticeable change Issues - Declining	The April-to-December visits total of 2,036,002 was 0.8% below that for the same period in 2018 (2,052,830), the deficit increasing from 0.5% during Quarter 3. The change in library management system in July required a pause in the purchasing of new titles and is likely to have exacerbated the customary summer drop in issues, but Quarter 3 figures have stabilised as new stock has become available.	Events, activities, adult learning courses, and social-connecting group meetings are all being publicised in libraries, on-line, on social media, and in the local press. Issues reports, which include reporting of the use of specific book collections (e.g. Books on Prescription) and stock-management reports for managers continue to be produced and performance-review meetings with stock suppliers are in place.	Following Cabinet approval of the proposed Library Strategy in mid-December 2019, the next phase of the Service's transformation begins in January and will focus on ensuring a future-fit service by supporting the implementation of the five- year Library Strategy and its five key Strategic Ambitions.
Library Issues: E-books, E-audio books, e-magazines	--	E-issues increasing	This indicator helps monitor the impact of reviews of the e-book, e-audiobook, and e-magazine offers. Between 1st April and 31st December, issues of all e-stock (71,499) were up 36% compared with the total for April to December 2018 (52,556). E-audiobook issues (25,638) rose by 37.8%, whilst the total of issues of e-magazines (22,578) was more than 2¼ times that for the same period in 2018 (9,757).	Information displays in libraries and links on the service's corporate website pages are being used to promote the e-lending service and e-stock.	As in previous years, reviews of the range of e-book, e-audiobook, and e-magazine titles on offer will be undertaken with suppliers. Where possible, additional copies of popular e-books and e-audiobooks will be sought.
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 upon publication by CIPFA of the 2018/2019 Annual Public Library Statistics, which is likely to be in early-December.

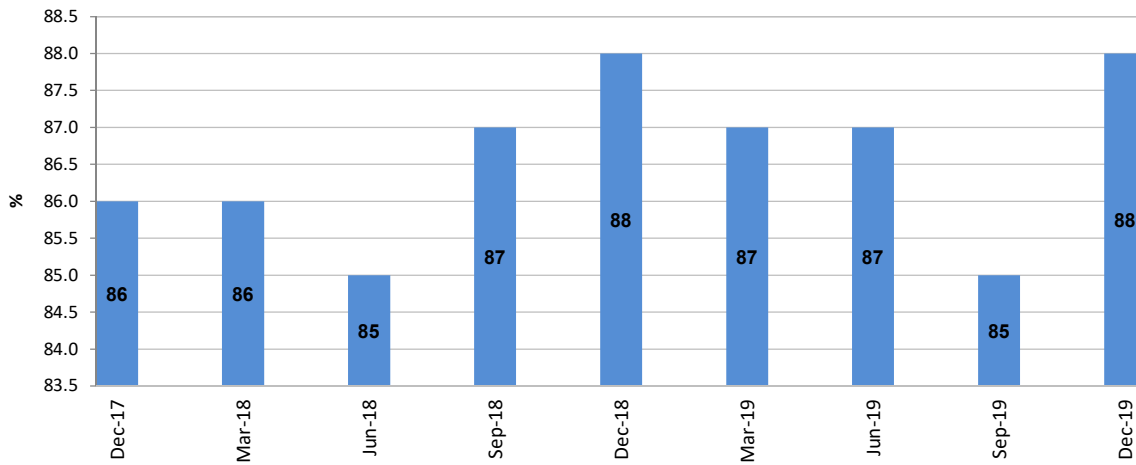
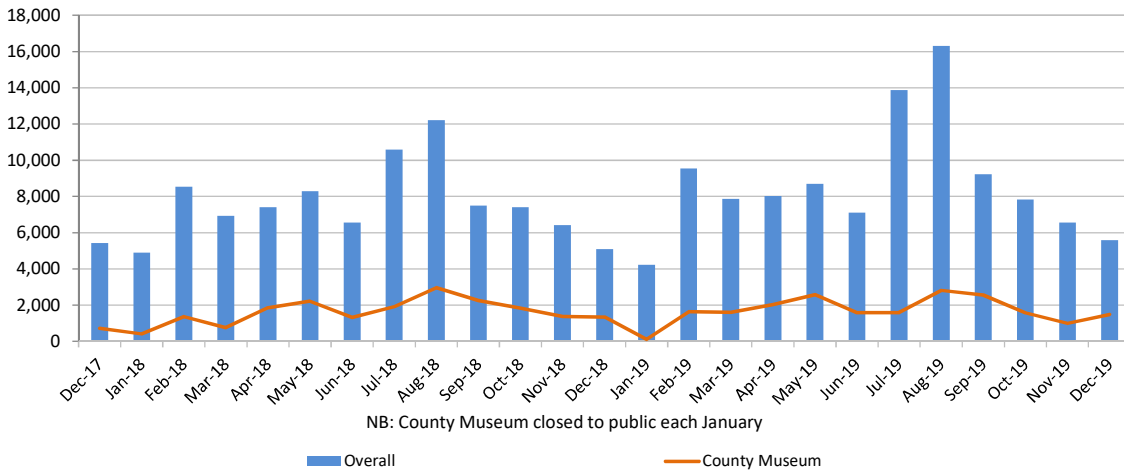
Communities

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INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Museum Visits	Green	Museums Worcs overall visits increasing County Museum visits increasing	Visits in 2019 (104,838) were up 14.8% on the 2018 total of 91,786, with increases of 25.8% at Worcester City Museum and Art Gallery (MAG) and 4.8% at County Museum, but a 13.2% decline at The Commandery. The overall visits total after three quarters of the current financial year (83,190) equates to 89.4% of the final 2018/2019 financial-year figure, which was 93,070.	As is customary, County Museum and The Commandery are closed throughout January, facilitating buildings and collections maintenance, but MAG is open as normal and all three museums are publicising their 2020 events, activities, learning, and outreach programmes.	2020's 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. Museums' roles in major events (e.g. 'Love Worcester' Heritage Festival in February) will showcase museums and the county's cultural offer.
Countryside Standards Achieved	Green	No noticeable change	In Quarter 3, there was a three-percentage-point rise in standards met, planned improvements works complementing additional repairs to isolated instances of summer vandalism. Performance is back at the level of 2018/19 Quarter 3. Standards cover 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 is being 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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18 March 2020

Quarter 3 2019/20
Financial Update

Q3 Forecasted Position – Commercial and Commissioning

Service	2019/20 Gross Budget	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
					Transfer to Capital	Proposed Withdrawal from Reserves / Grants	Proposed C/Fwds		
COACH - Management	1,303	1,303	1,207	(97)	0	0	(97)	(194)	-14.9%
Legal and Democratic Services	5,271	6,146	6,133	(13)	(17)	(5)	94	59	1.0%
CIMU	832	(9)	62	71		(100)		(29)	322.2%
Commercial Team	2,815	2,711	2,880	170	0	(234)	(1)	(65)	-2.4%
Property Services	10,369	8,289	8,629	341	(35)	(669)	0	(363)	-4.4%
HR	5,415	3,962	4,003	41	0	(150)	11	(98)	-2.5%
Service Transformation (Customer Servs,ICT)	8,571	7,747	7,917	171	(220)	13	0	(35)	-0.5%
Content and Communications	1,023	1,023	1,021	(2)	0	0	0	(2)	-0.2%
Programme Office	428	(1)	442	442	79	(521)	0	0	0.0%
Recharges to other Directorates	(26,565)	(26,565)	(26,565)	0				0	0.0%
Commercial and Commissioning	9,464	4,607	5,728	1,125	(193)	(1,666)	7	(727)	-15.8%

Key Headlines – Commercial and Commissioning

- The overall forecast is an underspend of £727k (15.8%)
- Improvement of £90k since Q2
- Key variances are:
 - In year savings relating to the Talent Programme
 - Pension strain costs in legal & democratic services
 - Reduction in property services contract costs
 - Recruitment costs relating to AD posts within legal services and ICT

Q3 Forecasted Position – Communities

Service	2019/20 Gross Budget	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
					Transfer to Capital	Proposed Withdrawal from Reserves / Grants	Proposed C/Fwds		
Community Services Management including Community Solutions Fund	267	267	258	(9)	0	0	0	(9)	-3.5%
Strategic Libraries and Learning	11,726	6,192	6,109	(83)	0	0	0	(83)	-1.3%
WCC Museum Service	693	577	584	7	0	0	0	7	1.3%
Countryside Greenspace and Gypsies	1,682	548	577	29	0	14	8	51	9.3%
Strategic Music Education	750	19	30	11	0	0	0	11	56.3%
Adult Learning	2,496	898	1,049	151	(31)	(18)	0	101	11.3%
Registration and Coroners	2,110	976	963	(13)	0	0	0	(13)	-1.3%
Archives & Archaeology	3,229	1,553	1,449	(104)	0	0	0	(104)	-6.7%
Trading Standards	638	347	347	0	0	0	0	0	0.0%
Scientific Services	577	262	634	372	0	0	0	372	142.0%
ChS Commissioning and Partnership Function	189	189	2,116	1,926	(200)	(1,726)	0	(0)	0.0%
Communities	24,356	11,829	14,116	2,287	(231)	(1,731)	8	334	2.8%

Archives & Archaeology, Adult Learning, Trading Standards and Scientific Services are now being reflected in this Scrutiny Panel in line with CMR responsibilities

Key Headlines – Communities

- The overall forecast is an overspend of £334k (2.8%)
- Key variances are:
 - Underspend in libraries relating to a review of Hive salary and accommodation costs
 - Gypsy service increased water bills
 - Adult Learning service overspend relating to course delivery and reduction in income-generating courses
 - Redundant building costs related to a vacant greenspaces site
 - Archaeology service are forecasting additional income for delivery of services
 - Scientific services have an in-year overspend due to one-off costs associated with ending the service

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Directorate	Scrutiny	Service Area	20/21 £'000
People	Adult Care and Well-being	Adult Social Care	130,676
People	Adult Care and Well-being	Provider services	9,299
People	Corporate & Communities	Community leadership	204
People	Corporate & Communities	Strategic Libraries & Learning	4,955
People	Corporate & Communities	Museums Service	636
People	Corporate & Communities	Greenspace & Gypsy Services	500
People	Corporate & Communities	Archives & Archaeology	1,525
People	Corporate & Communities	Skills & Investment including Adult learning	414
People	Corporate & Communities	Registration & Coroner Services	872
People	Corporate & Communities	Public Analyst & Scientific Advice	67
People	Corporate & Communities	Trading Standards	183
People	Children & Families	SENDIASS	95
People	Children & Families	Childrens Commissioning and Partnership	349
People	Children & Families	Historic Chs	1,663
People	Children & Families	Childrens S75	1,604
		Total People Services	153,043
WCF	Children's	WCF Contract including grants	100,214
E&I	Economy & Environment	Business Administration and Systems	-375
E&I	Economy & Environment	Strategic Land & Economy	1,116
E&I	Economy & Environment	Major Projects	35,460
E&I	Economy & Environment	Highways & PROW	7,144
E&I	Economy & Environment	Transport	11,114
E&I	Economy & Environment	Planning & Regulation	908
E&I	Economy & Environment	Network Control	567
		Total Economy & Infrastructure	55,933
COACH	Corporate & Communities	COaCH Management	266
COACH	Corporate & Communities	Commercial Team	258
COACH	Corporate & Communities	Technology Team	504
COACH	Corporate & Communities	Legal & Democratic Services	5,163
COACH	Corporate & Communities	Property Services Function	715
COACH	Corporate & Communities	Programme Office Function	43
		Total Commercial and Change	6,947
Finance	Corporate & Communities	Whole Organisation including Minimum Revenue Provision (MRP)	28,619
Finance	Corporate & Communities	Finance Service	1,127
CEX	Corporate & Communities	Chief Executive	470
CEX	Corporate & Communities	HR, OD & Engagement	478
CEX	Corporate & Communities	Remaining Cross Council Savings to be allocated	-1,692
		Total Chief Executive Unit	29,002
		Total	345,139

Scrutiny	Directorate	Service Area	20/21 £'000
Adult Care and Well-being	People	Adult Social Care	130,676
Adult Care and Well-being	People	Provider services	9,299
		Total Adult Care and Well-being Scrutiny	139,975
Corporate & Communities	People	Community Services Leadership	204
Corporate & Communities	People	Strategic Libraries & Learning	4,955
Corporate & Communities	People	Museums Service	636
Corporate & Communities	People	Greenspace & Gypsy Services	500
Corporate & Communities	People	Registration & Coroner Services	872
Corporate & Communities	People	Archives & Archaeology	1,525
Corporate & Communities	People	Skills & Investment including Adult learning	414
Corporate & Communities	People	Public Analyst & Scientific Advice	67
Corporate & Communities	People	Trading Standards	183
Corporate & Communities	COACH	COaCH Management	266
Corporate & Communities	COACH	Commercial Team	258
Corporate & Communities	COACH	Technology Team	504
Corporate & Communities	COACH	Legal & Democratic Services	5,163
Corporate & Communities	COACH	Property Services Function	715
Corporate & Communities	COACH	Programme Office Function	43
Corporate & Communities	Finance	Whole Organisation including Minimum Revenue Provision (MRP)	28,619
Corporate & Communities	Finance	Finance Service	1,127
Corporate & Communities	CEX	Chief Executive	470
Corporate & Communities	CEX	HR, OD & Engagement	478
Corporate & Communities	CEX	Remaining Cross Council Savings to be allocated	-1,692
		Total Corporate and Communities Scrutiny	45,306
Children & Families	WCF	WCF Contract including grants	100,214
Children & Families	People	SENDIASS	95
Children & Families	People	Childrens Commissioning and Partnership	349
Children & Families	People	Historic Children's Services	1,663
Children & Families	People	Childrens S75 (part of Public Health)	1,604
		Total Children and Families Scrutiny	103,925
Economy & Environment	E&I	Business Administration and Systems	-375
Economy & Environment	E&I	Strategic Land & Economy	1,116
Economy & Environment	E&I	Major Projects	35,460
Economy & Environment	E&I	Highways & PROW	7,144
Economy & Environment	E&I	Transport	11,114
Economy & Environment	E&I	Planning & Regulation	908
Economy & Environment	E&I	Network Control	567
		Total Economy & Environment Scrutiny	55,934
		Total	345,139

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 MARCH 2020

WORCESTERSHIRE COUNTY COUNCIL ENERGY PURCHASING ARRANGEMENTS

Summary

1. The Chairman of the Panel will provide an update on the progress made in respect of the Council's energy purchasing arrangements.

Background

2. At its November 2019 meeting, the Economy and Environment Overview and Scrutiny Panel picked up through its quarterly in-year budget and performance monitoring, that the price paid by the Council per KWH for street lighting energy seemed high. It was therefore suggested that the Council's energy purchasing arrangements should be considered by the Corporate and Communities Overview and Scrutiny Panel.
3. Accordingly, it was agreed by the Overview and Scrutiny Performance Board at its meeting on 28 November 2019 that the Council's energy purchasing arrangements would be added to the Work Programme of the Corporate and Communities Overview and Scrutiny Panel for consideration.
4. At its meeting on 10 December 2019, the Panel considered a report which provided an update on developments relating to the Council's energy purchasing arrangements and the background to the current arrangement.
5. Due to the complexity of this issue, the Panel decided that more detailed information was needed, and it was agreed that Councillors Kent, Raine and Morris would carry out this work and report back to the Panel.
6. The Panel received an update on the preliminary work carried out at its January meeting. It was noted that as part of this work, that the Members working on this issue would wish to meet with the Strategic Director for Commercial and Change, the Assistant Director for Legal and Governance, the Chief Accountant, the relevant Procurement Officer and the Councils Cabinet Members on the Board of West Mercia Energy and that meetings would be arranged accordingly.

Purpose of the Meeting

7. The Panel will receive a verbal update from the Chairman of the Panel as to how the work of the Member Task Group is progressing.

Contact Points

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 Democratic Governance and Scrutiny Manager (Interim Monitoring Officer), the following are the background papers relating to the subject matter of this report:

Agenda and Minutes of the Economy and Environment Overview and Scrutiny Panel dated 21 November 2019

Agenda and Minutes of the Overview and Scrutiny Performance Board dated 28 November 2019

Agenda and Minutes of the Corporate and Communities Overview and Scrutiny Panel dated 10 December 2019 and 24 January 2020

[Reports and Minutes available on Council's website here](#)

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 MARCH 2020

WORK PROGRAMME 2019/20

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 2019/20 Work Programme has been developed by taking into account issues still to be completed from 2018/19, 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 12 September 2019.

Dates of Future Meetings

- 2 June 2020
- 21 July 2020
- 9 September 2020
- 18 September 2020
- 18 November 2020

Purpose of the Meeting

The Panel may wish to consider the 2019/20 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 2019/20

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 Democratic Governance and Scrutiny Manager (Interim Monitoring Officer), the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of Council on 12 September 2019 - available on the Council website [here](#)
- Agenda and Minutes of OSPB on 24 July 2019 - available on the Council website [here](#)

APPENDIX 1

2019/20 SCRUTINY WORK PROGRAMME: Corporate and Communities Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
18 March 2020	Performance and In Year Budget Monitoring Period 9/Quarter 3 (October -December 2019)		
	Progress Monitoring of the Organisational Change programme.		
	Worcestershire County Council Energy Purchasing Arrangements	10 December 2019	Referred from Economy & Environment Overview and Scrutiny Panel 11 September 2019
	Customer Relationship Management (CRM) system for councillors		Referred from Economy & Environment Overview and Scrutiny Panel 11 September 2019
2 June 2020	Commissioning including the Development of the Procurement Strategy	23 October 2018 13 March 2019 3 September 2019	Report to include detail about how contract specifications are developed and monitored and KPI's
	Council's Apprenticeship Strategy		Referred to in Care Work as a Career Scrutiny Task Group, January 2020.
	Council's Energy providers and costs. Report back from task group		

21 July 2020	Performance and In Year Budget Monitoring (Outturn 2019/20)/Quarter 4 (January-March 2020)		
	Councillors Divisional Funding		Annual Report.
9 September 2020	Performance and In Year Budget Monitoring - Quarter 1 (April to June 2020)		
9 September 2020	The County Council's Talent Programme		Referred from OSPB in November 2019
18 November 2020	Performance and In Year Budget Monitoring - Quarter 2 (June-September 2020)		
January 2021	Corporate Complaints and Compliments system – annual report	3 September 2019 10 December 2019	
Possible Future Items			
TBC	Adult Education service – revenue raised and how it is being utilised	n/a	
TBC	Communications – How we ensure residents have easy access and we communicate service levels? WCC brand and the postal service.	n/a	
TBC	County Hall – is it fit for purpose? Value for Money? Usage?		

TBC	Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County?	n/a	
TBC	Feedback and Progress on the Maximising Income Generation session (March 2019) including fees and charges	22 May 2018 22 January 2019	
TBC	Gypsy service – an update		
TBC	IT enhancements and progress.		
TBC	Liberata	n/a	
TBC	Place Partnership		
TBC	Information sharing with District Councils		
TBC	Re-commissioning of the customer services contract (Civica)		
TBC	The Council's process for handling Freedom of Information (FOI) and Subject Access requests (SAR) and how the Council complies with the General Data Protection Regulations (GDPR)		
TBC	Trading Standards		

TBC	Volunteering	n/a	
TBC – July?	Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy (RIPA)	n/a	
Standing Items	Performance Management Quality Assurance Budget Scrutiny Councillors Divisional Funding Scheme	Jan/March/July/Sept/Nov Annually	