

Agenda

Corporate and Communities Overview and Scrutiny Panel

Wednesday, 9 September 2020, 10.00 am

Due to the current COVID-19 pandemic, Worcestershire County Council will be holding this meeting in accordance with the relevant legislative arrangements for remote meetings of a local authority. For more information please refer to: Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Please note that this is a public meeting, conducted remotely by videoconferencing between invited participants and live streamed for general access via a link on the Council's website to the Council's [You Tube Channel](#)

The Agenda papers and background papers can be accessed electronically on the Council's website. Members of the public and press are permitted to report on the proceedings.

All County Councillors are invited to attend and participate

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, 9 September 2020, 10.00 am, Online only

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 8 September 2020). Enquiries can be made through the telephone number/e-mail address below.</i> | |
| 4 | Confirmation of the Minutes of the Previous Meeting | |
| 5 | Freedom of Information and Subject Access Request processes and Council Compliance with Data Protection legislation | 1 - 6 |
| 6 | The County Council's Commissioning Arrangements | To Follow |
| 7 | Performance and In-Year Budget Monitoring | 7 - 38 |
| 8 | Work Programme 2020-21 | 39 - 44 |

Agenda produced and published by the Assistant Director for 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, 1 September 2020

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 9 SEPTEMBER 2020

FREEDOM OF INFORMATION AND SUBJECT ACCESS REQUEST PROCESSES AND COUNCIL COMPLIANCE WITH DATA PROTECTION LEGISLATION

Summary

1. The Corporate and Communities Overview and Scrutiny Panel are asked to consider a report on the processes used by the Council to manage requests for information made under both freedom of information and data protection legislation, and to provide an overview on how the Council complies with data protection legislation (primarily the General Data Protection Regulation (GDPR) and Data Protection Act 2018).
2. The Cabinet Member with Responsibility for Transformation and Commissioning and the Strategic Director of Commercial and Change have been invited to attend the meeting to update the Panel.

Background

3. This report was requested by the Panel having been identified as a matter of interest in the Panel's work programme.
4. Under the Freedom of Information Act (FOI), people can make a request for any information held by the Council; the Environmental Information Regulations (EIR) provides a broadly similar access route for environmental information.
5. Under data protection legislation (DP), primarily the General Data Protection Regulation and the Data Protection Act 2018, individuals have rights in relation to the information the Council holds about them. This includes the right to be provided with a copy of the information the Council holds about them (a 'subject access request').
6. While the Council has to process and consider each request we receive, the Council does not always have to provide the requester with the information we hold as there are exemptions and exceptions which means we do not always provide the requester with the information they are seeking. For example, personal data (information about individuals) would not usually be included in a response to a FOI request which puts the information into the public domain.

Issues for the Panel to Consider

Freedom of Information and Environmental Information requests

7. Valid requests – Requests can be made to any Council officer and they do not need to mention the legislation, they do need to ask for 'recorded information' and the

requester needs to provide a name. FOI requests need to be put in writing, EIR requests can be made verbally.

8. Timescales - Both types of request have to be answered within 20 working days commencing the day after the request is received.

9. Charges - In FOI, fees can be charged for any hours it will take to respond to a request over the 'appropriate limit' rather than refuse the request (requests can be refused if they will take more than 18 hours to find, extract, and collate the relevant information). However, the first 18 hours cannot be charged for, and the fees notice must be issued before the work is completed.

10. Process for answering requests – Requests are coordinated by the Corporate Information Management Unit (CIMU), part of IT & Digital. They are centrally logged, assessed and allocated to the relevant Directorate or service area Information Access Coordinator (IAC) with any relevant advice about how to identify, collate, and respond to the requester.

11. Request Management System – An in-house built request management system, Veritas, is used to manage all FOI and EIR requests and people can make a request directly into the system from the Council's website. The system then manages the whole request process from beginning to end, tracking who has been asked to find information, facilitating the supply of the information to the relevant IAC so the appropriate response can be drafted, to the final response to the request and any disclosure of information requested. The system includes a series of template letters to assist consistent and compliant responses across the whole Council and includes facilities to record requests for internal review of our responses and any subsequent referral to the Information Commissioner's Office (ICO).

12. The Council have received the following numbers of requests for information under FOI and EIR:

| Year | Measure | Adult Services | Children's Services / WCF | CIMU* | Commercial and Change | Economy & Infrastructure | Public Health | Total |
|---------|------------------------------|----------------|---------------------------|-------|-----------------------|--------------------------|---------------|-------|
| 2018-19 | No. of Requests | 139 | 318 | 296** | 323 | 438 | 36 | 1550 |
| | Percentage completed on time | 91.4% | 69.2% | 88.9% | 69.3% | 94.1% | 94.4% | 82.6% |
| | Unique Requesters | | | | | | | |
| 2019-20 | No. of Requests | 125 | 278 | 57 | 400 | 595 | 35 | 1490 |

| | | | | | | | | |
|------------------------|-------------------------------------|-------------|-------|-------|-------|-------|-------|--------------|
| | Percentage completed on time | 92.0% | 86.7% | 86.0% | 82.5% | 98.5% | 80.0% | 90.5% |
| | Unique Requesters | 1019 | | | | | | |
| 2020-21 to date | No. of Requests | 34 | 45 | 25 | 105 | 134 | 9 | 352 |
| | Percentage completed on time | 85.3% | 71.1% | 96.0% | 78.1% | 99.3% | 88.9% | 87.5% |
| | Unique Requesters | 280 | | | | | | |

* These are usually requests where the scope covers multiple IACs, or further information is required to enable us to process the request.

** This figure for 2018-19 is the result of mis-recording by staff in CIMU

13. Rather than record the actual time taken to complete requests as this can be difficult to do with any certainty when several people are involved in responses (including staff from CIMU, IACs and the actual business areas), requests are categorised into one of three categories of time taken to complete the request:

| Year | Less than 5 hours | Between 5 and 15 hours | Over 15 hours | Total |
|------------------------|--------------------------|-------------------------------|----------------------|--------------|
| 2018-19 | 1334 | 177 | 39 | 1550 |
| 2019-20 | 1362 | 95 | 33 | 1490 |
| 2020-21 to date | 312 | 24 | 16 | 352 |
| Total | 3008 | 296 | 88 | 3392 |

Subject Access Requests (SARs)

14. Requests can be made to any Council officer and they do not need to mention the legislation and can be made in writing or verbally. The Council needs to verify the identity of the requester, usually by requesting two documents confirming name, address and date of birth. Requests can be made by third parties (e.g. solicitors) if sufficient authorisation is provided. Requests are subject to a timescale of 1 month, commencing the day the request is received, unless it is considered complex or numerous when a further 2-month extension to be timescale can be applied. A fee cannot be charged for SAR requests unless it is assessed as 'manifestly unreasonable' and we decide to process the request rather than refuse the request, or if a request asks for additional copies of information.

15. Requests are centrally coordinated and logged by CIMU who provides advice, guidance, and request specific training to officers who are assigned subject access requests to respond to. In respect of requests for information from education and social services (comprising the majority of requests received), a dedicated team in CIMU completes the end-to-end process for Children’s Services and Worcestershire Children’s First, and the Business Operations Team complete the same for Adult requests.

16. Relevant information is searched for, extracted and then worked through to ensure that any personal data the requester is entitled to receive is identified for disclosure and any information that is subject to an exemption is removed (for example information about other third party individuals). This is then reviewed by the relevant business area to quality check the disclosure before the information is sent to the requester, usually by Royal Mail Special Delivery.

17. The Council have received the following numbers of subject access requests. As we need to validate the identity of the requester before we can process a SAR, some requests do not progress from an enquiry:

| Year | SAR enquiries received | Enquiries progressed to full requests | Total cases completed on time | Percentage completed on time |
|-----------------|------------------------|---------------------------------------|-------------------------------|------------------------------|
| 2018-19 | 221 | 140 | 144 | 65.2% |
| 2019-20 | 227 | 128 | 134 | 59.0% |
| 2020-21 to date | 85 | 43 | 71 | 83.5% |

18. Numbers of enquiries received, their complexity, and their scope are increasing year on year and while this trend was already noticeable, the impact of the General Data Protection Regulation which came into force on 25 May 2018 accelerated this trend. Requests can be extremely time consuming as they need to be carefully processed to ensure that all relevant information is identified, any redactions and exemptions are appropriately applied and checked by the relevant social work contact. Similar to the FOI requests it is very difficult to calculate the actual time taken to complete each request. For these reasons, it is increasingly difficult to complete requests within the statutory timescale with the current allocated resources and processes.

19. CIMU are working with colleagues in IT to develop a system to more effectively manage the SAR and other information sharing requests (for example requests to share data with other organisations) which will enable the requests to be processed more efficiently and keep track of progress.

Impact of Covid-19 on requests

20. Covid-19 has impacted the Council’s ability to respond to requests for information. This is because staff across the Council have been focussed on delivering and supporting the necessary front-line services to support the response to the pandemic, with a consequential delay in providing the necessary input into

responses. The demand for technical and professional advice on information legislation matters has also increased due to the processing being undertaken to support the Covid-19.

Key Data Protection compliance actions

21. Mandatory training for staff – all staff are required to complete mandatory training modules on FOI/EIR and on DP. These modules are required to be completed every two years so staff knowledge and awareness remains current. While the main route for completing this training is through eLearning, the training is made available in other formats to meet staff needs and requirements.

22. Advice, guidance and policy – The Information Governance section of OurSpace (accessible from the front page of OurSpace from the 'Keep Data Safe' button) provides a range of guidance for all staff on FOI, EIR, and DP covering topics like consent, information sharing, and requests for information. The information governance and information access staff in CIMU are available to provide advice on specific matters that arise.

23. Information Asset Register – this formed an integral part of the project to implement the changes GDPR brought in 2018 and now details the information the Council holds across the authority. It is a living document and is subject to regular review including when there are changes in service provision and delivery for example in-sourcing or out-sourcing of services.

24. Privacy Notices are in place and accessible on the Council's website (www.worcestershire.gov.uk/privacy) providing information about the processing of personal data across Council services, including the processing currently being undertaken in response to the Covid-19 pandemic.

25. Joint Impact Assessments – a streamlined and innovative approach has been taken to assist staff to complete necessary Data Protection Impact Assessments (DPIAs) to ensure that data protection is built into the design of processes, systems and improvements. As the DPIA is only one of several impact assessments that need to be completed, a cross-discipline group formed under the Corporate Information Governance Board (CIGB) worked with IT to develop a system that enables staff to complete the screenings and assessments to identify any impact on data protection, equality, health and environmental sustainability in one place. This ensures consistency of completion, reduces the time taken by officers to complete the assessments, and minimises confusion from multiple processes to follow for separate assessments.

Purpose of the Meeting

The Board is asked to:

- consider and comment on the detailed report and determine whether any further information or scrutiny is required at this time; and
- determine whether a regular annual report to the Board on information legislation compliance would be of value.

Contact Points

Specific Contact Points for this report

Andrew Spice, Strategic Director of Commercial and Change

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Sandra Taylor, Assistant Director for IT and Digital

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Alison Spall/Samantha Morris, Overview and Scrutiny Officers

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Background Papers

In the opinion of the proper officer, in this case the Assistant Director for Legal and Governance 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 9 SEPTEMBER 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 Change 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 2020) 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 for Transformation and Commissioning and Communities, the Strategic Director for Commercial and Change, the Strategic Director for People, 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

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 2020/21 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 23 September 2020
 - whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 - Corporate and Communities Performance Information 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 29 January and 22 July 2020.

Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on 24 January and 21 July 2020

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

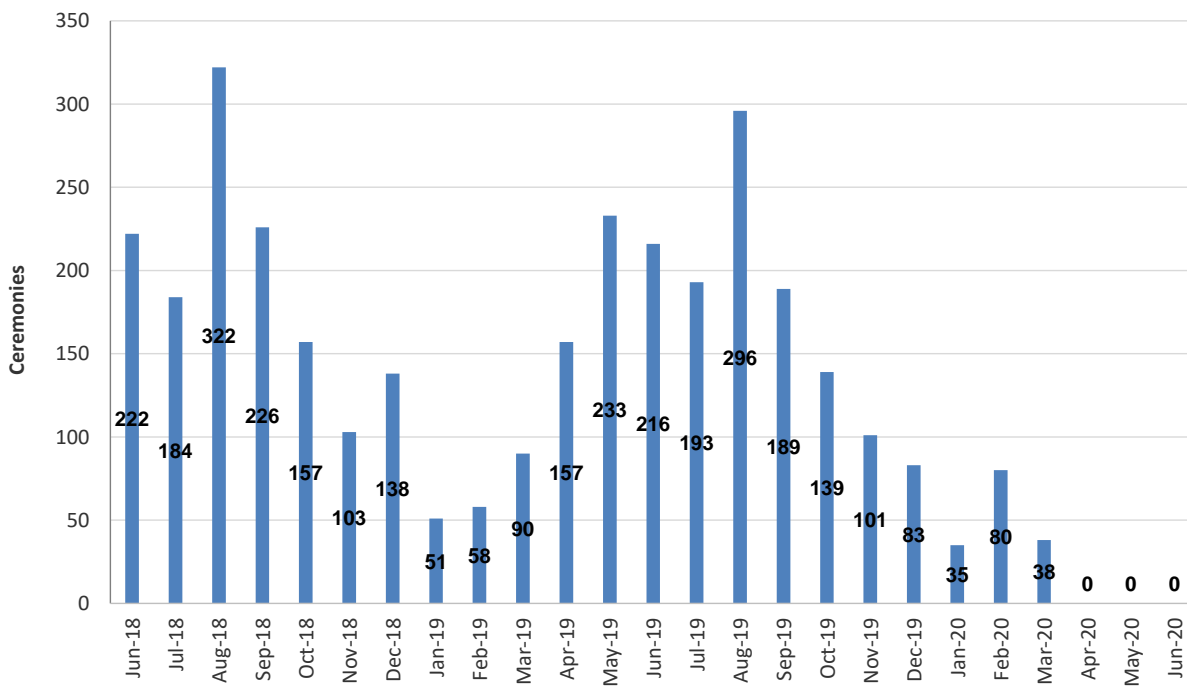
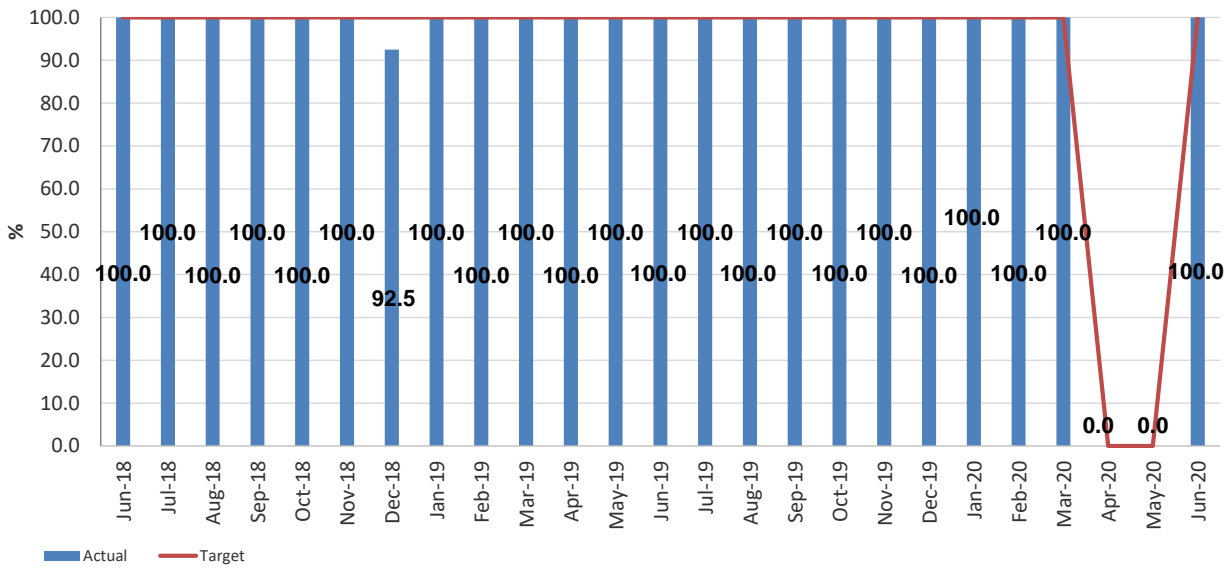
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Registration and Coroner's

| INDICATOR TITLE | RAG | DIRECTION OF TRAVEL | PERFORMANCE DETAILS | CURRENT ACTIVITY | FUTURE ACTIVITY |
|---|-----------|----------------------|---|---|---|
| Birth registration appointments within 5 working days | Green | No Noticeable Change | More than 600 births were registered in the ten days following the resumption of the service on 10th June in line with government's late-May guidance. The Registration Offices at County Hall, Bromsgrove, Redditch, and Kidderminster opened strictly by pre-arranged appointment only. | Additional appointment slots continue to be made available at other locations to cover for the fact that the Malvern and Evesham Registration Offices are unable to re-open (they are situated in libraries that did not re-open until early-July, with access to the Registration Offices not yet possible). | The service will follow all future national guidelines in respect of the registration of births and will continue daily monitoring of appointment availability and the suitability of the arrangements in place to ensure the continued safety of staff and visitors. |
| Ceremonies (marriages and civil partnerships) | No Status | N/A | 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 is set. The ceremonies total for the 2019/2020 financial year was 1,760, down 5.8% compared with the total for 2018/2019 (1,868). Governmental measures to promote social distancing and limit the spread of Covid-19 meant no ceremonies could be held in Quarter 1 of 2020/2021. However, it was announced in late-June that from 4th July, weddings and civil partnership ceremonies with no more than 30 attendees may be held. | We have created for couples an outline of their ceremony taking into consideration the current guidance from central government. | We plan to update our ceremonies guidance as and when any changes to procedures are published nationally. We will be contacting all our couples planning a ceremony for July and August to provide an opportunity to ask any questions and finalise arrangements. |

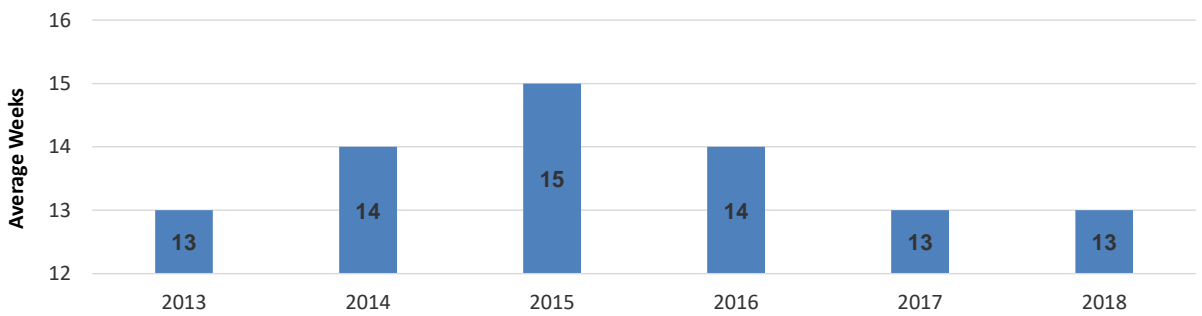
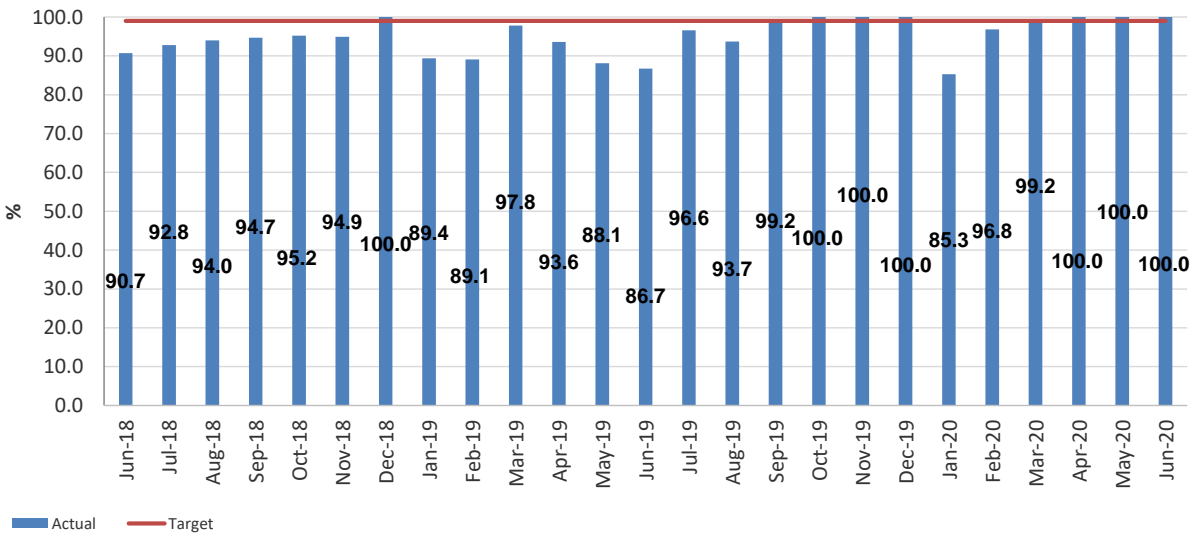
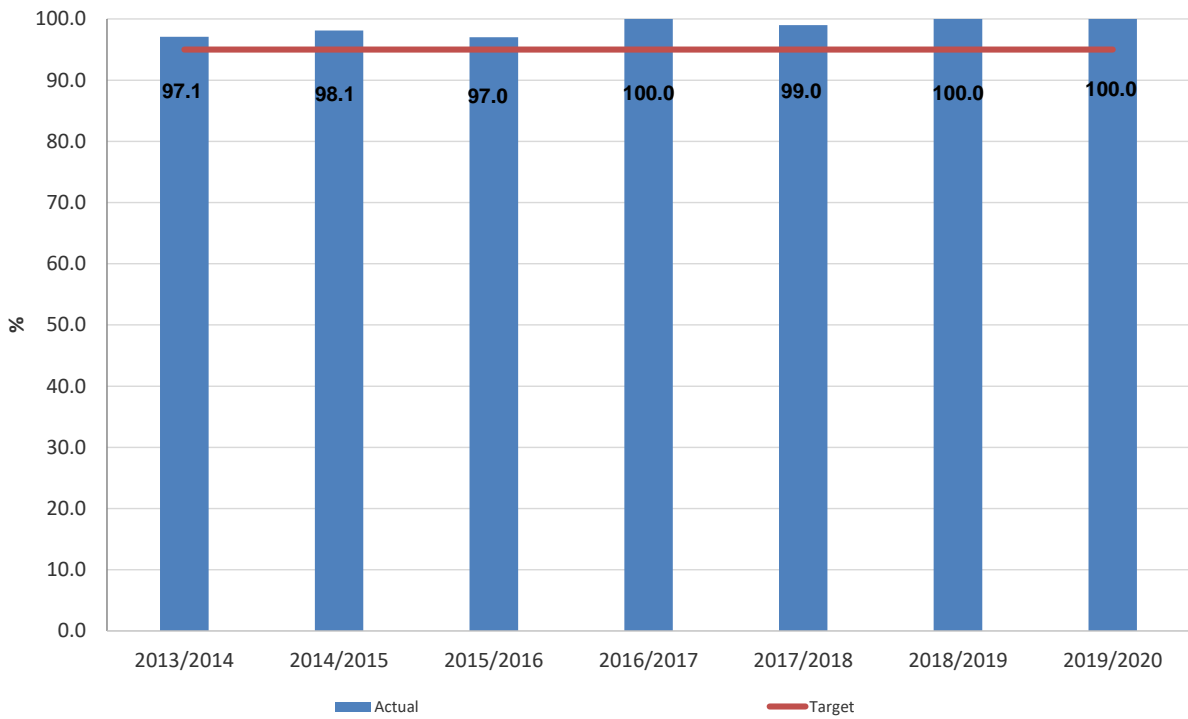
Registration and Coroner's

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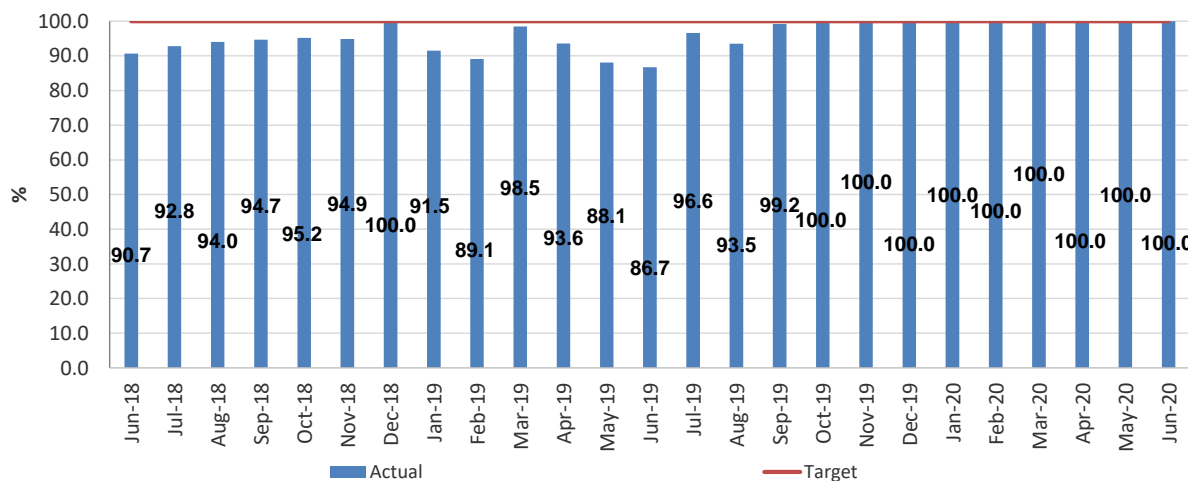
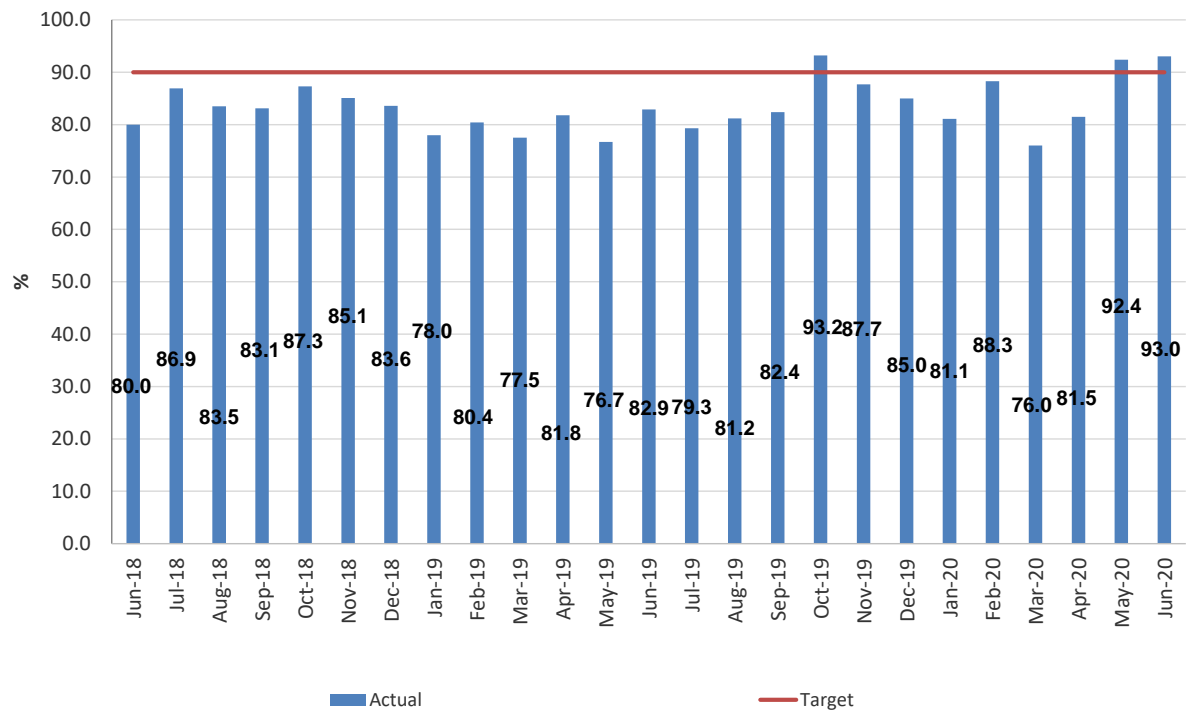
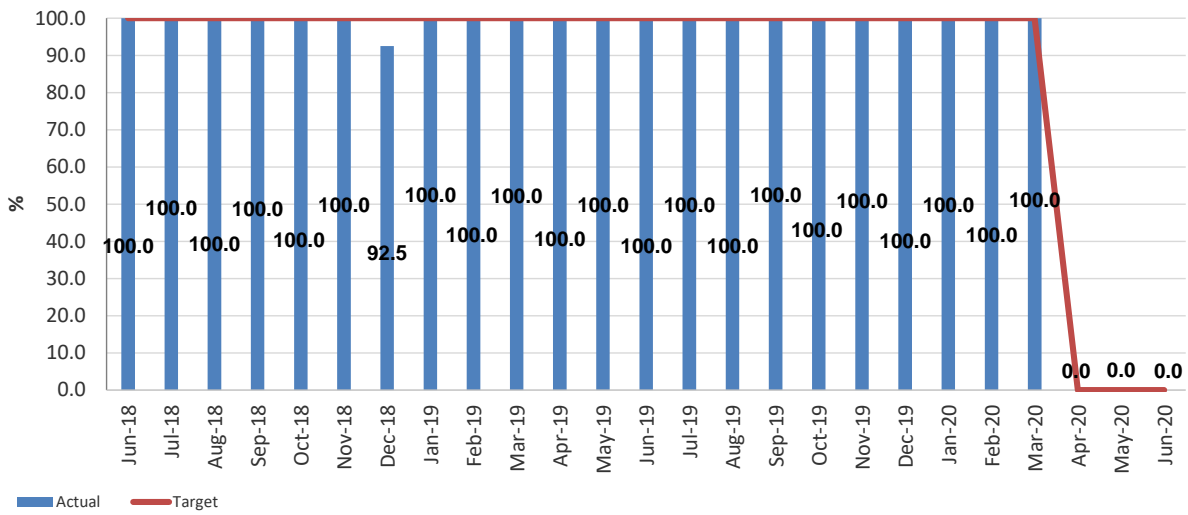
| INDICATOR TITLE | RAG | DIRECTION OF TRAVEL | PERFORMANCE DETAILS | CURRENT ACTIVITY | FUTURE ACTIVITY |
|---|-----------|----------------------|--|--|---|
| Customer Satisfaction | Green | No Noticeable Change | In November 2019, two surveys were carried out by the Registration Service to monitor the views of recent users of the service. The first survey focused on civil partnerships, marriage notices, and registering of births and deaths. The second related to requesting copies of various registration certificates. 93% of people rated the service as 'very good', the remaining 7% rating it as 'good'. The overall 100% satisfaction matches 2018/2019's out-turn, although the 'very good' percentage has risen by one percentage point. | 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. | This year's Customer Survey will be undertaken in the autumn. The confirmed result and detailed report will be received in early-2021. |
| Death registration appointments within 2 working days | Green | Improving | Quarter 1 saw no face-to-face death-registration appointments due to the Covid-19 pandemic. Informants instead booked a telephone appointment. A registrar then called at the chosen time. Forms for funerals were then sent directly to the funeral director, instead of being collected from the registrar. Nobody had to wait more than two days for an appointment and at the end of each working day, there was always next-working-day appointment availability. | Registration of deaths continues to be conducted by telephone until further notice. There are now four telephone lines available solely for death and still-birth registrations. These appointments are booked for either the same day the request is received or the next day, provided all the required information is supplied. There is always appointment availability, but we continue daily monitoring. | The current measures will remain in force pending any national review and amendment. We will continue to monitor local arrangements and appointment availability. |
| 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 | No Status | No Noticeable Change | The issuing of notices of marriage was suspended throughout 2020/2021 Quarter 1. In late-June, the government announced that ceremonies could re-commence early in July, but with groups limited to 30 (including the couple, registrars, witnesses and a photographer). Ceremonies are to be as short as possible, with no singing or playing of musical instruments and hands must be washed before and after exchanging the rings. | Urgent requests, such as those for marriages abroad, are now being carried out and we are currently contacting in date-of-ceremony order the 1,400 couples who had previously booked a ceremony. Co-location of Registration Offices with the libraries at Malvern and Evesham precludes their use as public access to the buildings is currently strictly limited. Appointment-availability at other Registration Offices is, however, being increased to compensate. | The service will follow all future national guidelines in respect of the staging of wedding and civil-partnership ceremonies, including the number of guests, social distancing measures, and suitability and cleaning of premises. |
| Registration of deaths within 5 days | Red | Deteriorating | In June, 301 deaths were registered across the county, the lowest such calendar-month total since last September's, but 23.4% higher than June 2019's 244 and 8.3% higher than the 2015 to 2019 June average of 278. The West Midlands region's total for June was 2,991, the lowest such total since February's, but up 20.4% from 2,485 in June 2019. England's June total (29,328) was also the lowest such total since February's, but up 19% from June 2019's 24,642. Of Worcestershire's June registrations, 93% (280) were completed in five days, above the 90% target, the West Midlands region's 90.4% and England's 80.6%. | Registration of deaths continues to be conducted by telephone until further notice. There are now four telephone lines available solely for death and still-birth registrations. These appointments are booked for either the same day the request is received or the next day, provided all the required information is supplied. There is always appointment availability, but we continue daily monitoring. | The current measures will remain in force pending any national review and amendment. We will continue to monitor local arrangements and appointment availability. |
| Still-birth registration appointments within 2 working days | Green | Improving | The suspension of face-to-face still-birth registrations imposed in March remains in force to support social distancing and prevent the spread of Covid-19, but we are registering still-births as quickly as possible by telephone. In June, as long as the required paperwork was in place, nobody had to wait more than two days for an appointment and at the end of each working day there was always some appointment availability on the next working day. | Registration of still-births continues to be conducted by telephone until further notice. There are now four telephone lines available solely for death and still-birth registrations. These appointments are booked for either the same day the request is received or the next day, provided all the required information is supplied. There is always appointment availability, but we continue daily monitoring. | The current measures will remain in force pending any national review and amendment. We will continue to monitor local arrangements and appointment availability. |

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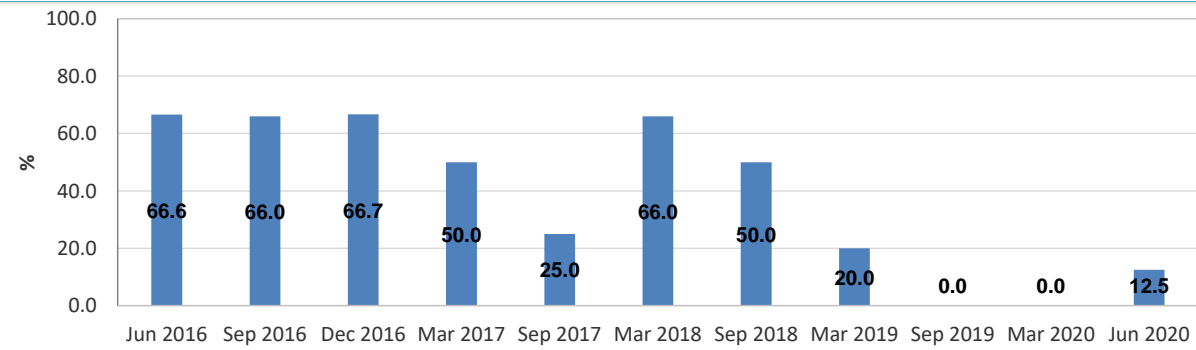
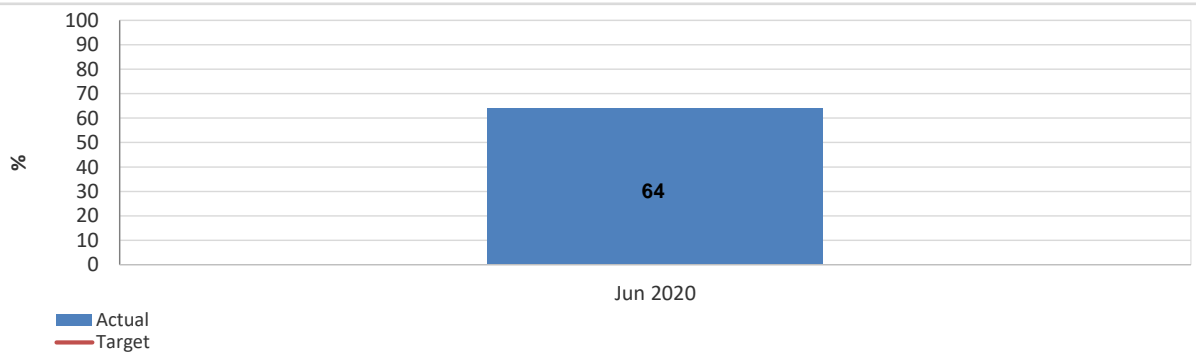
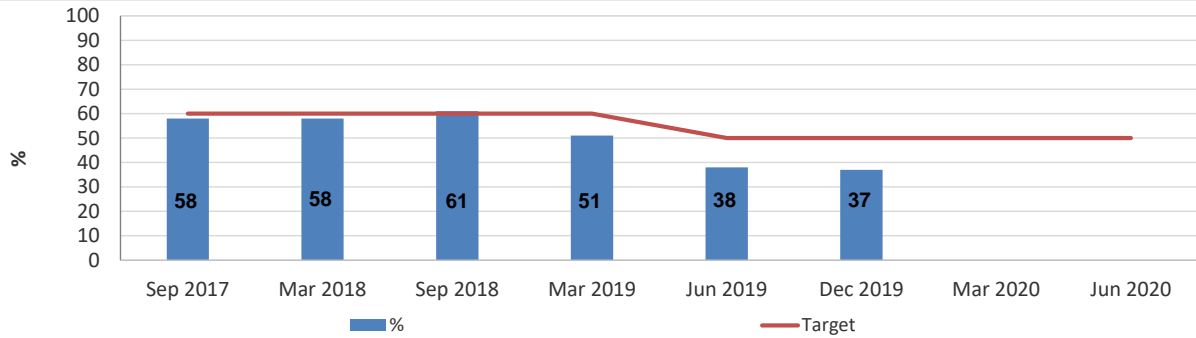
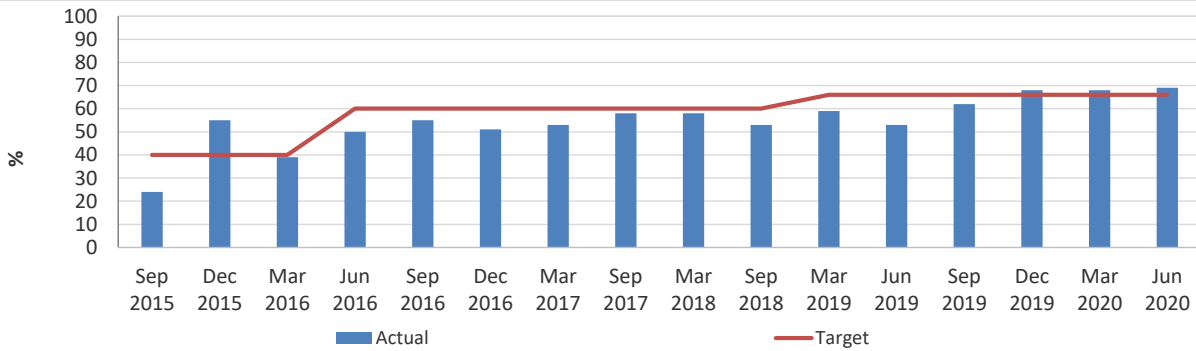
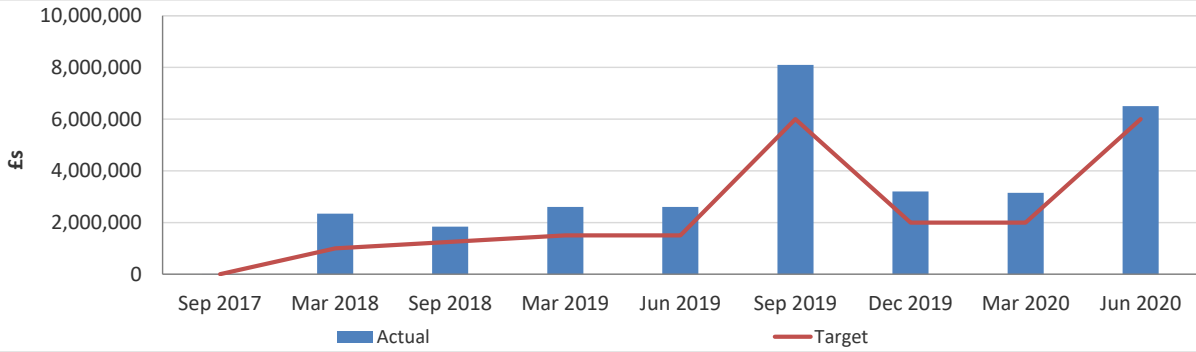


Communications and Consumer Relations

| 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 | Delivering well-above-target performance. Surpassed the annual target of 6m in Q1 (6.5m) | Focus on effective media relations and proactive planning. | Proactive media. |
| Increase proactive engagement with the media | Green | Improving | Performance reached 69% in Q1. The target is now being achieved consistently each quarter | There is an emphasis on proactivity to showcase the County Council. Daily focus, weekly creative brainstorming, increased planning. | Renewed focus on trade media channels. |
| Increasing staff engagement | N/A | No Noticeable Change | No staff survey delivered due to COVID-19 response. | Next survey to be undertaken in Quarter 2. | |
| Compliments received | No Status | N/A | New indicator requested by Scrutiny for inclusion in report from 2020/2021 Q1 onwards. In Q1 WCC received a total of 64 compliments. | | |
| Stage 2 Children's Social Care complaints in 65 days | Red | Improving | Stage 2 investigations are managed by the Consumer Relations Team. One of the statutory stage 2 complaints was completed inside 65 days (57 days) and 7 outside of the 65 day threshold. | 7 complaints completed in more than 65 days (83, 92, 106, 118, 166, 182 and 325 days). Nature of complaints are recorded under set criteria. Nature of complaints include decision making (2), communication (4), staff attitude / behaviour (2). | |

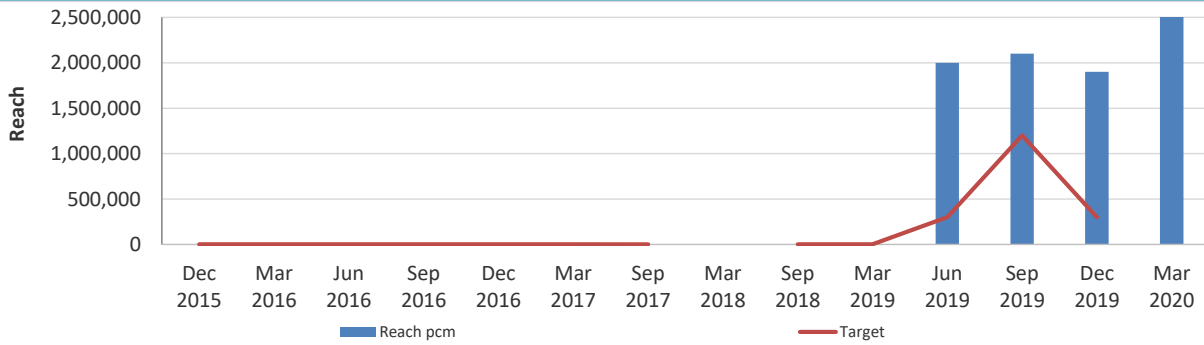
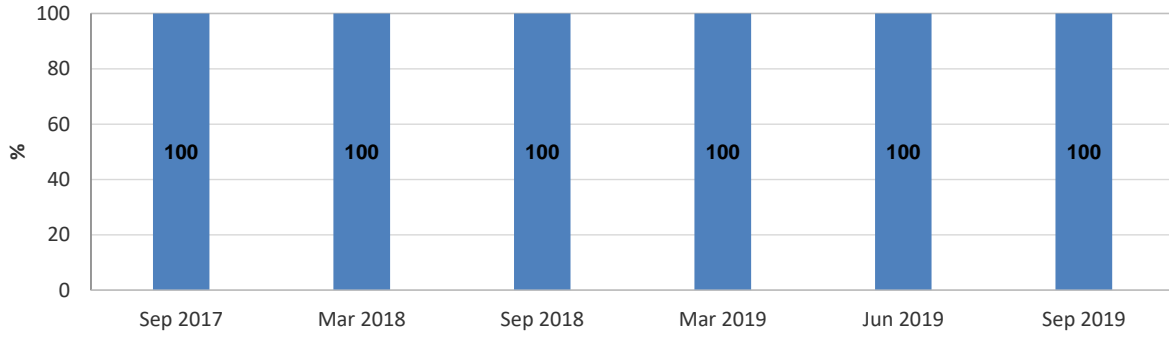
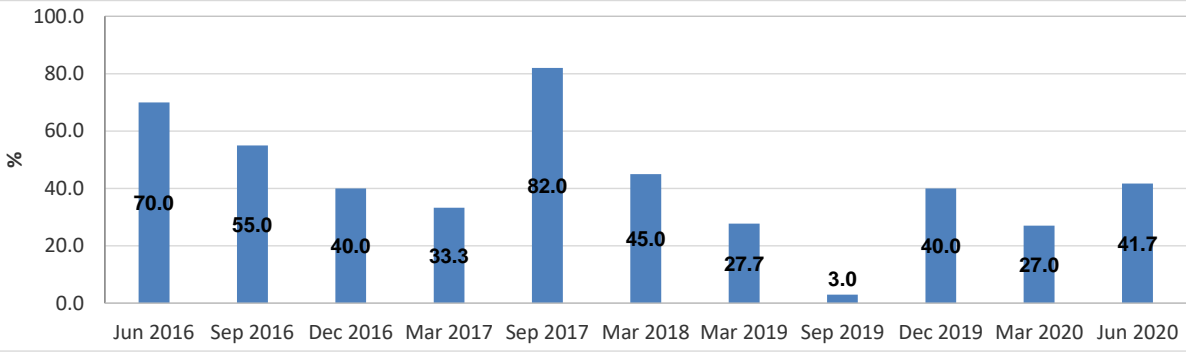
Communications and Consumer Relations

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| INDICATOR TITLE | RAG | DIRECTION OF TRAVEL | PERFORMANCE DETAILS | CURRENT ACTIVITY | FUTURE ACTIVITY |
|--|-------|----------------------|---|---|---|
| Stage 2 corporate complaints in 25 days | Red | Improving | Stage 2 investigations are managed by the Consumer Relations Team. There has been a slight improvement compared with the previous quarter with 5 out of 12 complaints completed within 25 days. | 7 complaints completed in more than 25 days (37, 44, 75, 80, 99, 99, 140 days). Nature of complaints are recorded under set criteria. Nature of complaints include Decision making, standard of service, transport, communications. | 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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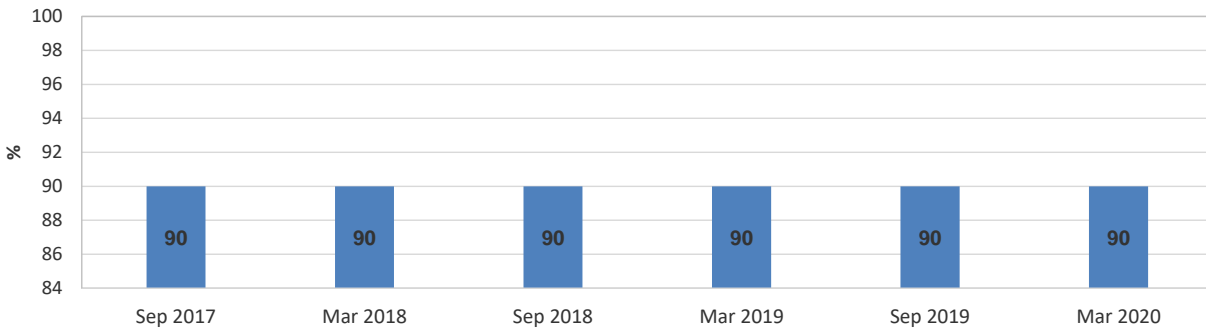
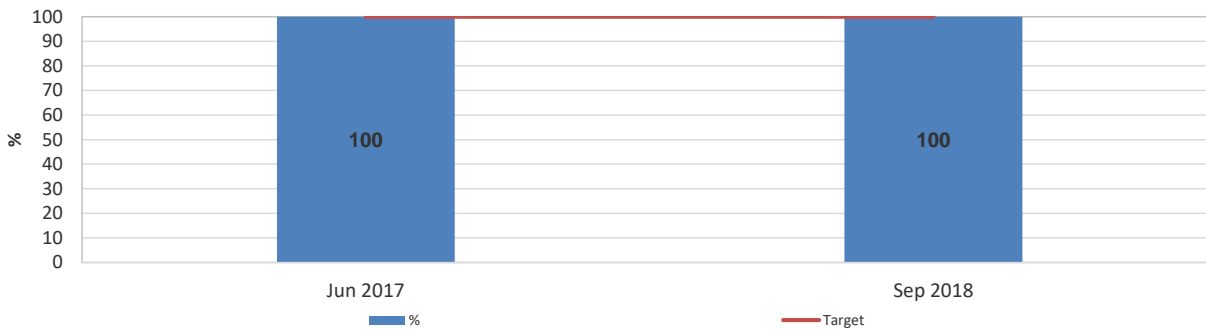
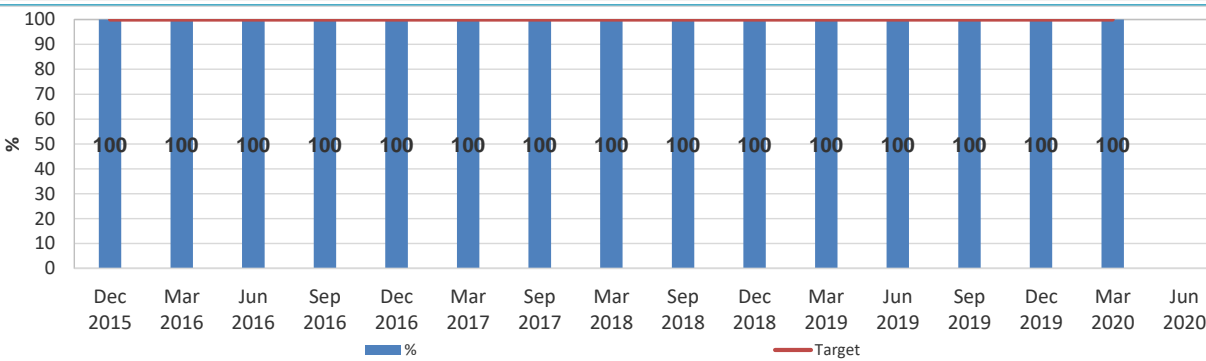
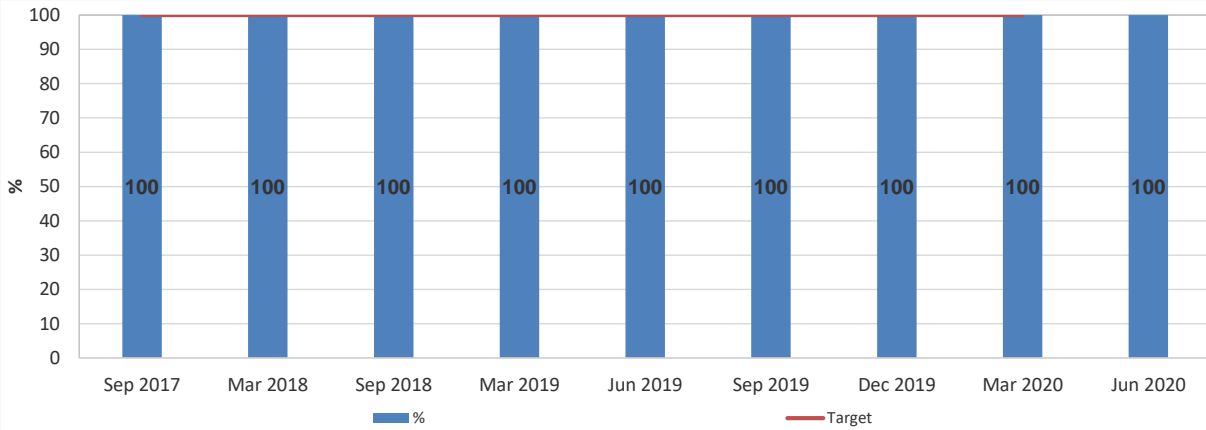


Management Information Analytics and Research

| 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 in 2020/21 to ensure the reports meet customer requirements. |
| Balanced Scorecard and risk register reported on time | N/A | N/A | No Q1 report to CBB due to pausing of BSC monitoring activity due to COVID-19 Response | BSC monitoring activity continues to be paused due to COVID-19 response | Review performance and risk requirements for remainder of 2020/21 |
| 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. | Development paused due to COVID-19 response. No survey run in 2020. |
| Delivery of the Children's Services Improvement Plan | Amber | N/A | All delivered. WCF live on 01/10/2019. No update due until September 2020 | Developing KPI framework for SSAs. Review WCF KPIs for changes due to Liquid Logic implementation. | Establish portal for sharing SSA information with WCF. This indicator to be replaced when BSC approach updated - "Performance Management of WCF Contract and WCC SSAs". |

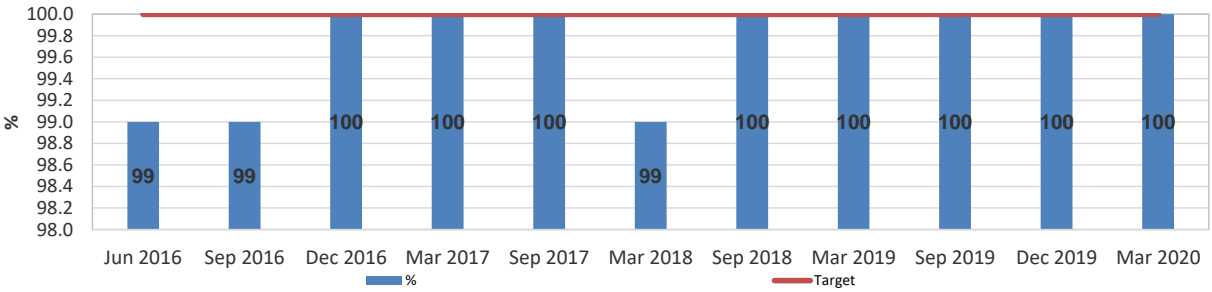
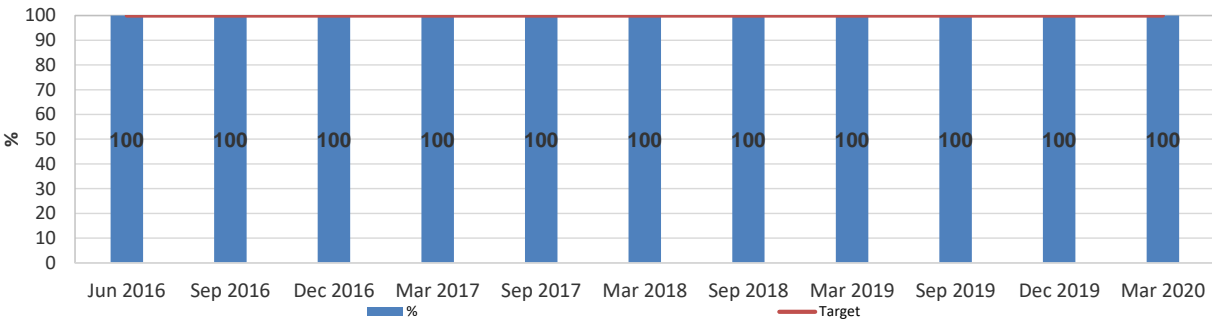
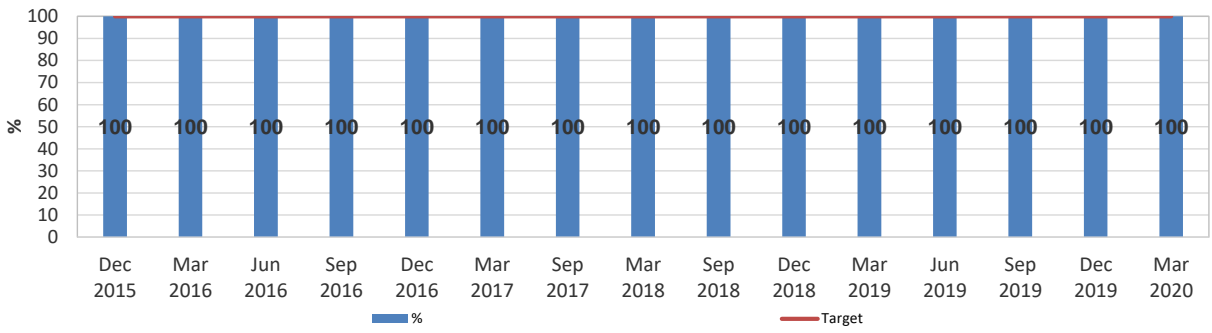
Management Information Analytics and Research

GRAPH



| 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 Q2 2019/20. | Q4 monitoring activity paused due to COVID-19 response | Continue to monitor. Indicator updated at end of Quarters 2 and 4. |
| 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 Q1 reports for submission. | Continue to monitor. Indicator updated at end of Quarters 2 and 4. |

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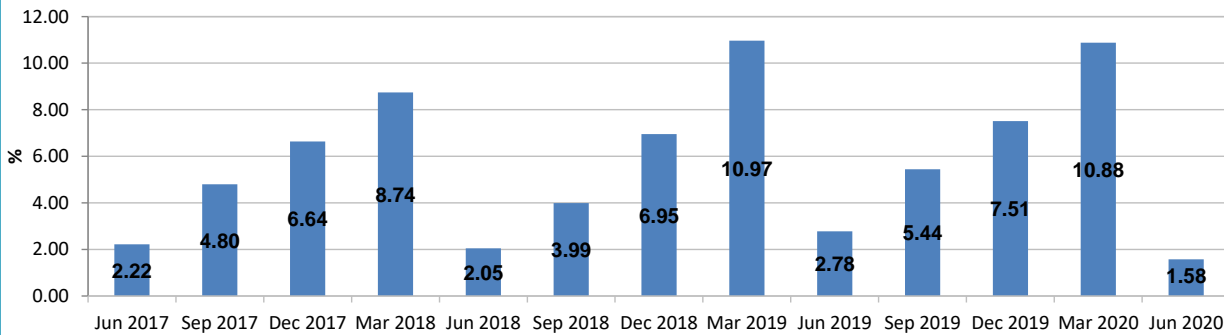
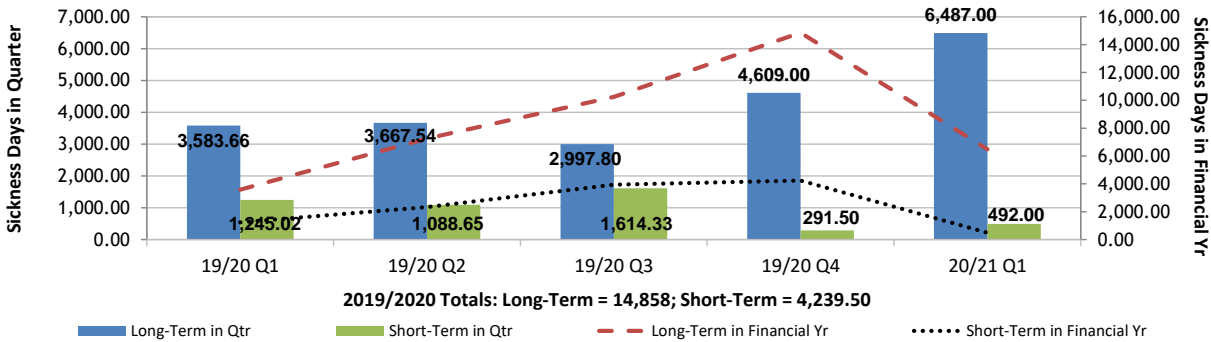
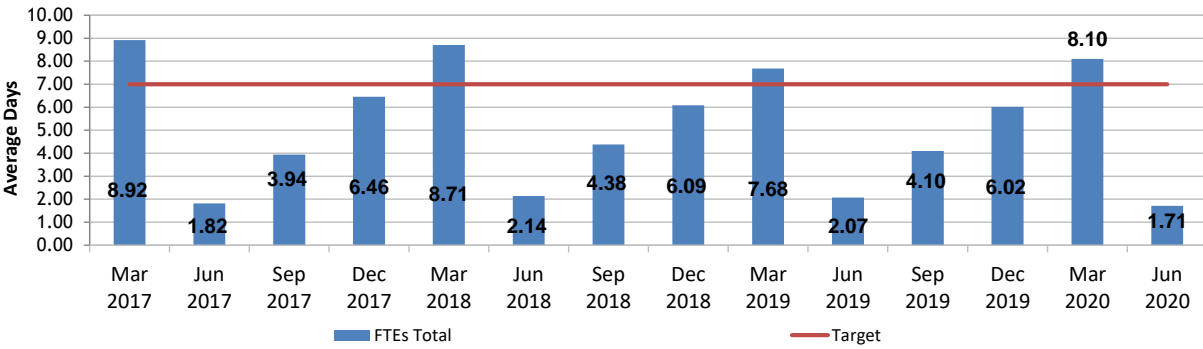
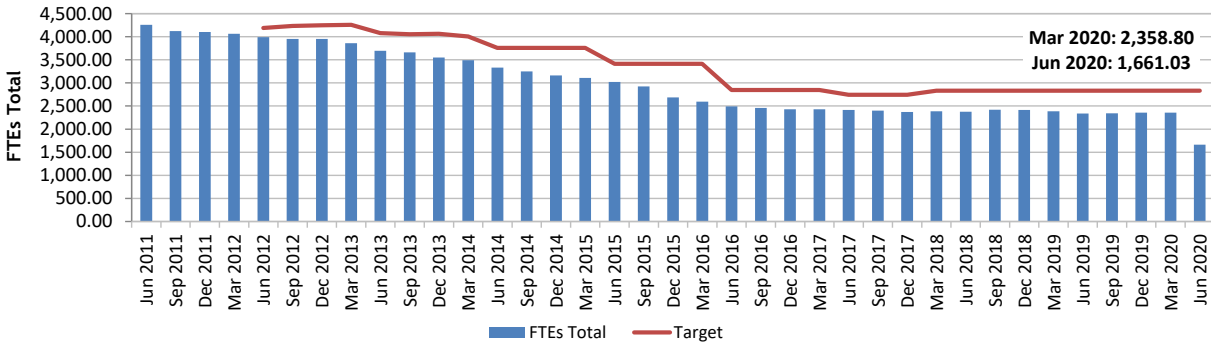


HR and ICT

| 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 30th June 2020. Target and RAG rating are based on budgeted establishment FTE derived from the 2018/2019 Budget Book. | | |
| Sickness Rates | Green | Improving | 1.71 Average days sick per person [FTE] / 0.07 Average episodes per person during the first Quarter of the 2020/2021 financial year. Direction of travel based on the same period 2019/2020 (2.07). | | |
| Days lost through long- and short-term sickness | N/A | N/A | Long-term absences are defined as episodes lasting 21 or more calendar days. Long-term absences in 20/21 Q1 (6,487 days) rose 81% compared with 19/20 Q1's total of 3,583.66 days, but short-term absences (492 days) fell 60.5% compared with 1,245.02 days in Q1 of 19/20. | | |
| Staff turnover rate | N/A | N/A | Number of leavers in the financial year to date, expressed as a percentage of the workforce. | | |

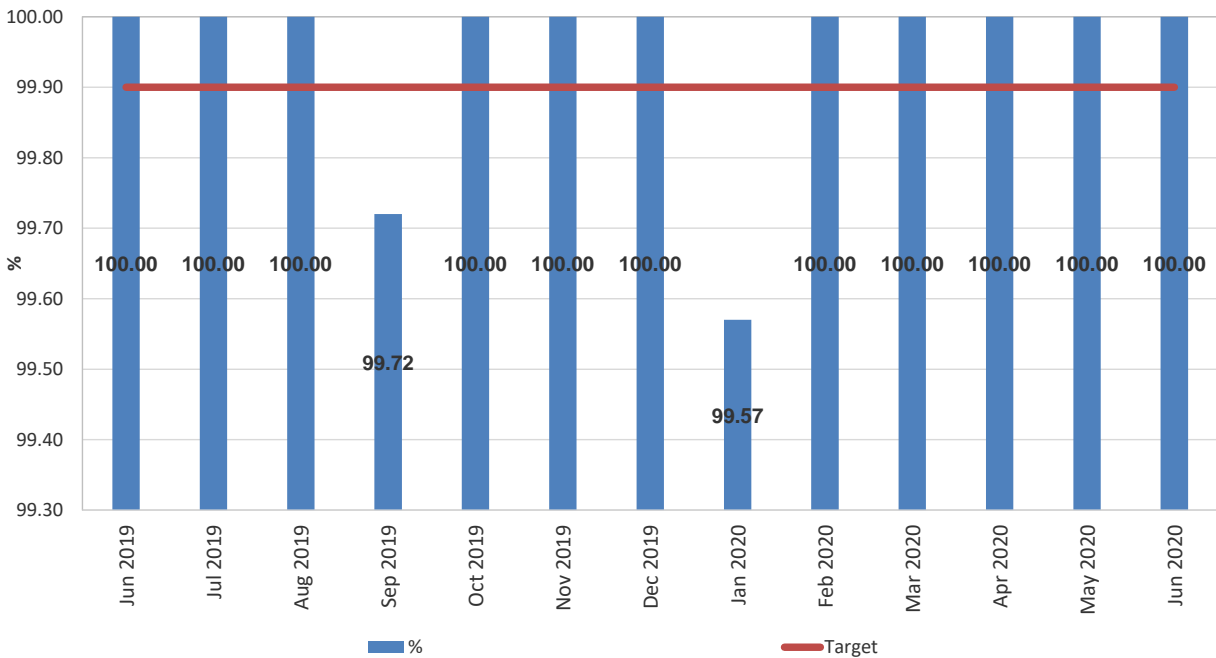
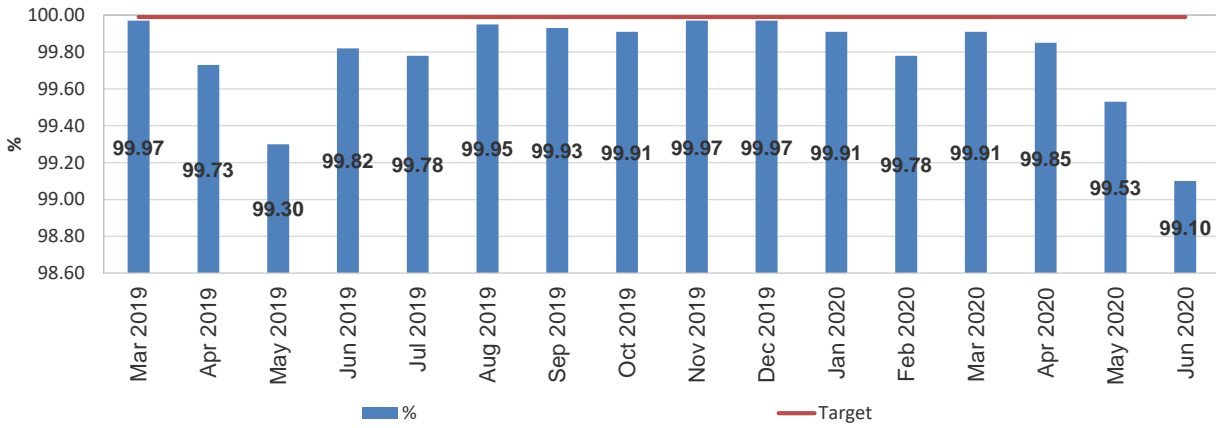
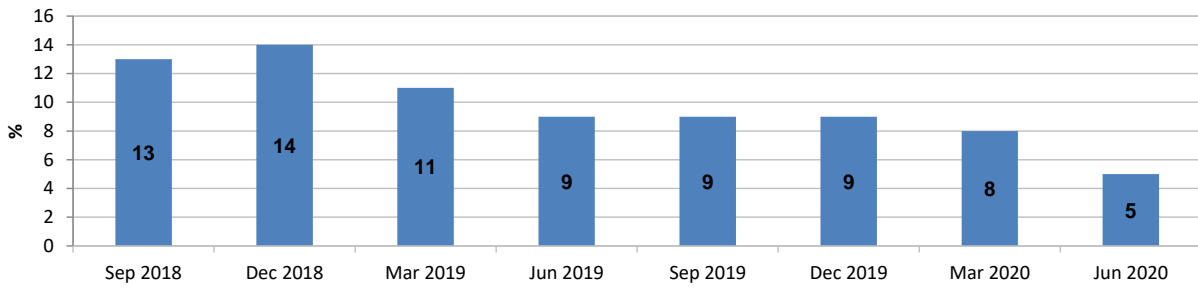
HR and ICT

GRAPH



| INDICATOR TITLE | RAG | DIRECTION OF TRAVEL | PERFORMANCE DETAILS | CURRENT ACTIVITY | FUTURE ACTIVITY |
|--|-----|---------------------|--|---|-----------------|
| Cost of agency staff as a percentage of the total pay-bill | Red | N/A | Total agency spend at the end of the Quarter, divided by the total pay bill. Effective from 1st October 2019, the calculation for this measure <i>excludes</i> WCF. | | |
| ICT - Local Area Network (LAN) Availability | N/A | N/A | Overall Q1 availability was 99.48%. Downtime was 2,619 hours and 28 minutes out of an available-hours total of 500,256. June's downtime (1,601 hours and 41 minutes) equated to 61.2% of the Quarter's overall downtime. Overall availability in the January-to-March Quarter was 99.87%, with downtime totalling 616 hours and 31 minutes out of an available-hours total of 472,344. | 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 | Q1 performance was 100%. Overall performance levels in Q4 and in 2019/2020 as a whole were also above target. January's out-turn of 99.57% was the last calendar-month figure to fall below the monthly target of 99.90%. | This PI details systems identified as critical to front line services and their overall availability based on a 24x7x365 business for Social Care, Symphony (the Library management information system), Jadu (Website), Outlook/Exchange (E-mail), and 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 99.90% uptime for all critical applications. | |

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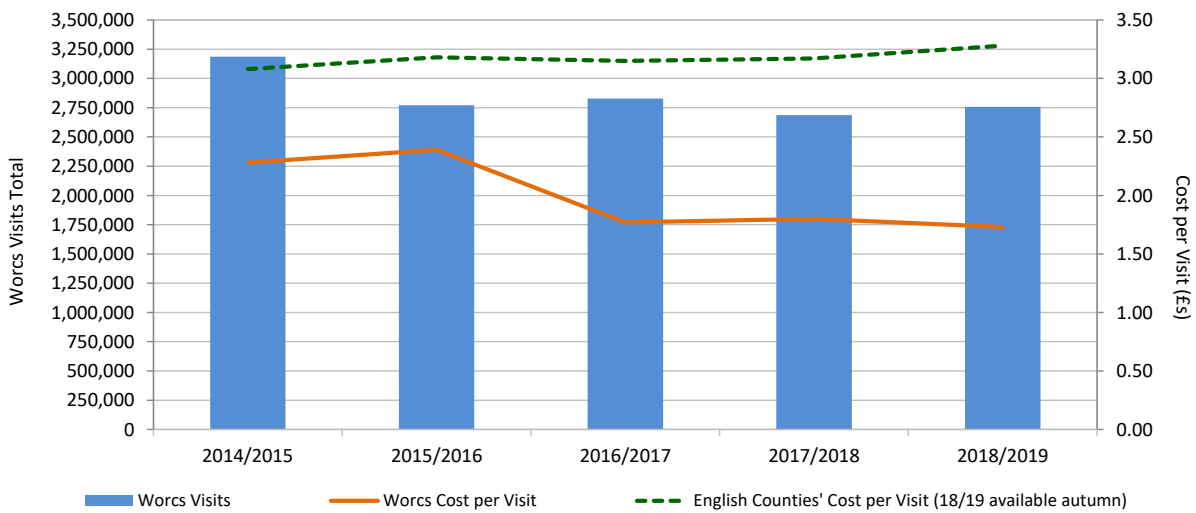
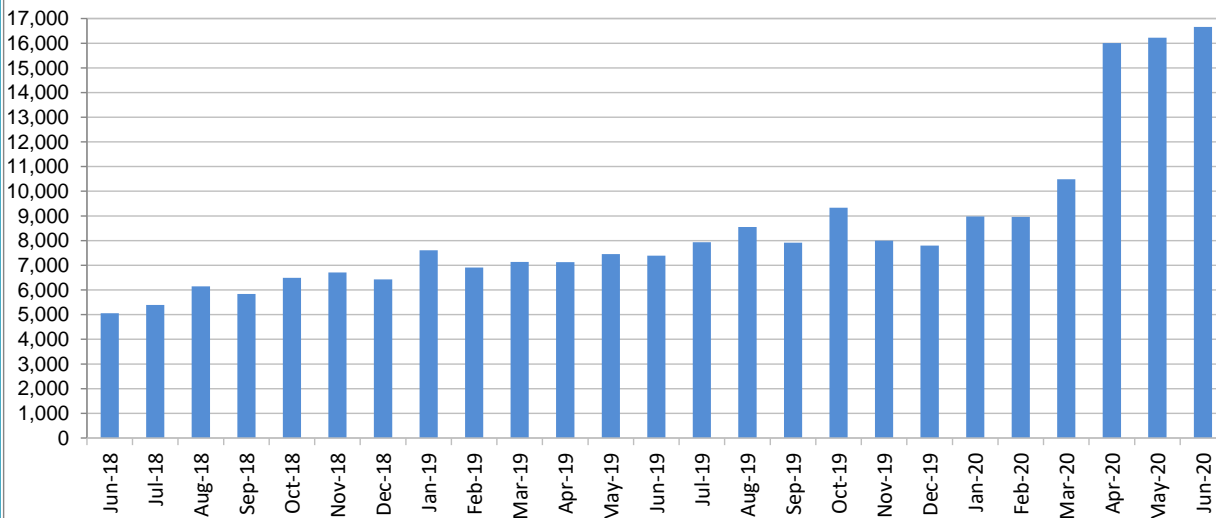
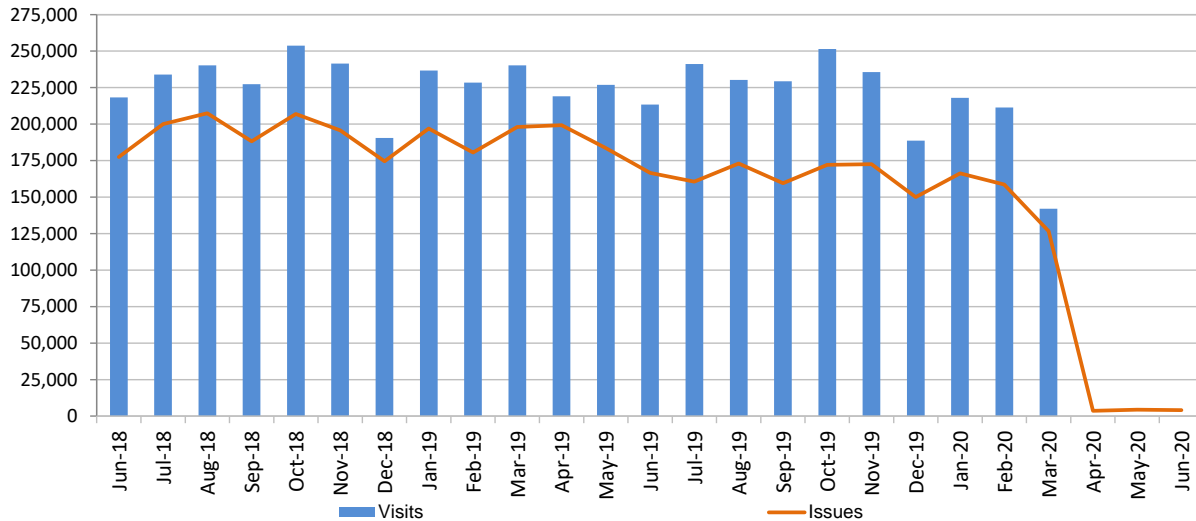


Communities

| INDICATOR TITLE | RAG | DIRECTION OF TRAVEL | PERFORMANCE DETAILS | CURRENT ACTIVITY | FUTURE ACTIVITY |
|---|-----------|------------------------------|--|---|---|
| Library Visits Library Issues | No Status | Visits - N/A Issues - N/A | Worcestershire's libraries (including the County Mobile) were closed throughout Quarter 1 to support social distancing. No 2020/2021 targets have yet been set due to uncertainty over the length of the phased return to normal library opening hours and service provision. The 2019/2020 visits target (2,550,000) was exceeded, although the year-end total of 2,607,445 was 5.5% less than 2018/2019's 2,758,136. | Six libraries (Bromsgrove, Evesham, Kidderminster, Malvern, Redditch, and The Hive) re-opened on 4th July offering a 'reserve and collect' borrowing service, book-returning facilities, and pre-booked, time-limited access to some public computers. Issues of e-stock and take-up of on-line services, events, and activities are reported weekly. Loans in place in March have been extended until 30th September 2020 so customers do not need to renew loans and will not accrue library fines. | Re-opening of all libraries will be in two further phases that will accord with guidance from the Department for Culture, Media and Sport taskforce for recreation and leisure. A new a new opt-in e-mail service will keep members better informed about new library services and plans for the future of the Service itself, as well providing a feedback facility. |
| Library Issues: E-books, E-audio books, e-magazines | No Status | E-issues increasing | Issues of e-books, e-audiobooks, and e-magazines in Quarter 1 of 2020/2021 totalled 48,887, up 104.7% compared with the total of 23,875 for Quarter 1 of 2019/2020. Quarter 1's issues total was generated by 4,887 different people, an increase in e-borrowers of 95.5% compared with 2019/2020 Quarter 1's figure of 2,500. June's e-issues total of 16,659 was the highest ever calendar-month total - previous-highest total: May's 16,221. | We are in frequent contact with our supplier of e-books and e-audiobooks, expanding the range of titles and the number of available copies of already-held titles. The Worcestershire County Council website and new Digital Library Hub provide quick links to enable residents who are not already library members to enrol as Digital Members, thereby gaining instant access to our on-line collections. | We will continue to monitor e-issues and the number of active users (including new users) on a weekly basis. This will help to monitor the appeal to residents of our e-collections and the effectiveness of our on-line promotion of them, as well as providing evidence to support any review discussions with our supplier. |
| Cost per library visit | No Status | No noticeable change | Cost per visit (net expenditure divided by visits) was once a National Indicator. Worcestershire's figure remains below national, regional, and comparator-authority levels. 2018/2019's figure of £1.73 is seven pence less than 2017/2018's figure and is 47.3% lower than the overall figure for all English local authorities (£3.28) and 31.9% lower than the figure for the County Council's Performance Family (£2.54). | Monitoring of visits and net expenditure can be used to provide guide to 2019/2020 out-turn, although the 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 2019/2020 Annual Public Library Statistics, which is likely to be in early-December, although the data-collection process will be affected by the Covid-19 pandemic. |

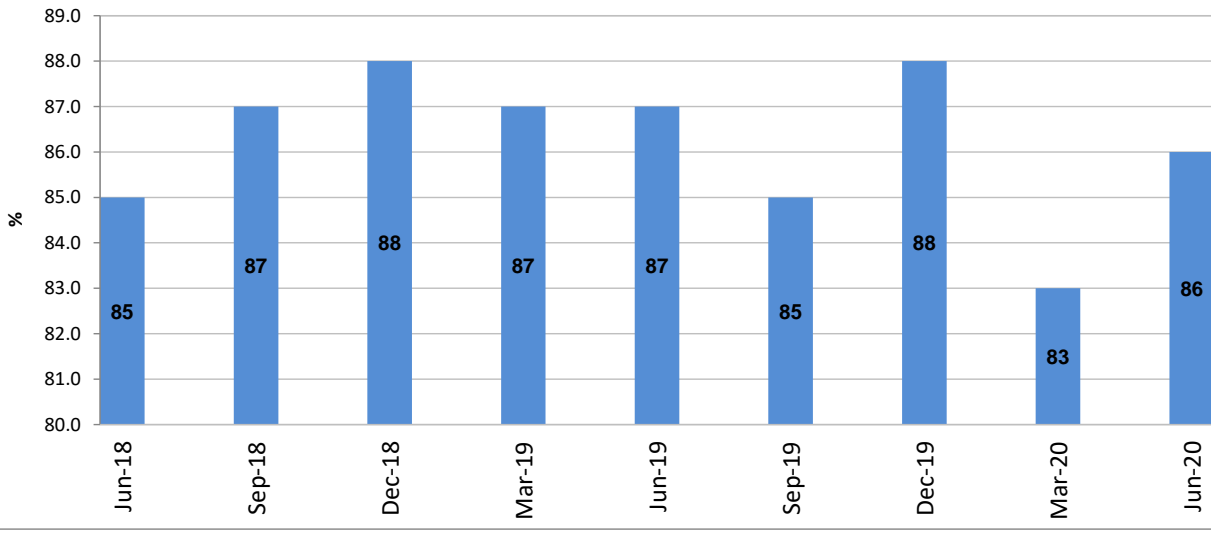
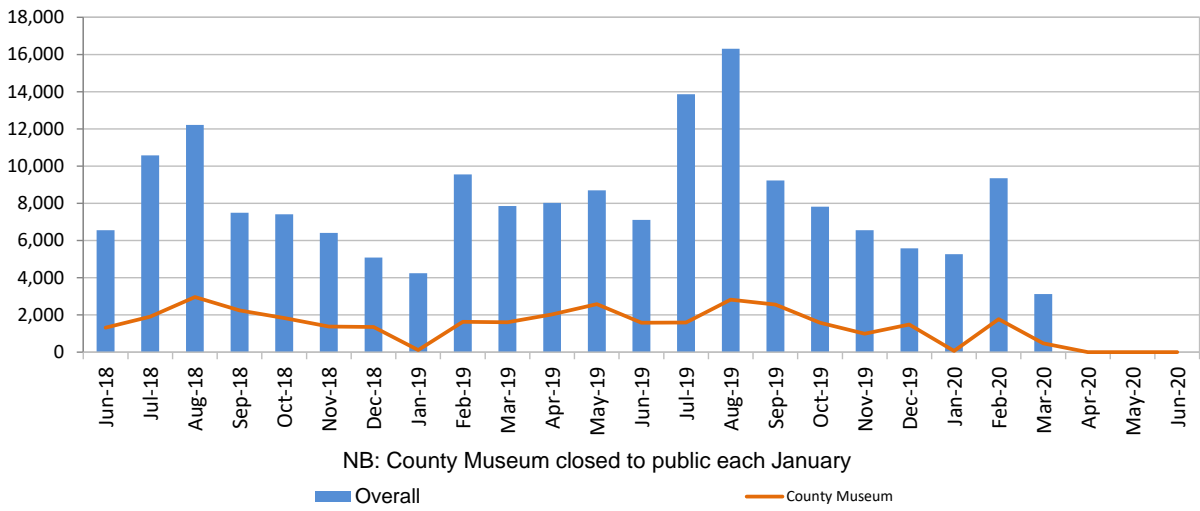
Communities

GRAPH



| INDICATOR TITLE | RAG | DIRECTION OF TRAVEL | PERFORMANCE DETAILS | CURRENT ACTIVITY | FUTURE ACTIVITY |
|--------------------------------|-----------|---------------------|---|--|---|
| Museum Visits | No Status | N/A | To support social distancing and prevent the spread of infection from Covid-19, all three Museums Worcestershire locations closed from 19th March until further notice. Despite the poor winter weather and the shutdown, the three museums' visits total for 2019/2020 was 100,915, an increase of 8.5% compared with 2018/2019's 93,070 and was the highest such total since 2014/2015, the last time a six-figure total was attained. | The three Museums Worcestershire locations are closed until further notice, but visitors to the website and social media pages can access activities, digital versions of exhibitions, and gallery talks. Use of on-line resources is being monitored via monthly reports. Staff are undertaking security and safety checks and, where possible, collections work. There is a regular column in the local press showcasing items in the collection at the City Museum and Art Gallery. | Museums will re-open in line with government advice and after risk assessments have been undertaken. All locations are likely to have to limit the number of visitors on-site at any one time and operate social-distancing, one-way systems, enhanced cleaning schedules, and cashless payments only, with screens in place where appropriate. |
| Countryside Standards Achieved | Amber | Deteriorating | Standards include health and safety issues, cleanliness, presence of litter, signs and notices, buildings, site furniture, trails, mowing, and availability and suitability of play areas. The out-turn at the end of 2020/2021 Quarter 1 was 86%, above the amber/green threshold of 85% and up from 83% on 31st March. Settled, dry weather facilitated site socially-distanced inspections and repairs. Some staff repaired items (e.g. of signage) at home. | 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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9 September 2020

Quarter 1 2020/21
Financial Update

Q1 Forecasted Position – COACH and CEU

Page 34

| Service | 2020/21 Gross Budget | 2020/21 Net Budget | 2020/21 Forecast | 20/21 Draft Variance Before Adj's | Transfer to Capital | Proposed Additional Use of Reserves / Cfwd Grants | 2020/21 Forecast Incl one off adj | Variance After Adj's | Variance After Adj's |
|---|----------------------------|--------------------------|---------------------|---|------------------------|--|--|----------------------------|----------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % |
| COACH - Management | 613 | 266 | 206 | (60) | 0 | 0 | 206 | (60) | -22.5% |
| Legal and Democratic Services | 8,053 | 5,163 | 5,057 | (106) | 0 | 0 | 5,057 | (106) | -2.1% |
| Commercial, Management Information & Research | 2,566 | 235 | 347 | 111 | 0 | (196) | 150 | (85) | -36.1% |
| Property Services | 9,287 | 715 | 333 | (382) | (29) | 0 | 305 | (410) | -57.4% |
| Digital, IT and Customer Services | 9,081 | 504 | 640 | 136 | 0 | (100) | 540 | 36 | 7.1% |
| Programme Office | 1,229 | 43 | 27 | (15) | 15 | 0 | 43 | (0) | 0.0% |
| Total Commercial and Change | 30,829 | 6,925 | 6,610 | (315) | (14) | (296) | 6,300 | (625) | -9.0% |
| Engagement & Communications | 740 | 56 | 25 | (31) | 0 | 0 | 25 | (31) | -55.2% |
| Health & Safety | 350 | 22 | 15 | (7) | 0 | 0 | 15 | (7) | -32.9% |
| HR - Core | 5,427 | 444 | (5) | (449) | 0 | 0 | (5) | (449) | -101.1% |
| Financial Services | 4,064 | 584 | 564 | (20) | 0 | 0 | 564 | (20) | -3.4% |
| Chief Executive | 612 | 448 | 269 | (179) | 159 | 0 | 428 | (20) | -4.5% |
| Total Chief Executive | 11,193 | 1,554 | 868 | (687) | 159 | 0 | 1,027 | (527) | -33.9% |

Key Headlines – COACH and CEU

- The overall forecast is an underspend of £625k for COACH and £527k for Chief Executives Unit
- Key variances are:
 - Underspend within Property Services due to reduced contract expenditure and reduction in planned works for administration buildings
 - Increased use Transformation Funding for Commercial Team and CIMU
 - Underspend within HR Core Structure due to underspends on the Talent Management Programme and staffing vacancies
 - Underspend on transport costs due to remote working
 - Cost pressure relating to the additional 0.75% pay award

Q1 Forecasted Position – Communities

| Service | 2020/21 Gross Budget | 2020/21 Net Budget | 2020/21 Forecast | 20/21 Draft Variance Before Adj's | Transfer to Capital | Proposed Additional Use of Reserves / Cfwd Grants | 2020/21 Forecast Incl one off adj | Variance After Adj's | Variance After Adj's |
|--|----------------------------|--------------------------|---------------------|---|------------------------|--|--|----------------------------|----------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % |
| Strategic Libraries | 12,208 | 4,955 | 4,861 | (94) | 0 | 0 | 4,861 | (94) | -1.9% |
| Museum Services | 754 | 636 | 633 | (3) | 0 | 0 | 633 | (3) | -0.5% |
| Archives and Archaeology | 3,294 | 1,525 | 1,525 | (0) | 0 | 0 | 1,525 | 0 | 0.0% |
| Greenspace & Gypsy Services | 1,819 | 500 | 500 | (0) | 0 | 0 | 500 | 0 | -0.1% |
| Community Services Leadership Team | 204 | 204 | 182 | (23) | 0 | 0 | 182 | (23) | -11.0% |
| Skills & Investment inc Adult learning | 2,080 | 414 | 414 | (0) | 0 | 0 | 414 | 0 | 0.0% |
| Registration & Coroner | 2,160 | 872 | 873 | 0 | 0 | 0 | 873 | 0 | 0.0% |
| Public Analyst | 67 | 67 | 42 | (25) | 0 | 0 | 42 | (25) | -37.3% |
| Trading Standards | 872 | 183 | 183 | (0) | 0 | 0 | 183 | 0 | -0.2% |
| Total Communities | 23,459 | 9,357 | 9,212 | (145) | 0 | 0 | 9,212 | (144) | -1.5% |

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There are no material variances within community services and underspends are in the main due to staffing and building costs

Impact of COVID-19

The forecast position shown in this document excludes the impact of COVID-19, as it is assumed to be funded from the following external funding sources

- COVID-19 grant - £29m
- Test and Trace - £2.75m
- Infection Control - £7.45m
- Transport - £1.3m
- Community Hardship - £0.6m
- Support for loss in sales, fees and charges
- CCG grant relating to hospital discharges and avoiding admission to hospital

Areas where COVID related spend / loss of income has occurred relevant to this panel include

- Loss of income from trading activities
- Support to communities including Here to Help and rough sleepers
- Purchase of PPE
- Delay in implementation of change programmes

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 9 SEPTEMBER 2020

WORK PROGRAMME - 2020/21

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 suggested 2020/21 Work Programme has been developed by taking into account issues still to be completed from 2019/20, 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 Overview and Scrutiny 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, the 2019/20 refreshed Work Programme will be considered by Council on 10 September.

Dates of Future Meetings

- 18 November 2020 at 2pm

Purpose of the Meeting

6. The Panel is asked to consider the draft 2020/21 Work Programme (attached at Appendix 1) and agree whether it would like 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 – Draft Corporate and Communities Overview and Scrutiny Panel Work Programme 2020/21

Contact Points

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

Background Papers

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

- Agenda and minutes of [Council on 12 September 2019](#)
- Agenda and Minutes of Overview and Scrutiny Performance Board [OSPB 22 July 2020](#)

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

APPENDIX 1

Draft 2020-21 Corporate and Communities Overview and Scrutiny Panel Work Programme

| Date of meeting | Issue for Scrutiny | Date of last report | Notes/Follow up action |
|----------------------------------|---|---|---|
| 9 September 2020 | Performance and In Year Budget Monitoring - Quarter 1 (April to June 2020) | | |
| | <p>The County Council's commissioning arrangements including:</p> <ul style="list-style-type: none"> • Implications of COVID-19 on major contracts • Strategic review/monitoring of major contracts due for renewal (include dates) • Best practice regarding the process of transferring services back in house | <p>23 October 2018 13 March 2019 3 September 2019</p> | <p>Report to include detail about how contract specifications are developed and monitored and KPI's</p> |
| | <p>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) -initial report</p> | | |
| September or October 2020 | Place Partnership Limited | | Cabinet 26 March 2020 refers |

| | | | |
|---|---|--|--|
| 18 November 2020 | Performance and In Year Budget Monitoring - Quarter 2 (June-September 2020) | | |
| | Organisational Re-design Programme Update | 16 June 2020 (as part of COVID Update) | |
| (possibly bring forward to October?) | Apprenticeship Strategy | | Referred to in Care Work as a Career Task Group Jan 2020 |
| January 2021 | Budget Scrutiny: In-Year Performance and Draft 2021/22 Budget and Medium Term Financial Plan Update | | |
| | Corporate Complaints and Compliments system – Annual Update | 3 September 2019 10 December 2019 | |
| March 2021 | | | |

Possible Future Items

| | | | |
|------------|--|--------------|-------------------------------------|
| TBC | Future of Here2Help Service – and Update on the Council's continued response to COVID-19 | 17 June 2020 | |
| TBC | The County Council's Talent Programme | | Referred from OSPB in November 2019 |
| TBC | Adult Education service – revenue raised and how it is being utilised | | |
| TBC | County Hall – is it fit for purpose? Value for Money? Usage? | | |

Standing Items

| | | | |
|-----------------------------|---|--|--|
| Jan/March/July/ Sept/Nov | Performance Management Budget Scrutiny | | |
| Annually | Councillors Divisional Funding Scheme Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy (RIPA) | | |

