

Agenda

Corporate and Communities Overview and Scrutiny Panel

Wednesday, 18 November 2020, 2.00 pm

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, conducting 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, 18 November 2020, 2.00 pm, 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 17 November 2020). Enquiries can be made through the telephone number/e-mail address below.</i>	
4	Confirmation of the Minutes of the Previous Meeting	
5	Update on Here2Help in response to COVID-19	1 - 8
6	Performance, In-Year Budget Monitoring and 2021-22 Budget Scrutiny	9 - 44
7	Corporate Redesign Programme Update	To Follow
8	Work Programme 2020-21	45 - 48

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, 10 November 2020

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 NOVEMBER 2020

UPDATE ON HERE2HELP IN RESPONSE TO COVID-19

Summary

1. The Cabinet Member with Responsibility (CMR) for Communities and the Assistant Director for Communities have been invited to attend the meeting to provide an update on the Councils Here2Help response as a result of the Coronavirus Pandemic (COVID-19).

Background

2. Here2Help was launched as One Worcestershire's community action response with the sole aim of supporting residents through the COVID-19 pandemic.

3. The Here2Help campaign provides a dedicated response service for all residents who ask for help and those individuals and organisations who offer to help. When launched it aimed to complement the national scheme to support those individuals who were extremely vulnerable and being the most at risk of becoming severely ill from COVID-19 (our shielded cohort) and the NHS Volunteer Responders initiative.

4. The purpose of Here2Help is to provide support to people in Worcestershire who are having to self-isolate and/or have additional needs due to the COVID-19 outbreak and cannot get that help and support from friends, family or neighbours.

The Here2Help Service

5. Following the lockdown announcement in March 2020, libraries were closed and 61 library staff alongside other officers across Worcestershire County Council and Worcestershire Children First were re-deployed to provide capacity so that the Here2Help service would be fully responsive to the expected demand.

6. As lockdown restrictions eased, plans were put in place for the phased re-opening of libraries and public health colleagues focus needed to move towards the Local Outbreak Response Team (LORT). This provided the opportunity to reflect on Here2Help in terms of how it had operated, its legacy and vision moving forward, including its resource and long-term sustainability. While the demand had reduced it was important that Here2Help remained operational be it on a lower level so that if the demand increased the service was easily "dialled up" to respond.

7. It was agreed that the Customer Service Contact Centre would take on responsibility for telephony and case work from 1 September 2020. As part of the transition the Here2Help Handbook was developed and a phased period of transition

enabled the team to become more familiar with the system, processes and receive peer support from Library and Public Health staff. To increase capacity and knowledge within the Customer Service contact centre, 4 Well-being Advisers have been seconded from Community First into the service bringing with them specialist mental health and well-being knowledge.

8. Requests for help peaked in the week commencing 30 March 2020 with 523 requests received via the webpage or by phone with the majority of requests seeking support with accessing food and supplies. Call volumes decreased over summer and the telephone line opening hours were scaled back to reflect the reduction in demand at that time. The hours are currently Monday - Thursday 9-5pm and Friday 9-4.30pm however outside of these times, residents are still able to log requests for help and offers of help via the webpage. The number of requests for help have increased slightly in recent weeks from a low of 3 requests received in the week commencing 30 August 2020 up to 20 requests received in the week commencing 12 October 2020. Although the number of requests remain low, there has been an increase in requests for help coming from individuals/families self-isolating under the Test and Trace programme who require advice and help with finances and food deliveries (see Appendix 1 for detailed monthly breakdown).

9. The Here2Help team is also supporting the LORT by taking telephone enquiries from the general public who have COVID-19 related queries. A new telephone service with interactive voice response (IVR) options is being developed to route calls to appropriate teams in the most efficient way. This will be supported by additional information. There are also developments planned to ensure that the website provides appropriate signposting.

Here2Help System

10. Building on what has been learnt since Here2Help was put in place, there have been a range of developments made to streamline the Here2Help system; informed by those actively using it. These developments will work to ensure that the Here2Help service continues to be responsible and efficient for both the public and those staff working in the service. The focus of these improvements to date have been to develop the system in a way that will support the service to respond effectively to any further local lockdown or outbreak situation and have included:

- changes to the volunteer registration form to improve information collection;
- improved system search options to streamline the matching of requests for help with volunteers and automate some of the processes;
- introduction of a secure personalised online health declaration form to record any factors that might indicate a volunteer is at an increased risk of becoming seriously ill if they were to catch COVID-19 e.g. where they are classified as extremely clinically vulnerable;
- Introduction of a multi-step process that works alongside the Council's Disclosure Barring Service team to obtain Disclosure and Barring (DBS) clearance for Here2Help volunteers.

Volunteers

11. As lockdown restrictions eased and the national shielding programme paused, the number of requests for help through Here2Help decreased. At the same time, many volunteers who were previously furloughed, returned to work.

12. As part of the preparation moving forward, a series of regular updates were developed to keep volunteers engaged. This was to ensure the Here2Help system did not disengage with any volunteers and that Worcestershire is prepared to respond should there be a local lockdown situation. These communications are expected to continue being sent out on a regular basis to those who sign up to be volunteers.

13. Volunteers were also encouraged to continue to proceed through the validation process to become DBS cleared as part of the preparation work undertaken to ensure that Here2Help will be able to support those who have been directly affected by Coronavirus receive the help and support they need as we move into winter.

14. Although we are not currently actively recruiting, residents are still able to and continue to register as a volunteer via the Here2Help portal.

Organised Volunteer Support - GP Flu Clinics

15. The NHS national Flu Vaccine Programme has been significantly increased this year to ensure high levels of protection to the population in the context of the ongoing challenges from COVID-19.

16. GP Practices and Primary Care Networks (PCNs) are working individually and collectively to deliver this increased programme in the most timely and effective way possible, however, this represents a significant additional burden on primary care, which is already stretched by the demands of COVID-19.

17. Herefordshire and Worcestershire Clinical Commissioning Group (CCG) and the Council have worked together to arrange for Here2Help volunteers to support GP Practices and Primary Care Networks as they deliver the enhanced Flu Vaccination programme.

18. The type of support provided by volunteers included:

- Assisted with parking at the site – directing to spaces and where necessary asking people to return later in the clinic;
- Managed queues to ensure safe social distancing and/or supporting safe and rapid exit;
- Supporting flow through the clinic: e.g. informing patients of wearing masks in cars; rolling sleeves up; exit requirements, etc;
- Supported practice requirements during clinics – e.g. restocking of supplies; making tea/coffee for clinical team.

19. Four GP Surgeries requested Here2Help volunteers to help assist with the running of twenty additional flu clinics throughout September and October. Approximately 200 hours of volunteering were provided helping to deliver over 3000 additional flu vaccinations.

Organised Volunteer Support - Care Homes Volunteer Support

20. Amongst the many offers of help Here2Help received were some from people who were having to self-isolate but were interested in offering non face-to-face assistance (for example telephone support). At the same time Here2Help were aware that residential homes faced a range of issues including that residents were missing social interaction with friends, family and the local community.

21. A mutually beneficial 'befriending' approach was piloted where volunteers were matched with residents in residential homes through telephone or other methods of communications such as letters, postcards etc.

22. The befriending scheme is currently running in two residential homes. In one of the homes three volunteers have each befriended one resident, whereas the other home is operating a slightly different, more flexible, model with three volunteers having initially befriended ten residents. In the second home the individual residents being supported have changed over time due to illness, or new residents expressing an interest in joining the scheme, and there is an expectation that more volunteers will become involved if needed.

Emotional Resilience Online Course

23. Worcestershire County Council's learning and development department developed a series of bitesize sessions to help any member of staff who would benefit from some support in relation to managing isolation, homeworking and the general impact of balancing daily life under these circumstances.

24. The sessions were designed to provide the necessary tools and techniques to help individuals develop strategies for managing through this challenging period as effectively as possible and it was recognised that Care Home Managers would also welcome the opportunity to take part.

25. The courses were tailored and a total of 19 emotional resilience online course sessions were held with 79 care home managers attending. The Learning and Development Team also created a personal resilience workbook and slide deck to further equip participants to provide support to their staff following the course.

Districts & Voluntary and Community Sector (VCS) Organisations

26. Regular meetings still take place between the County and District Councils community representatives and a representative from the voluntary sector is now part of this group to share local information on a range of issues including the distribution of Government funding (e.g. for food and essential supplies), organisational data in the H2H database accessed by all partners, Test and Trace Payments, VCS capacity and support, volunteering updates, Enhanced Contact Tracing etc. This is an open forum for sharing information, have oversight of what is happening across the county and best practice and encouraging a consistent approach across the county.

Links to Integrated Well Being Offer (IWBO) Developments

27. The Here2Help Service has provided much learning in how to provide a co-ordinated emergency response across the County as well as highlighting the strength in all our communities and partners to support across a range of areas and needs. This valuable learning is being used to provide a foundation for the Integrated Health and Well-being Hub Programme. This is an ambitious Early Intervention and Prevention agenda which will be developed over a period of time with partners, aiming to deliver positive outcomes to Worcestershire residents supporting them to consider how their health and well-being needs can best be met. This work will depend on taking a creative strength-based approach, ensuring communities both organisations and individuals are able to shape and influence the developments of this programme.

Purpose of the Meeting

The Corporate and Communities Overview and Scrutiny Panel is asked to:

- (a) Consider the information in the update
- (b) Determine whether it would wish to carry out any further Scrutiny, and
- (c) Agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Communities.

Supporting Information

Appendix 1 – Proportion of 'Requests for Help' relating to each 'Category of Support'

Contact Points

Hannah Needham, Assistant Director: Communities
Email: HNeedham@worcestershire.gov.uk

Specific Contact Points for this report

Samantha Morris/Alyson Grice, Overview and Scrutiny Officers Tel: 01905 844962
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Strategic Director of People) the following are the background papers relating to the subject matter of this report:

- [Agenda and Minutes of the Corporate and Communities Overview and Scrutiny Panel 17 June 2020](#)

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

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Appendix 1 – Proportion of ‘Requests for Help’ relating to each ‘Category of Support’

The following table provides data on the proportion of requests for help in each specific category. This covers the period from 23rd March until 28th October. Please note a request for help from an individual can include more than one support category.

Month	Total Number of Requests	% of Requests including Food and Supplies	% of Requests including Health and Medication	% of Requests including Commitments	% of Requests including Connectivity and Entertainment	% of Requests including Mental Health and Wellbeing	% of Requests including Business and Money Matters	% of Requests including Other Requirement
March*	500	89.4%	51.0%	2.4%	6.0%	17.0%	5.6%	6.6%
April	1697	82.3%	35.7%	3.7%	6.5%	16.6%	6.3%	9.4%
May	682	71.3%	25.8%	2.2%	3.2%	11.0%	5.9%	17.3%
June	367	71.4%	18.8%	2.5%	3.3%	14.2%	5.7%	15.5%
July	228	66.2%	19.7%	2.6%	2.2%	15.8%	6.1%	18.0%
August	79	69.6%	19.0%	3.8%	3.8%	10.1%	8.9%	27.8%
September	41	78.0%	22.0%	2.4%	14.6%	26.8%	22.0%	19.5%
October**	70	45.7%	18.6%	1.4%	5.7%	18.6%	54.3%	20.0%
Total	3631	78.1%	32.2%	3.0%	5.2%	15.1%	6.7%	12.2%

* March 23rd to 30th only

** October 1st to 28th only

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 NOVEMBER 2020

PERFORMANCE, IN-YEAR BUDGET MONITORING AND 2021/22 BUDGET SCRUTINY

Summary

1. The Panel will be updated on current performance and financial information for services relating to its remit:
 - Transformation and Commissioning
 - Finance
 - Communities

2. In addition, as part of the Budget Scrutiny process for 2021/22, the Panel will receive details of the emerging pressures and challenges for services, as identified by the Directorates, for the 2021/22 Budget. Discussion about emerging pressures and challenges will then help to inform the Overview and Scrutiny Panels' scrutiny of the draft 2021/22 Budget at meetings in January 2021.

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. Performance 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.

6. In addition, the Corporate Balanced Scorecard provides a means of understanding progress against the Council's Corporate Plan and has a range of indicators linked to key priorities and themes for each Directorate. This is reported to Cabinet and is also available on the Council's [website](#).

7. Attached at Appendix 1 is a dashboard of performance information relating to Quarter 2 (July to September 2020). It 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.

Financial Information

8. In addition to regular performance information, the Panel also receives in-year budget information. The information provided is for Period 6 and is attached in the form of presentation slides at Appendix 2.

Budget Scrutiny 2021/22

9. As part of the Budget Scrutiny process for 2021/22, Directorates have been asked to identify the emerging pressures and challenges for services, and these are also set out in Appendix 3.

10. The Panel's discussions on these issues will be reported to OSPB on 9 December 2020.

Purpose of the Meeting

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

- any comments it would wish to highlight to the CMR or OSPB (at its meeting on 19 November 2020) relating to the in-year budget and performance information
- any comments to report back as part of the budget scrutiny process on the emerging pressures and challenges for services, to the OSPB at its meeting on 9 December 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)

Appendix 3 - 2021/22 emerging pressures and challenges for services

Specific Contact Points for this Report

Alison Spall and Alyson Grice, Overview and Scrutiny Officers, Tel: 01905 846607/
01905 844962 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 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](#)
[Budget book 2019/20](#)

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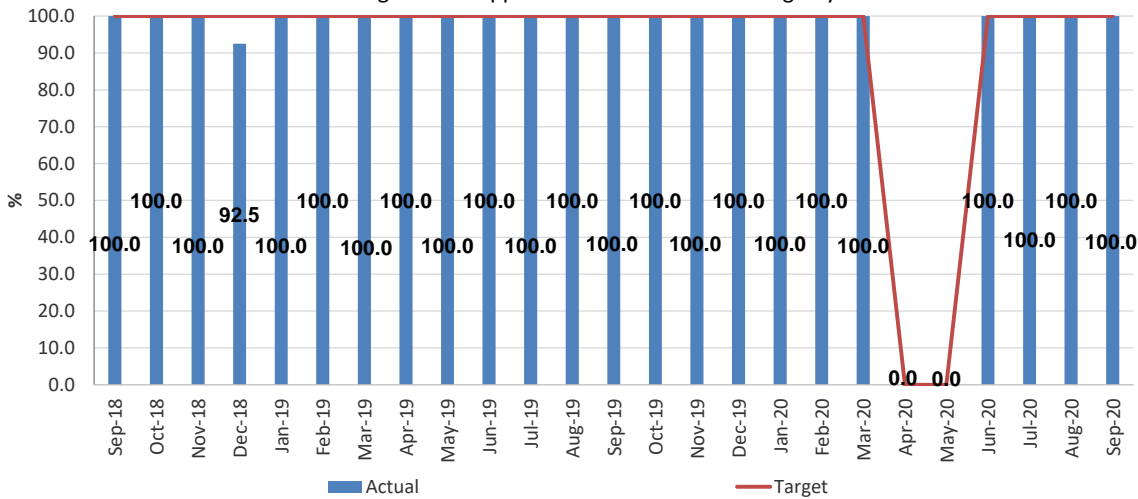
Registration and Coroner's

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 backlog of birth registrations has been cleared. Appointment availability was 100% throughout 2020/2021 Quarter 2.	Additional appointment slots continue to be made available at other locations to cover for the fact that appointments at the Malvern and Evesham Registration Offices is slightly reduced (they are situated in libraries that are operating temporary reduced hours).	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, so no target is set. Ceremonies in 2019/2020 totalled 1,760, down 5.8% compared with the total for 2018/2019 (1,868). Staging of ceremonies recommenced from 4th July. Currently, more are held at Registration Offices as opposed to Approved Premises. In September, 124 ceremonies took place, with 90 (72.6%) at Registration Offices, 34 at Approved Premises. September 2019's ceremonies total was 189, with 84 (44.4%) at Registration Offices.	We have created for couples an outline of their ceremony taking into consideration the current guidance from central government. Effective from 28th September, government regulations permit only 15 attendees, as opposed to 30 previously.	Couples will continue to be contacted prior to their ceremony to provide them with an opportunity to ask any questions and finalise arrangements. Government guidance will change periodically and we plan to update our own guidance as and when any changes are published. Reviews of local procedures will also be undertaken to ensure continued compliance with existing and changed regulations.

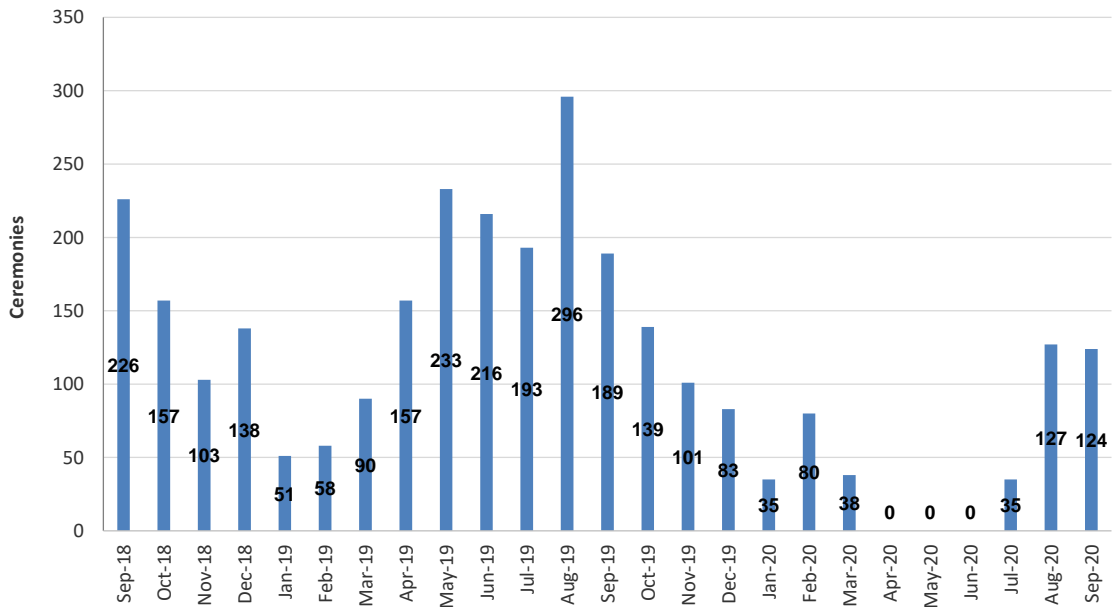
Registration and Coroner's

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Birth Registration Appointments Within 5 Working Days



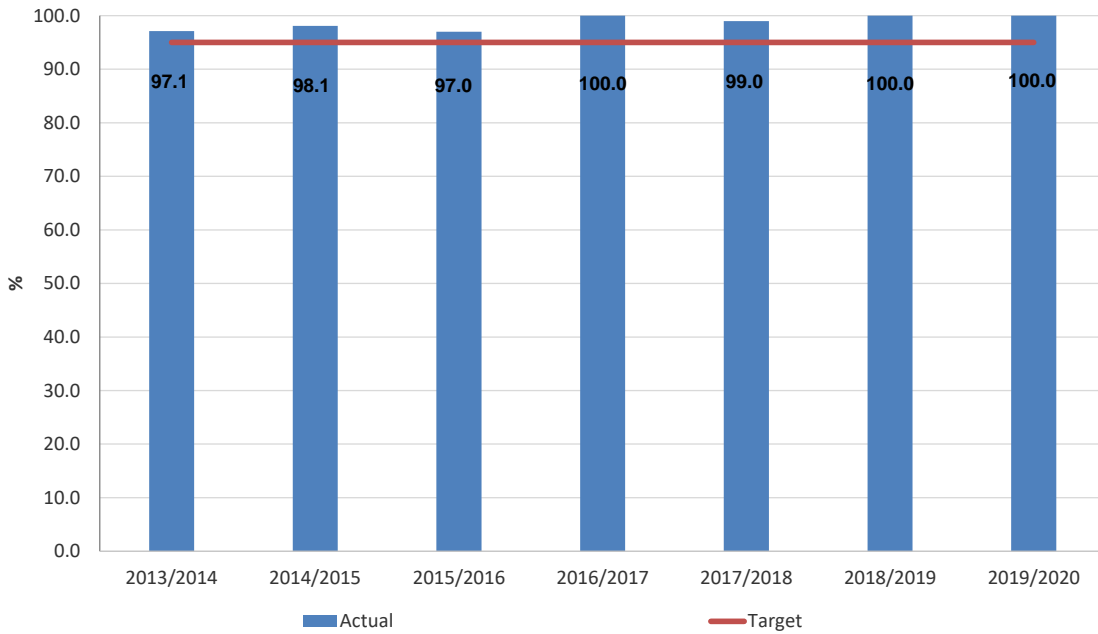
Ceremonies (marriages and civil partnerships)



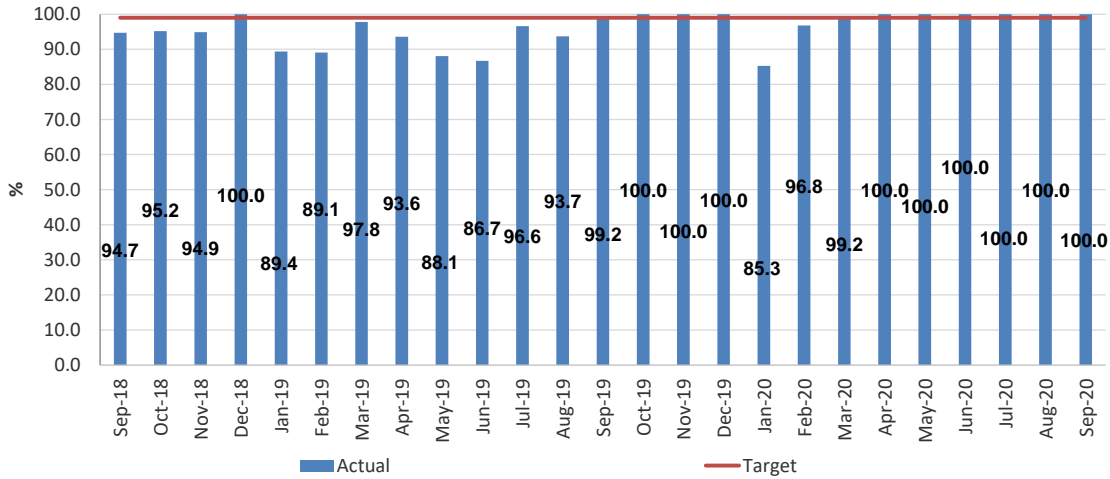
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	No Noticeable Change	In November 2019, two surveys were carried out by the Registration Service to monitor the views of recent users of the service. The first survey focused on civil 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	Death-registrations in Quarter 2 were conducted by telephone. Informants 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. In Quarter 2, 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 by phone only until further notice. There are four lines available solely for death and still-birth registrations. Appointments are booked for either the same day the request is received or the next day, provided all required information is supplied. There is always appointment availability, but daily monitoring continues and, in light of the red-rated September out-turn for deaths registered in five days, appointment calendars have been adjusted to increase availability.	General Register Office has indicated the current measures and procedures will remain in force until further notice. Local arrangements and practices will be reviewed in the light of feedback from staff and service users.
Inquests - Average number of weeks to complete	No Status	No Noticeable Change	The latest confirmed figure (13) is that for the 2018 calendar-year figure. It 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.	2019 data has been delayed due to the Covid-19 pandemic. The indicator will be updated as soon as confirmed information becomes available.

GRAPH

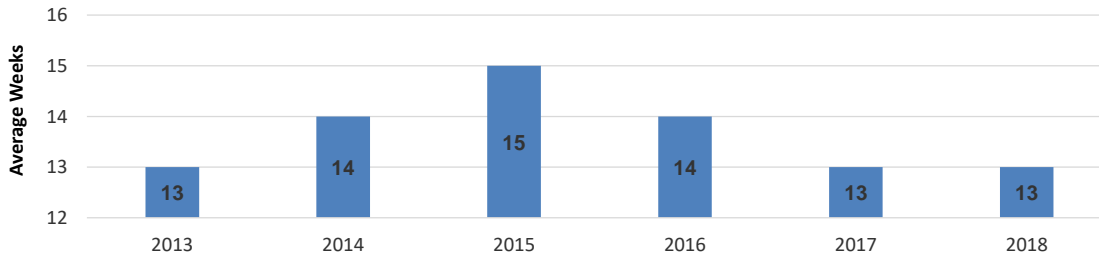
Registration Service - Customer Satisfaction



Death Registration Appointments Within 2 Working Days



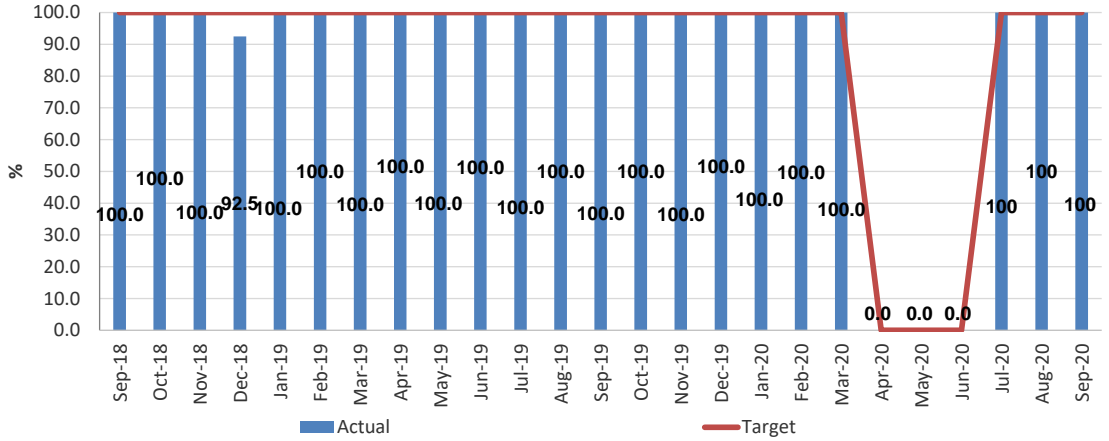
Inquests - Average Number of Weeks to Complete



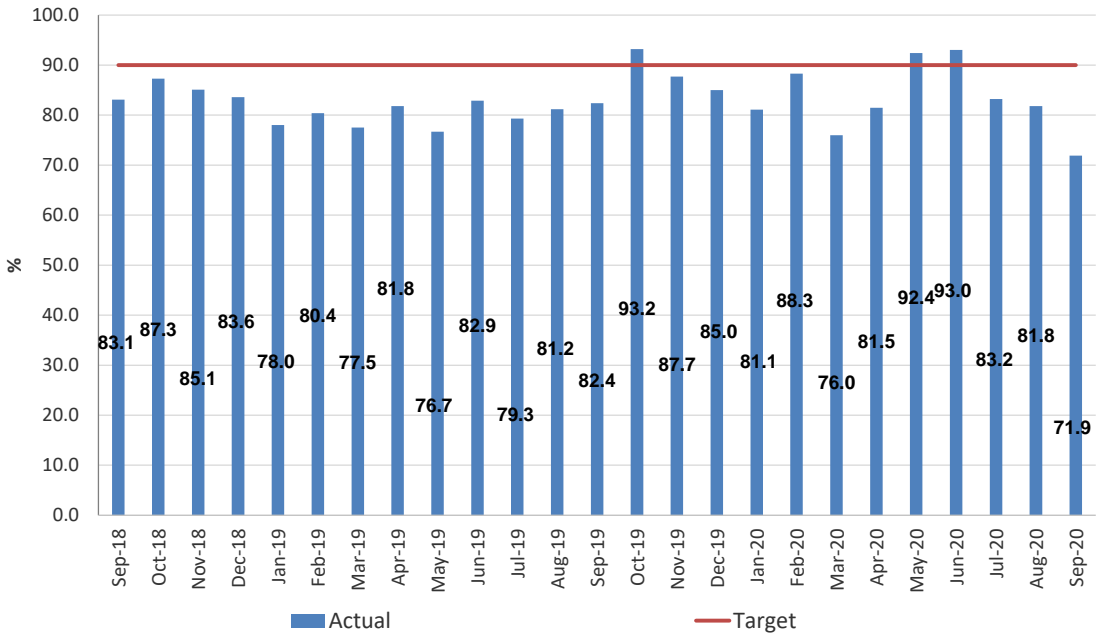
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	No Status	No Noticeable Change	Offices that were already taking birth appointments were opened for notice of marriage appointments on 1st July. To cover for reduced appointment-availability at Evesham and Malvern (both co-located in libraries operating reduced opening hours), additional appointment slots were made available at the other offices and appointment availability was monitored daily. Quarter 2 performance was 100%.	Additional appointment slots continue to be made available at all locations to cover for the fact that availability at Malvern and Evesham Registration Offices is restricted slightly, both offices being situated in libraries operating reduced opening hours. Appointment availability continues to be monitored daily.	We will update guidance and web pages to inform residents of how any changes to central government social-distancing measures will affect ceremonies or receptions. Contacting of couples who booked a ceremony prior to the pandemic will continue.
Registration of deaths within 5 days	Red	Deteriorating	The percentage of deaths registered in five days in September was 71.9%, the lowest out-turn since April 2018's 71.6%. Death registrations in September totalled 342, the highest calendar-month total since May's and 86 (33.6%) more than September 2019's 256. September's five-day percentage for the West Midlands region was 80.4%; that for England 72.1%. Local performance in the first six months of 2020/2021 is 83.6% (West Midlands 82%); England 78.4%. Deaths registered in Worcestershire from April to September (2,372) are up 50.3% compared with the local April-to-September average for 2016 to 2019 (1,578).	In the light of the latest out-turn, GP surgeries have been contacted in writing to remind them of the importance of sending in Medical Certificates of Cause of Death in a timely fashion and appointment calendars have been adjusted to make sure there is plenty of availability. Current regulations (in effect since 1st April 2020) enable deaths to be registered by telephone to avoid residents having to travel to meet a registrar. The target of 90% is set by General Register Office (GRO) and makes no allowance for weekend, bank-holiday or any other planned/unplanned closures when calculating this indicator's out-turn, making the target very difficult to achieve.	Monitoring of monthly out-turns to continue as a means of gauging the effectiveness of the measures outlined in 'Current Activity'. All national guidelines in respect of the registration of deaths during the Covid-19 pandemic will be adhered to. Local procedures will be revised if any changes to the guidelines or local reviews make such adaptations necessary. (General Register Office has indicated the current measures and procedures will remain in force until further notice.)
Still-birth registration appointments within 2 working days	Green	Improving	There were no face-to-face still-birth registration appointments during Quarter 2, but as long as the required paperwork was in place, nobody had to wait more than two days for a telephone appointment. In addition, 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.	General Register Office has indicated the measures and procedures currently operating in respect of registering deaths and still-births will remain in force until further notice. We will, however, review local arrangements and practices in light of any feedback from service users and staff.

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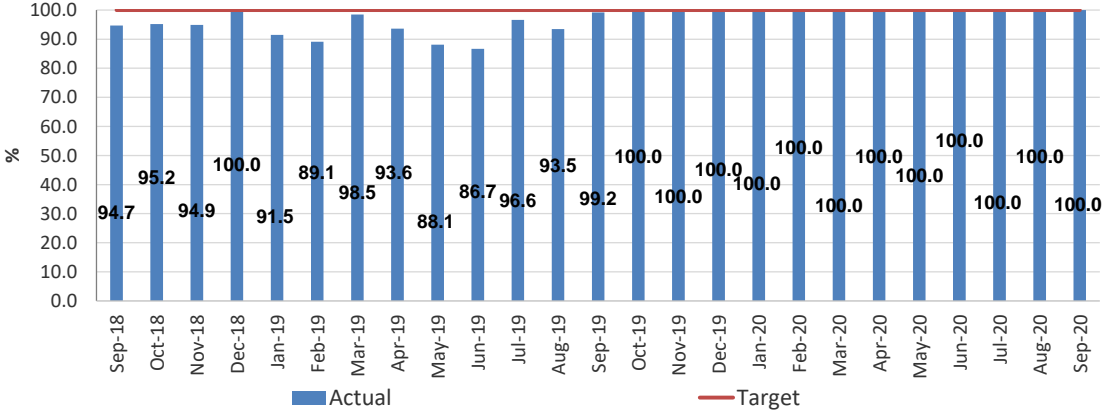
Marriage/Civil Partnership Notice Appointments Within 10 Working Days



Registration of Deaths Within 5 Days



Still-Birth Registration Appointments Within 2 Working Days



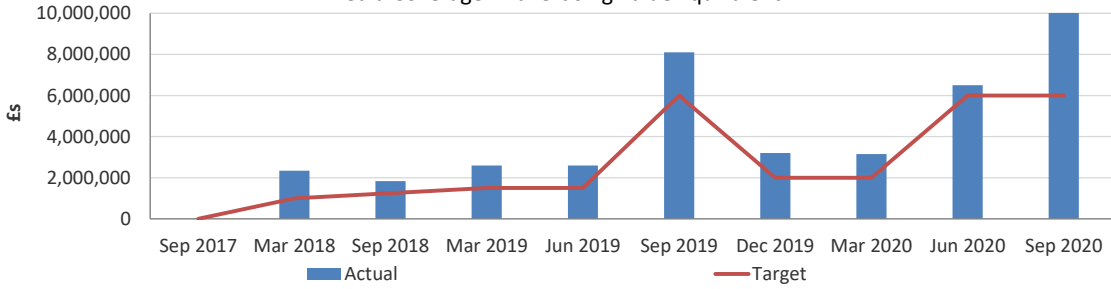
Communications and Consumer Relations

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. The value currently stands at £18.5 million. The annual target is £6 million.	Focus on effective media relations and proactive planning.	Proactive media.
Increase proactive engagement with the media	Green	Improving	Performance reached 72% in Q2. The target is now being achieved consistently each quarter.	There is an emphasis on proactivity to showcase the County Council. Daily focus, weekly creative brainstorm, increased planning.	Continued focus on trade media channels.
Increasing staff engagement	Green	Improving	The COVID-19 response meant there no surveys during 2019/2020 Quarter 4 or the April-to-June Quarter of the current financial year. However, there was a 70% response to the Staff Survey held in the second Quarter of 2020/2021.	Sharing Staff Survey outcomes.	Regular all-staff briefings to share progress.
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 completed inside 65 days	Red	No Noticeable Change	Stage 2 investigations are managed by the Consumer Relations Team. One of the statutory Stage 2 complaints was completed inside 65 days (59 days) and 7 outside the 65 day threshold.	7 complaints completed in more than 65 days (114, 125, 138, 149, 153, 157 and 170 days). Nature of complaints are recorded under set criteria. Nature of complaints include decision making (4), communication (1), staff attitude / behaviour (4).	

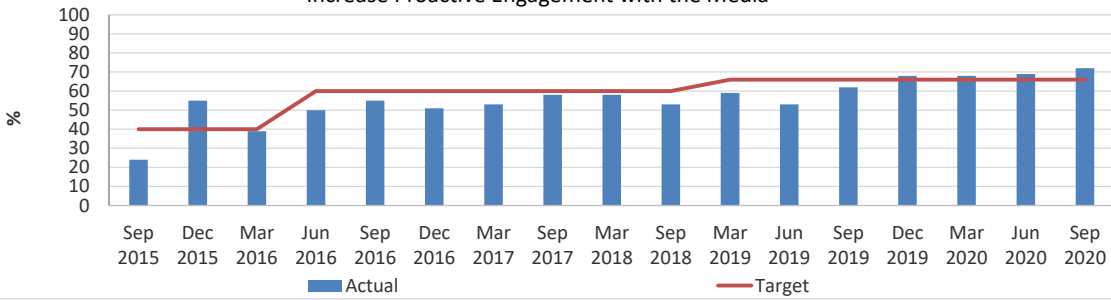
Communications and Consumer Relations

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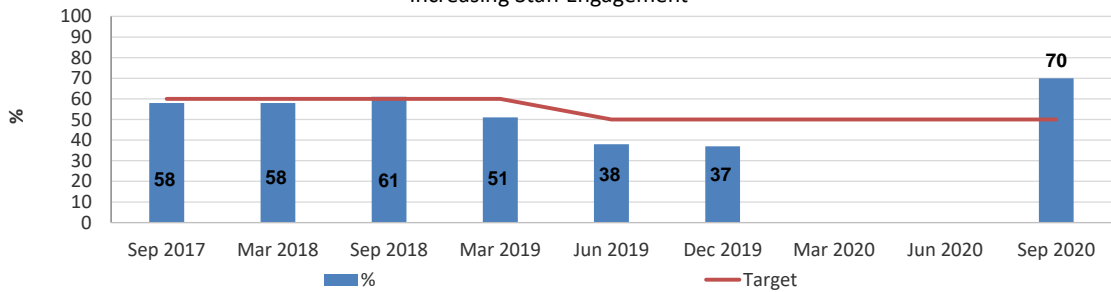
Media Coverage - Advertising Value Equivalent



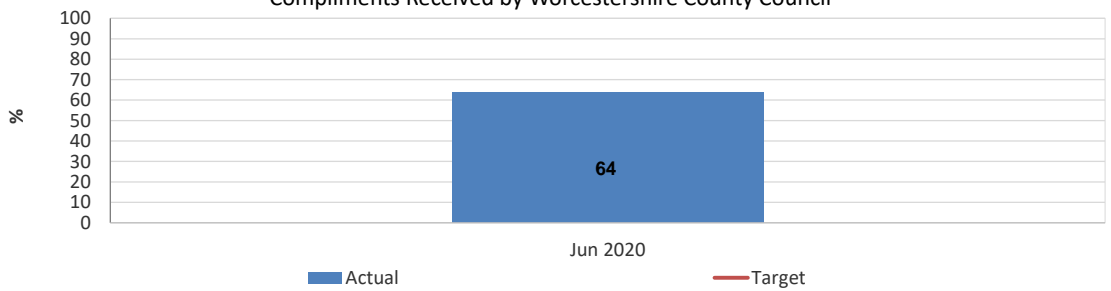
Increase Proactive Engagement with the Media



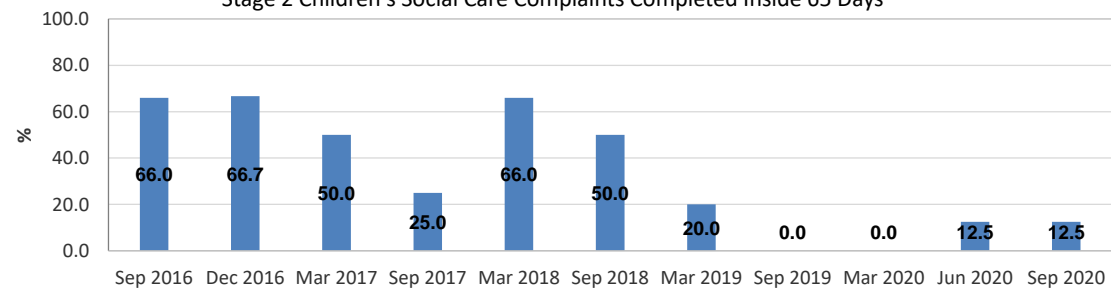
Increasing Staff Engagement



Compliments Received by Worcestershire County Council



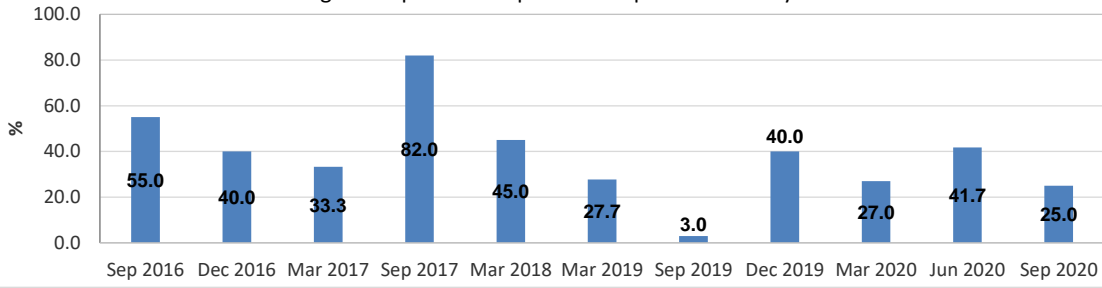
Stage 2 Children's Social Care Complaints Completed Inside 65 Days



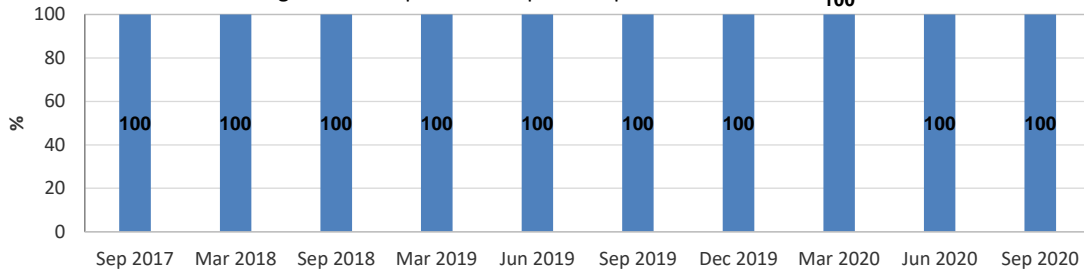
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Red	Deteriorating	Stage 2 investigations are managed by the Consumer Relations Team. There has been a deterioration compared with the previous quarter, 2 out of 8 complaints being completed within 25 days. In Quarter 1, 5 (41.7%) of 12 complaints were completed within 25 days.	6 complaints completed in more than 25 days 35, 37, 52, 129, 133, 155 days). The nature of complaints is recorded under set criteria, including decision-making, freedom of information, standard of service, and 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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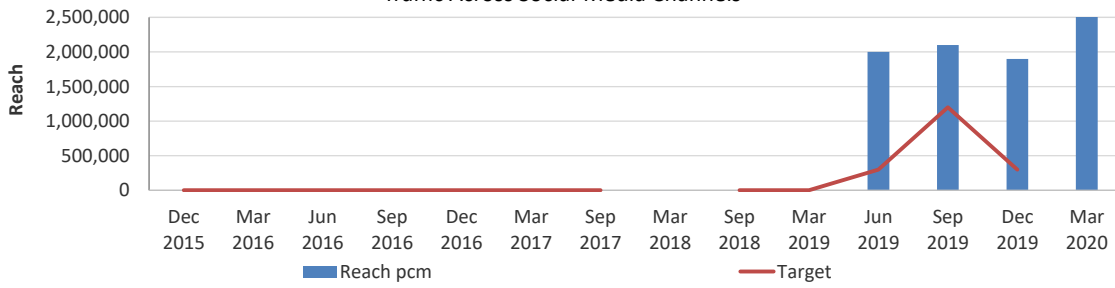
Stage 2 Corporate Complaints Completed in 25 Days



Strategic Leadership Team Complaint Reports Provided on Time



Traffic Across Social-Media Channels



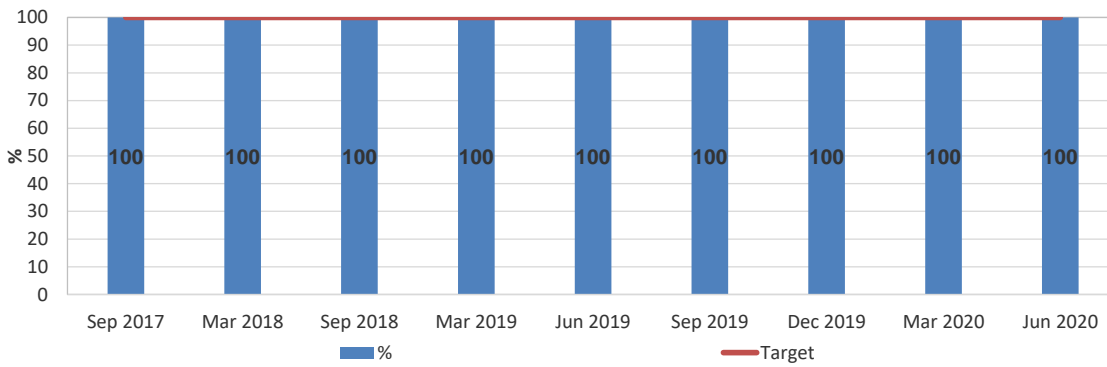
Management Information Analytics and Research

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".

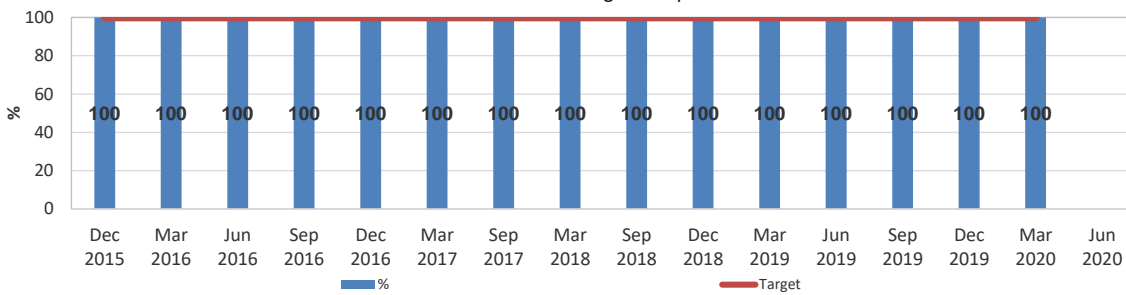
Management Information Analytics and Research

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Strategic Leadership Team/Directorate Leadership Team Reports Completed on Time



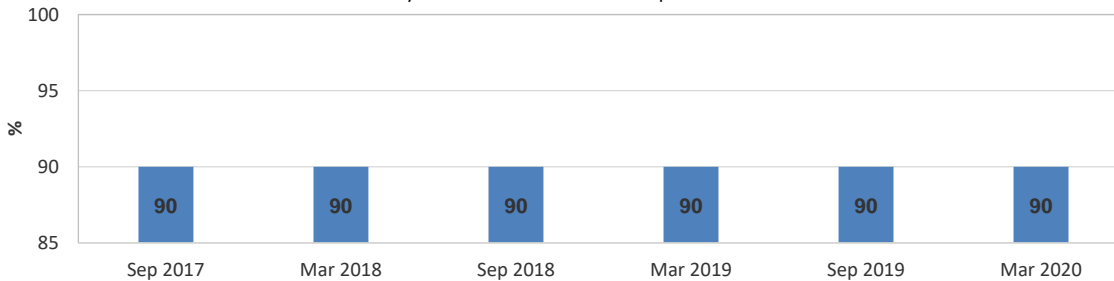
Balanced Scorecard and Risk Register Reported on Time



Customer Satisfaction with Management Information & Analytics team

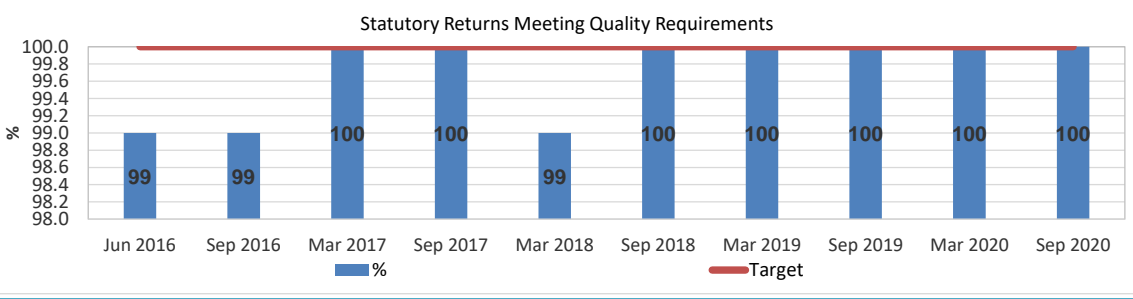
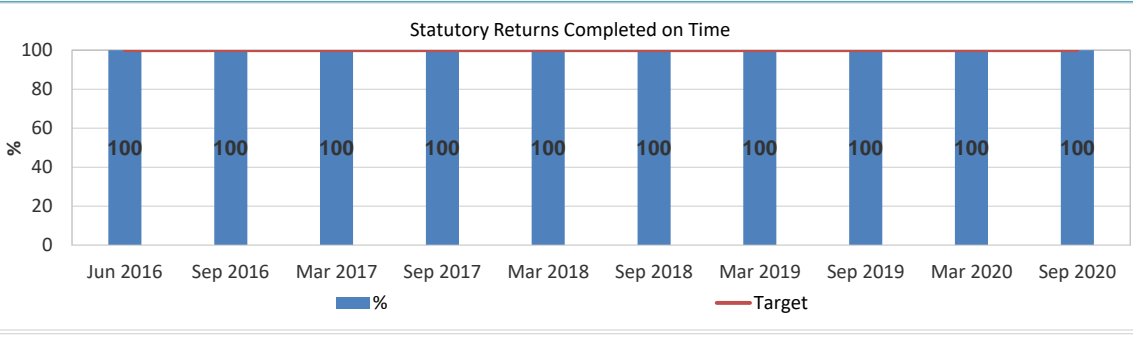
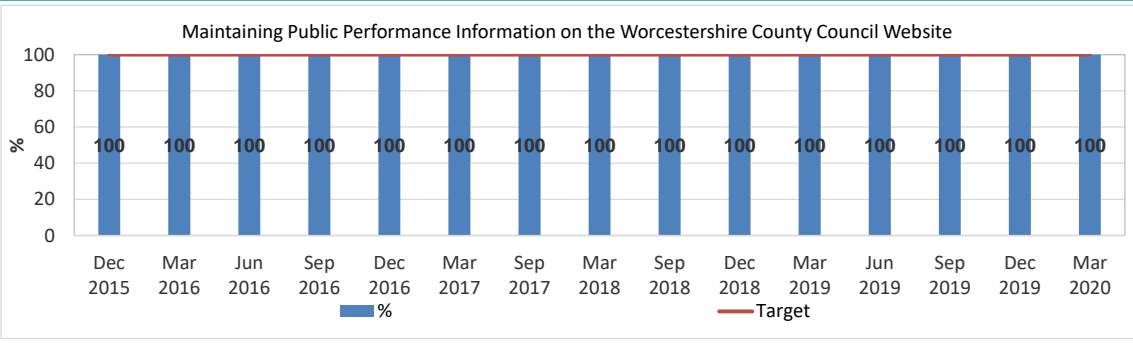


Delivery of the Children's Services Improvement Plan



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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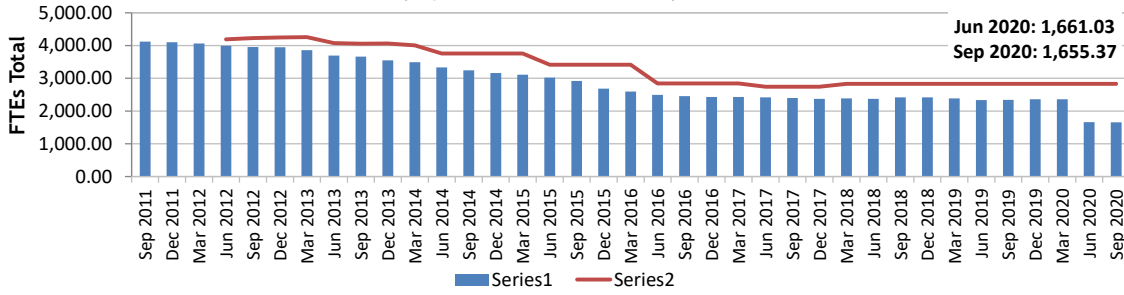
HR, ICT and CIMU

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full-Time Equivalents	N/A	Improving	Number of FTE employees as at 30th September 2020, taken from the iTrent management information system. The current Direction of Travel assessment reflects the fact that the latest figure (1,665.37) is less than the previous one (1,661.03), the percentage change being -0.3%	During 2020/2021, we expect to employ the equivalent of 5,921 full-time equivalent staff (3,564 in schools). This includes the planned reduction in staff numbers as part of efficiency measures, which would include where roles transfer to other providers.	
Sickness Rates	Green	Improving	0.48 average days sick per person [FTE] in the financial year as at the end of Quarter 2. The rating and direction of travel is based on the same period 2019/2020 (4.10), but is also improving relative to the end-of-September figure in 2017/2018.	Monitoring and management of sickness absence.	
Days lost through long- and short-term sickness	N/A	N/A	Long-term absences are those episodes of 21 or more calendar days. Long-term absences in 2020/2021 Quarter 2 (2,276 days) fell 37.9% from 3,667.54 days in 2019/2020 Quarter 2. Short-term absences (526 days) fell 48.3% compared with 1,088.65 days in Quarter 2 of 2019/2020.	Monitoring and management of sickness absence.	
Staff turnover rate	N/A	N/A	Number of leavers in the financial year to date, expressed as a percentage of the workforce.		

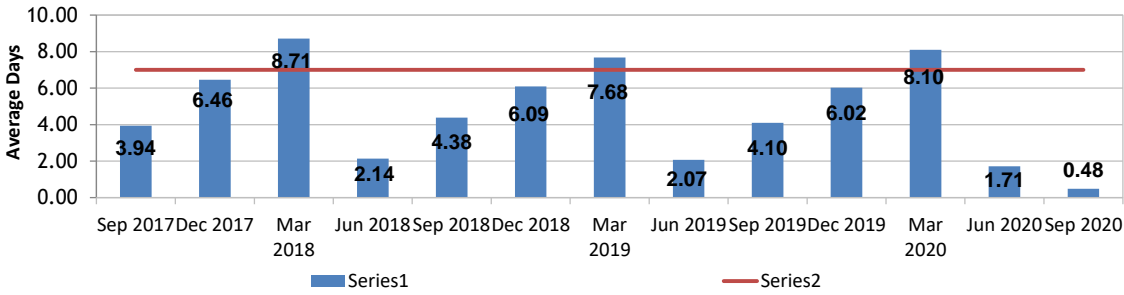
HR, ICT and CIMU

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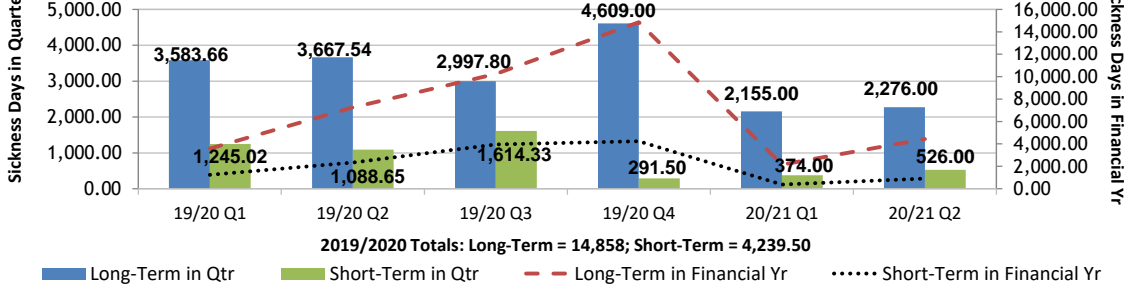
Employees - Actual Full-Time Equivalents



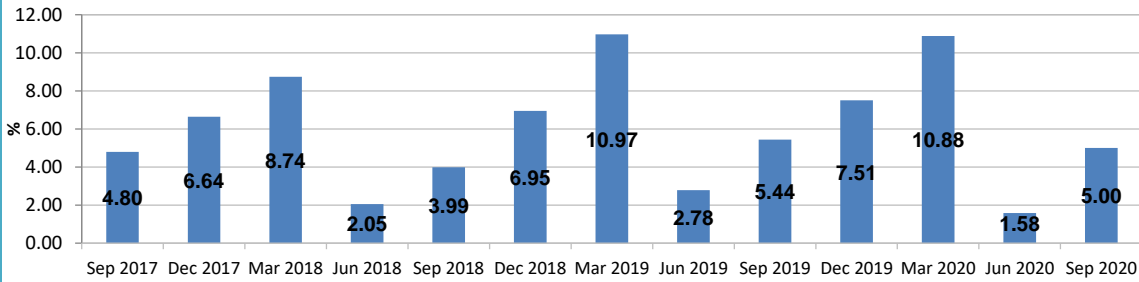
Sickness Rates



Days Lost Through Long- and Short-Term Sickness



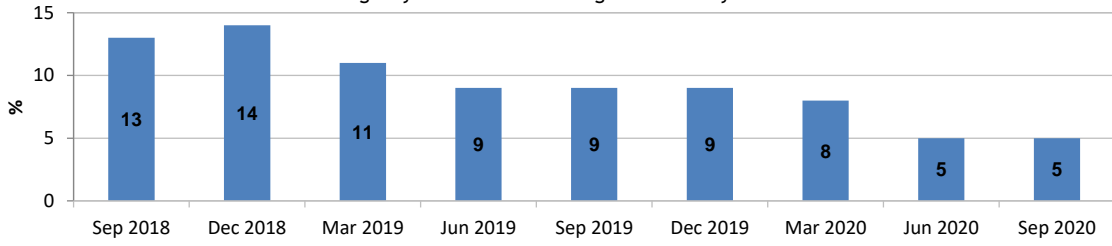
Staff Turnover Rate



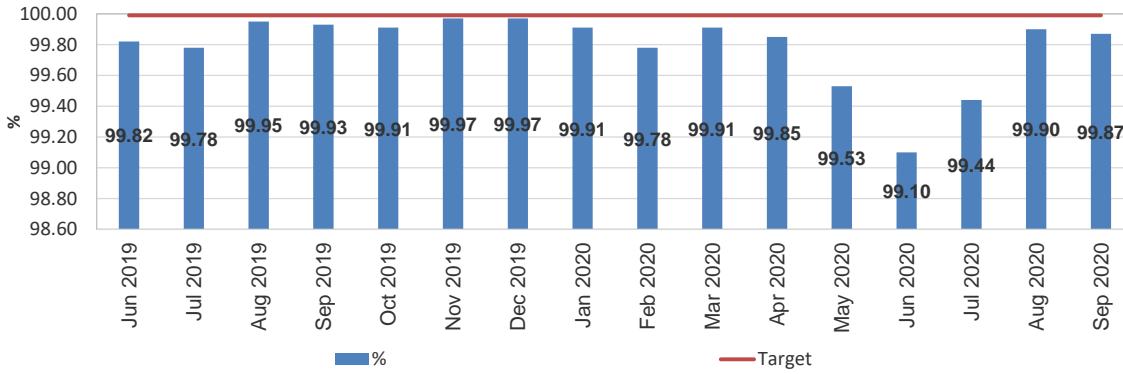
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Cost of agency staff as a percentage of the total pay-bill	N/A	No Noticeable Change	Total agency spend at the end of the Quarter, divided by the total pay bill. Effective from 1st October 2019, the calculation for this measure <i>excludes</i> WCF. Figure at end of 2020/2021 Quarter 2 unchanged from end-of-first-Quarter figure.		
ICT - Local Area Network (LAN) Availability	N/A	N/A	Overall availability in the July-to-September Quarter was 99.58%, up compared with 99.48% availability in the preceding three months. Downtime was 1,319 hours and 10 minutes out of an available-hours total of 494,592. July's downtime (950 hours and 32 minutes) equated to 72.1% of the Quarter's overall downtime.	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	Performance was above the 99.90% target in July and August, but dipped below it in September. January's out-turn of 99.57% was the previous 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.	
CIMU - FOI/EIR and SARs	N/A	N/A	This measure covers the timeliness of responses to Freedom of Information requests, the preparation of Environmental Impact Reports, and responses to Subject Access Requests. 2020/2021's percentages are the first to be included in this performance summary. Future updates and commentary will be provided on a quarterly basis.		

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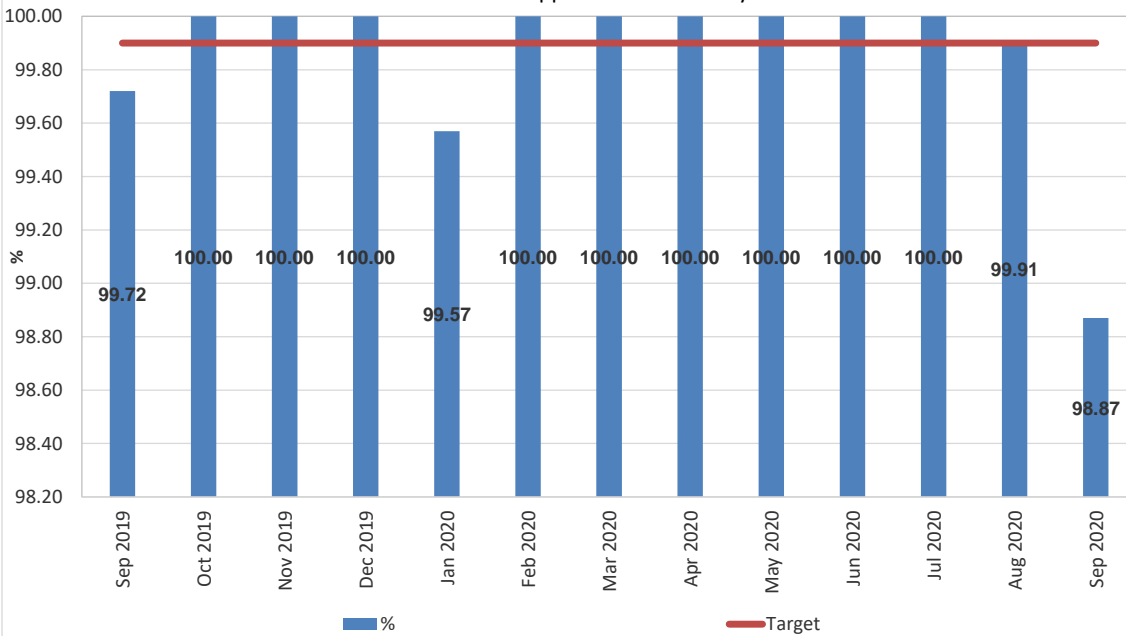
Agency Staff as a Percentage of Total Pay-Bill



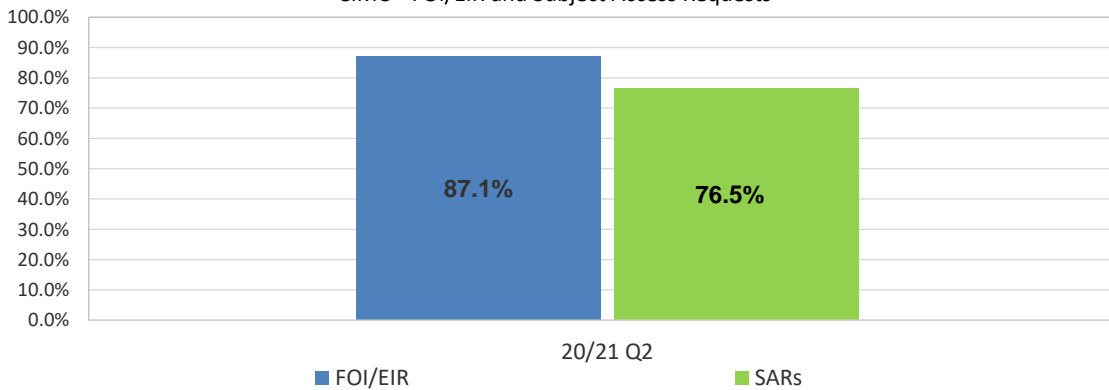
ICT - Local Area Network (LAN) Availability



ICT - Critical Application Availability



CIMU - FOI/EIR and Subject Access Requests



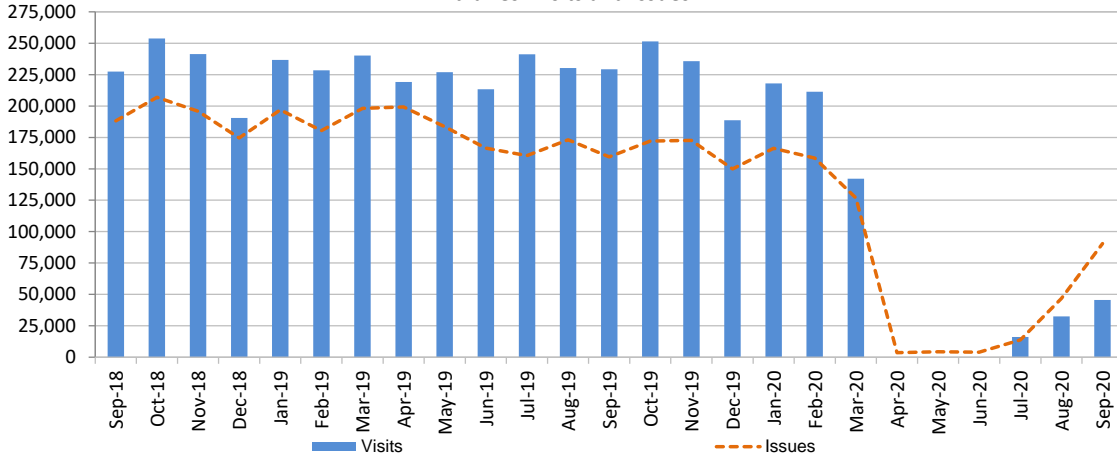
Communities

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits Library Issues	No Status	Visits - N/A Issues - N/A	All libraries are now open, the phased re-opening programme being completed in mid-September. Libraries' opening hours are reduced compared with their normal hours and they offer time-limited browsing, computer-use, and use of public work/study spaces. September's visits total was 45,511, just under 20% of the September 2019 total of 229,347. Book issues in September totalled 90,523 (September 2019: 159,517).	Daily monitoring of visits, issues, computer usage, and study-table bookings continues. Reporting of availability of popular titles and authors, issues of e-stock, and take-up of on-line services, events, and activities remains in place. A library-by-library upgrade of computers to Windows 10 is currently being undertaken by IT. Libraries Connected reported in late-September that, nationally, library visits were estimated to be about 20% of the levels of twelve months previously.	Libraries will continue to be opened and operated in line with all national and local guidelines relating to the pandemic. On-line events and activities will continue to supplement in-library services. 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 the first half of the financial year totalled 96,414, up 107.9% compared with last year's April-to-September total of 46,367 and only 3,511 less than the total for the whole of 2019/2020 (99,925). September's e-issues total of 14,474 was the lowest calendar-month figure of 2020/2021 so far, but it was still 82.9% higher than the September 2019 total of 7,914.	We continue to promote our digital collections and to work with our supplier to expand the range of titles and the number of available copies of already-held titles, although publishers' policies concerning which titles are made available to libraries in electric format is a limiting factor. The 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) as a means of tracking 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 output, 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.

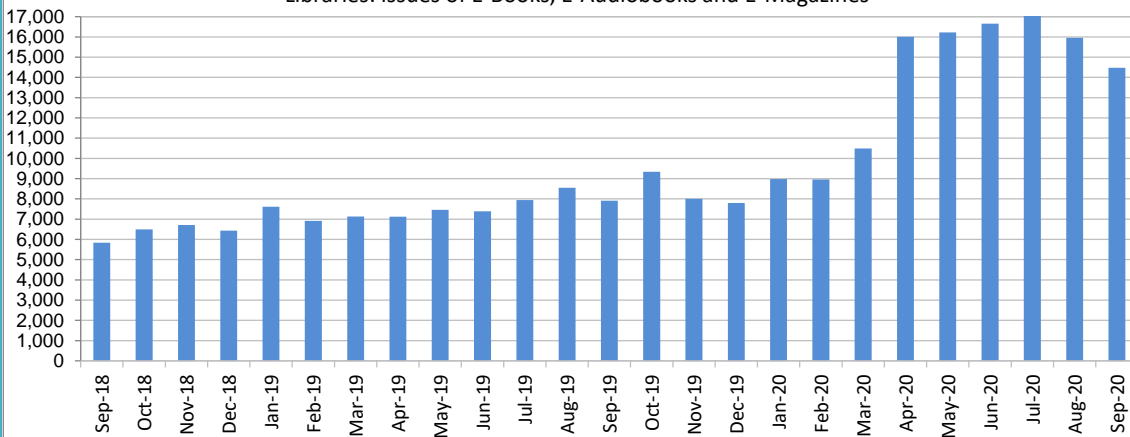
Communities

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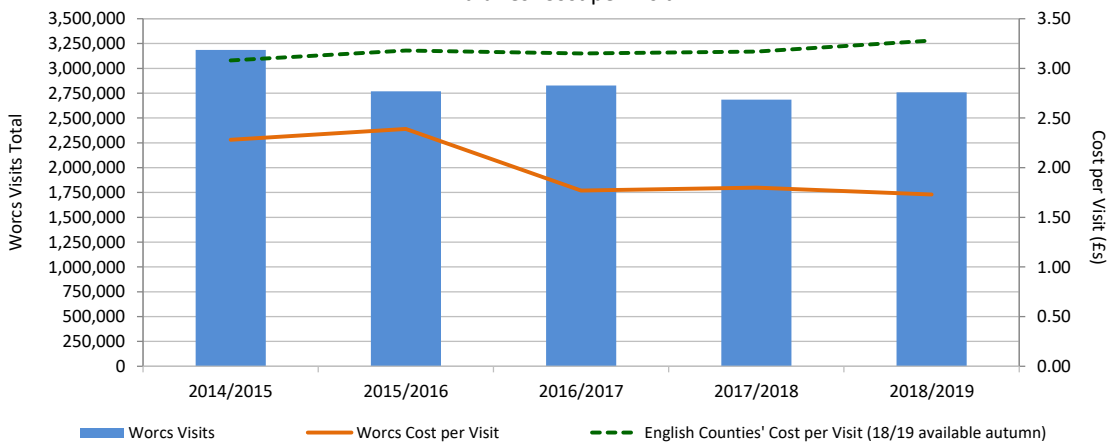
Libraries: Visits and Issues



Libraries: Issues of E-Books, E-Audiobooks and E-Magazines



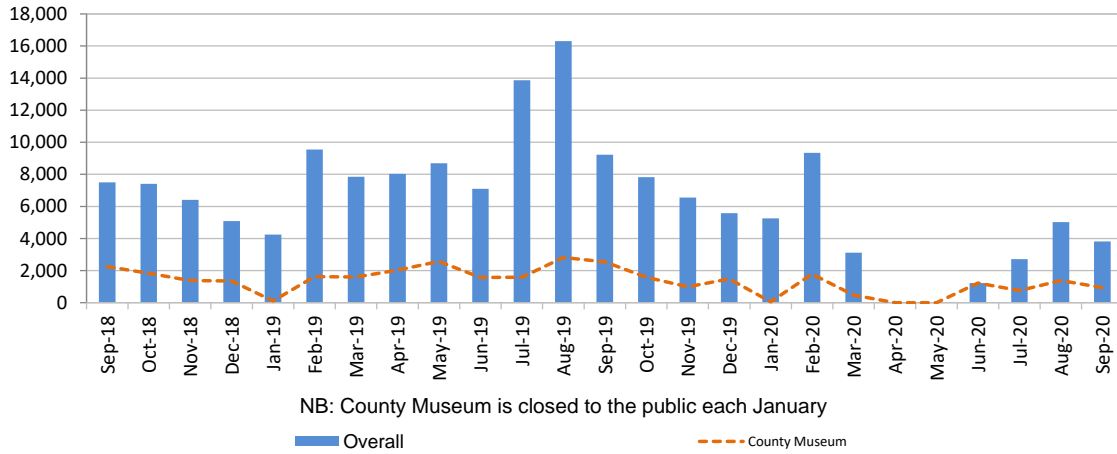
Libraries: Cost per Visit



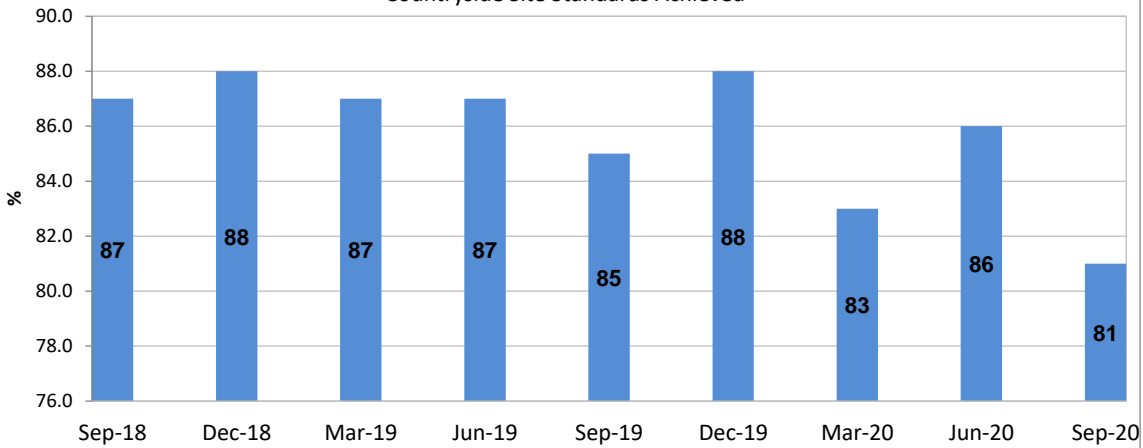
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Museum Visits	No Status	N/A	The three museums' visits total in September (3,821) equated to 41.4% of their September 2019 total. Their combined August total of 5,017 was 30.8% of the August 2019 tally. The part of the Hartlebury Castle site run by the Preservation Trust began an extended winter shutdown on 1st September, but County Museum remains fully open and last month had 937 visits, including 570 free admissions on its two Heritage Open Days.	All three museums have exhibitions, half-term Halloween events, and on-line activities that they are publicising. The three sites each enforce a limit on the number of visitors on site at any one time, social-distancing, enhanced cleaning schedules, extra hand-sanitation facilities, pre-planned one-way systems, use of contactless till points and cashless payments only, and screens in place where appropriate. On-line events and activities continue.	Planning of future exhibitions and events will have to take into account government regulations concerning social distancing and there may be some cancellations. The impact that reduced building capacities, no group bookings, and (at The Commandery) the closure of the shop are having on income from admissions and retail sales will continue to be monitored.
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 percentage of Site Standards met at the end of 2020/2021 declined during Quarter 2 from 86% to 81%. Due to the huge increase in use of sites over the spring and summer, issues related to wear and tear, fly-tipping, and littering have been immense.	Work continues to remedy these issues and the team is getting on top of them now the summer period is over. It is therefore anticipated that the next Quarter will see an improved compliance score.	Monitoring and addressing of issues arising from inspections of sites or raised by visitors.

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Museums Worcestershire: Visits



Countryside Site Standards Achieved



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Corporate and Communities Overview and Scrutiny Panel

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18 November 2020

**Quarter 2 2020/21
Financial Update**

Q2 Forecasted Position – COACH and CEU

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	2020/21 Forecast Incl one off adj	Variance After Adj's	Variance After Adj's	Change Since Q1
	£000	£000	£000	£000	£000	£000	£000	£000	%	£000
COACH - Management	613	266	213	(52)	0	0	213	(52)	-19.7%	7
Legal and Democratic Services	8,075	5,172	4,991	(181)	21	79	5,090	(81)	-1.6%	25
Commercial, Management Information & Research	2,566	235	277	42	0	(43)	234	(1)	-0.3%	84
Property Services	9,287	715	307	(408)	11	0	318	(396)	-55.5%	14
Digital, IT and Customer Services	9,131	504	690	186	(104)	(100)	485	(19)	-3.7%	(55)
Programme Office	1,229	43	381	338	134	(482)	33	(9)	-22.0%	(9)
Total Commercial and Change	30,901	6,934	6,859	(75)	62	(546)	6,375	(559)	-8.1%	66
Engagement & Communications	740	56	49	(7)	0	0	49	(7)	-13.2%	23
Health & Safety	350	22	15	(7)	0	0	15	(7)	-30.3%	1
HR - Core	5,427	444	398	(45)	0	45	444	0	0.0%	449
Financial Services	4,064	584	505	(79)	0	0	505	(79)	-13.6%	(59)
Chief Executive	612	448	269	(179)	159	0	428	(20)	-4.5%	0
Total Chief Executive	11,193	1,554	1,236	(318)	159	45	1,441	(113)	-7.3%	414

Key Headlines – COACH and CEU

- The overall forecast is an underspend of £559k for COACH and £113k for Chief Executives Unit
- Key variances are:
 - Underspend within Property Services due to reduced contract expenditure and reduction in planned works for administration buildings
 - Underspend on Financial Services due to vacant posts and income generation
- Main changes between Q1 and Q2 include the need to account for exit costs relating to recent restructures and reduced reliance on reserve funding

Q2 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	2020/21 Forecast Incl one off adj	Variance After Adj's	Variance After Adj's	Change Since Q1
Strategic Libraries	12,208	4,955	4,658	(297)	0	0	4,658	(297)	-6.0%	(203)
Museum Services	754	636	638	2	0	0	638	2	0.2%	4
Archives and Archaeology	3,294	1,525	1,509	(16)	0	0	1,509	(16)	-1.0%	(16)
Greenspace & Gypsy Services	1,810	500	486	(14)	0	0	486	(14)	-2.9%	(14)
Community Services Leadership Team	204	204	179	(26)	0	0	179	(26)	-12.5%	(3)
Skills & Inv including Adult Learning	2,080	414	437	23	0	0	437	23	5.5%	23
Registration & Coroner	2,160	872	853	(20)	0	0	853	(20)	-2.2%	(20)
Public Analyst	67	67	42	(25)	0	0	42	(25)	-37.3%	0
Trading Standards	872	183	183	0	0	0	183	0	0.0%	0
Total - Communities	23,449	9,357	8,985	(373)	0	0	8,985	(373)	-4.0%	(229)

The main change between Q1 and Q2 relates to a reduction in forecasted spend on staffing within the Library Services including the Hive.

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

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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

18 November 2020

2021/22 Emerging Pressures and
Challenges

Key areas which are being reviewed by the Directorates

- Development of an asset management strategy
- Review of the property portfolio including libraries and corporate accommodation
- Refresh and implementation of revised digital strategy
- Delivering the 2020/21 savings relating to organisational redesign which have been delayed due to COVID
- Maintaining and improving the quality of our digital network
- Implementing a single “front door” for access to Council services

Key areas which are being reviewed by the Directorates

- Medium to long term impact of COVID-19
 - Economy
 - Transport
 - Continuation of transformational activities
 - Funding availability
 - Social distancing
 - Engagement and communications
 - Here to Help Development
 - Ability to regenerate our income collection and trading activities
 - Changes in ways and where people work including the digital offer
 - Use and sourcing of PPE
 - Impact on registration and coroner services
 - Impact on library services and their digital offer
 - Debt collection
 - Impact of reduction in council tax and business rates

Key areas which are being reviewed by the Directorates

- Impact of Brexit
 - Contracts
 - Supply chain
 - Funding availability
 - Staffing availability
 - Changes in legislation
 - Communication strategy

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 NOVEMBER 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 10 September 2020.

Dates of Future Meetings

- 2 February 2021 at 2pm
- 11 March 2021 at 10am
- 20 July 2021 at 10am
- 24 September 2021 at 10am
- 8 November 2021 at 2pm

Purpose of the Meeting

6. The Panel is asked to consider the 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 – Corporate and Communities Overview and Scrutiny Panel Work Programme 2020/21

Contact Points

Alyson Grice and Alison Spall, Overview and Scrutiny Officers, Tel: 01905 844962/846607 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 10 September 2020](#)
- [Agenda and Minutes of 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
18 November 2020	Performance and In Year Budget Monitoring - Quarter 2 (June-September 2020) Budget – emerging challenges and pressures		
	Corporate Re-design Programme Update	16 June 2020 (as part of COVID Update)	
	Future of Here2Help Service	17 June 2020	
2 February 2021	Budget Scrutiny: In-Year Performance and Draft 2021/22 Budget and Medium-Term Financial Plan Update		
	Apprenticeship strategy/ The County Council's Talent Programme/Youth focus		Apprenticeships were referred to in Care Work as a Career Task Group Jan 2020 Talent Programme was referred from OSPB in November 2019
	Corporate Complaints and Compliments system – Annual Update	3 September 2019 10 December 2019	
11 March 2021			

Possible Future Items

TBC	Place Partnership Limited		Cabinet 26 March 2020 refers
TBC	Adult Education service – revenue raised and how it is being utilised		

TBC	County Hall – is it fit for purpose? Value for Money? Usage?		
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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)		