

Agenda

Corporate and Communities Overview and Scrutiny Panel

Tuesday, 10 December 2019, 2.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

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

DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Corporate and Communities Overview and Scrutiny Panel Tuesday, 10 December 2019, 2.00 pm, County Hall Worcester

Membership

Councillors:

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

Agenda

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1	Apologies and Welcome	
2	Declarations of Interest and of any Party Whip	
3	Public Participation <i>Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 9 December 2019). Enquiries can be made through the telephone number/e-mail address below.</i>	
4	Confirmation of the Minutes of the Previous Meeting	
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Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Samantha Morris 01905 844963 or Alison Spall 01905 846607, email: scrutiny@worcestershire.gov.uk

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

Date of Issue: Monday, 2 December 2019

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 10 DECEMBER 2019

LIBRARIES STRATEGY

Summary

1. Library authorities (upper-tier local authorities) have a statutory duty under the Public Libraries and Museums Act 1964 'to provide a comprehensive and efficient library service for all persons' in the area that want to make use of it (Section 7). Local authorities have the scope to offer wider library services beyond the statutory service to other user groups, and the Act allows for joint working between library authorities.
2. The Act does not try to define what a 'comprehensive and efficient Library service' is, but when considering how best to deliver the statutory duty, each library authority is responsible for determining, through consultation, the local needs and to deliver a modern and efficient library service that meets the requirements of their communities within available resources. The Department for Digital, Cultural, Media and Sport (DCMS) updated their guidance for library authorities earlier this year and is available on this link <https://www.gov.uk/government/publications/guidance-on-libraries-as-a-statutory-service/libraries-as-a-statutory-service>
3. In fulfilling its duty under s7, a library authority shall, in particular, have regard to the desirability - amongst other things:
 - a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and
 - b) of encouraging both adults and children to make full use of the library service.
4. The general duty under s7(1) of the 1964 Act does not extend "to make such facilities available to persons other than those whose residence or place of work is within the library area of the authority or who are undergoing full-time education within that area".
5. The Council currently meets its statutory duty through the services delivered via twenty-one static libraries, a mobile library and a range of digital services and digital content that are accessible on the Council's library web pages. In addition, there are two fully volunteer-run community library links based in village halls at

Welland and Martley and the library service also operates the prison library in HMP Hewell.

Next phase of transformation

6. The role of libraries within Worcestershire communities has been changing for over a decade and continues to evolve within a challenging financial environment. Traditional library services of book borrowing are now delivered alongside computer access, family activities, a comprehensive adult learning programme, targeted reading and literacy schemes, job clubs, job fairs, health and well-being services and a varied volunteering programme.

7. Considerable progress has been made over recent years in modernising Worcestershire's library services and ensuring value for money. Over £3.9m of efficiency savings has been achieved since 2011/12, when the Libraries Transformation Programme was first launched by Cabinet in May 2011. A range of transformational approaches have been implemented including: a comprehensive property re-modelling programme; a series of staff and management restructures; a reduction in the Mobile Library service; investment in self-service technology; introduction of consortium stock purchasing and direct book delivery.

8. In October 2018, the Council's Cabinet considered a report which outlined the next phase of Libraries Remodelling. This was set in the context of the Council's Medium-Term Financial Plan, with the report also describing that decisions made by local authorities concerning libraries should be guided by a strategic review, that in turn is informed by a needs assessment. Therefore, the report in October 2018 presented the findings of Worcestershire's libraries' needs assessment and outlined a set of recommendations, to take out to formal public consultation, for the future delivery of front-line library provision. As a result, Cabinet agreed to launch a formal public consultation exercise.

9. In July 2019, Cabinet received a report summarising the feedback from the public consultation along with feedback from a Libraries-focused Local Government Association (LGA) Peer Review that was held in May 2019. The report outlined proposals and recommendations for how to act on the findings of the consultation and Peer Review and clarified the position in relation to being on track to realise 2019/20 savings. Cabinet agreed to act upon the advice of the LGA Peer Review and take time to consolidate all of the feedback and learning gathered through the needs assessment and public consultation into a Libraries Strategy in order to set out the vision and ambition for the service over the medium to long-term. All future delivery changes would then be underpinned by the Strategy.

10. A report to December's Cabinet is being prepared to summarise the final stages of the libraries strategic review which will conclude in recommending to Cabinet the approval of Worcestershire's Libraries Strategy.

11. This report provides a summary of the content of the proposed Libraries Strategy in order to seek Corporate and Communities Scrutiny Panel's views on its content ahead of final approval by Cabinet.

Library Strategy – development

12. In early June 2019 the Council met with library policy advisors from the Department for Digital, Culture, Media and Sport, who strongly reinforced the Peer Review recommendation that the county's library transformation proposals be underpinned by a library strategy that articulates the medium and long-term vision and ambition for the service. The strategy will also link libraries to the Council's corporate strategy; reflect local need as identified in Libraries' Needs Assessment and demonstrates how changes to service provision will reflect feedback from residents and communities.

13. Building on the feedback received from the extensive public consultation exercise carried out earlier on in 2019, a further public viewpoint engagement exercise has been carried out resulting in 1468 responses as well as a series of staff engagement exercises; visits to Leicestershire and Warwickshire Library Services with the Cabinet Member with Responsibility for Communities, and Corporate and Community Scrutiny Panel Members; Service Manager discussions with Staffordshire and Cambridgeshire and a completion of a Libraries self-assessment review using the DCMS framework.

14. The visits to Leicestershire and Warwickshire were focused on learning from others in relation to two delivery models, Community Managed Libraries and 'Open Plus' Libraries. Community Managed Libraries, which is where the running of libraries has transferred to community organisations, have been implemented where there are high numbers of small libraries (Leicestershire 34, Staffordshire 27 and Warwickshire 13) and no existing community support (unlike current arrangements in Worcestershire). Authorities allowed for a long implementation lead time as the pace was driven by local communities and they also provided significant investment to secure the necessary deals. 'Open Plus' libraries have been implemented to extend opening hours as well as reduce staffing levels. Where implemented most successfully there has been high engagement with the community to promote and encourage ownership and use of the available space.

15. The most recent viewpoint survey was instigated to try and encourage feedback from non-library users. Out of the 1468 responses 29% (420) had not visited a library in the past 12 months. When asked what would most encourage non-users to visit a library in the future, the top three responses were improved awareness of library services; improved IT and longer opening hours. Responses also mentioned improved accessibility (parking, opening times, transport).

16. 59% of respondents had not accessed online services in 12 months. The factors most likely to encourage use of online services included access to e-resources; a Library App and the ability for online chat with library staff. When asked about getting involved in the running of the libraries 21% of all respondents stated they would be interested in having a say in the running of their local library (9% of non-users). There was highest interest from those in less-affluent socio-economic groups.

Proposed Library Strategy - Content

17. The proposed Strategy consolidates and builds on all the changes that have gone before. It centres around five strategic ambitions which articulate the vision for the Library Service over the next five years and aims to ensure libraries are positioned at the heart of the Council's corporate priorities and remain fit for the future. The five strategic ambitions are outlined in the diagram below.



18. The strategic ambitions consider the local, national and financial context described within the proposed Strategy. They have been shaped by 5803 responses from Worcestershire residents to three library consultation and engagement surveys which 23 public consultation meetings which were attended by a total of 800 residents. Specifically, there was strong support from the public of sharing library buildings making this the preferred transformation option. There were also low levels of support for fully Community Managed Libraries so, taking this and the learning from other areas, this option is no longer being considered.

19. The ambitions have also been shaped by feedback from library staff and Council service leads, recommendations identified in the Libraries' Needs Assessment; service improvements identified in a self-assessment review undertaken by the Library Service in October 2019 and learning from the transformation experiences of other library authorities.

20. In summary, the transformation plan for the proposed 5-year strategy for Worcestershire libraries will:

- promote the library service and its benefits more widely across the county to reach more residents
- establish libraries as the front door for Council and community services where appropriate
- establish libraries as community assets and increase community involvement through use of library space and volunteering opportunities
- tailor libraries' service offer to meet a wider range of council priorities and community needs, focusing on the most vulnerable and promoting independence
- seek to sustain our existing 21 public libraries, 2 library links and 1 mobile library, by:-
 - extending self-service technology to allow customers to access library services independently at times that are convenient to them
 - building on our successes at Broadway, Hagley and Upton to engage communities in sustaining and supporting libraries with lowest need (as defined by the local needs assessment), and
 - optimising library space by sharing it with other services to generate income
- enhance and provide new ways to access our digital library services
- right-size staffing resource to activity levels and need
- introduce an optimal library management structure that can deliver strategic ambitions for the service
- establish the Hive as a centre for service innovation and development for all county libraries
- invest in library resources to improve service quality and meet changing customer expectations
- manage libraries more efficiently through new approaches to funding
- explore opportunities for library service growth, in partnership with local communities, and in relation to significant housing developments in the county.

21. The proposed Libraries Strategy attached at Appendix 1 will provide the framework for achieving the remaining library savings. £196K permanent savings were realised in 2018/19 with £4K carried forward to 2019/20. The target for 2019/20 has been to save £395k (plus £4K carry forward) and is on track for delivery albeit only £310K are permanent savings with the remaining £89K being realised through one-off savings. This means the £89K will need to be carried over to next financial year. This leaves an additional £205K (Total £294K) to be delivered in 2020/21 and will be identified through securing income from renting space within libraries; introducing self-service technology, seeking further community support for libraries and right sizing frontline staff and management resource in accordance to need.

22. Subject to approval by Cabinet, work will commence on implementing the ambitions outlined in the Strategy.

23. Presentation are provided for the Panel and are attached at Appendix 2.

Purpose of the Meeting

The Corporate and Communities Overview and Scrutiny Panel is asked to: comment on the content of the proposed Libraries Strategy ahead of approval by Cabinet.

Supporting Information

Appendix 1 – Proposed Library Strategy

Appendix 2 – Presentation Slides

Specific Contact Points for this Report

Samantha Morris/Alison Spall Overview and Scrutiny Officers Tel: 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 Cabinet on 18 October 2018 and 11 July 2019.

Agenda and Minutes of the Corporate and Communities Overview and Scrutiny Panel on 7 November 2018, 13 March 2019, 9 July 2019.

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



LIBRARY STRATEGY

2020 - 2025

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Worcestershire County Council (WCC) is very proud of its library service and all that it does to deliver positive outcomes for the residents of Worcestershire.

Our libraries are thriving community spaces where people go to meet with one another and participate in a wide range of services from adult learning classes and job clubs to social connecting groups and health walks. For many they are a lifeline.

Our 24/7 digital services are available for residents who wish to access services online and our Mobile Library and Library Service at Home take library services out into the community.

Our library service forms part of a broader community service offer, which is now positioned within our People Directorate. I believe this creates a fantastic opportunity to create a 'Libraries First' mind-set in Worcestershire which will see libraries as the first choice of the council and community partners for providing information and services within local communities.

There is more the service can do to support our wider corporate priorities and help build resilient, independent and prosperous communities; adapting library services to reflect how we are all living and changing community need.

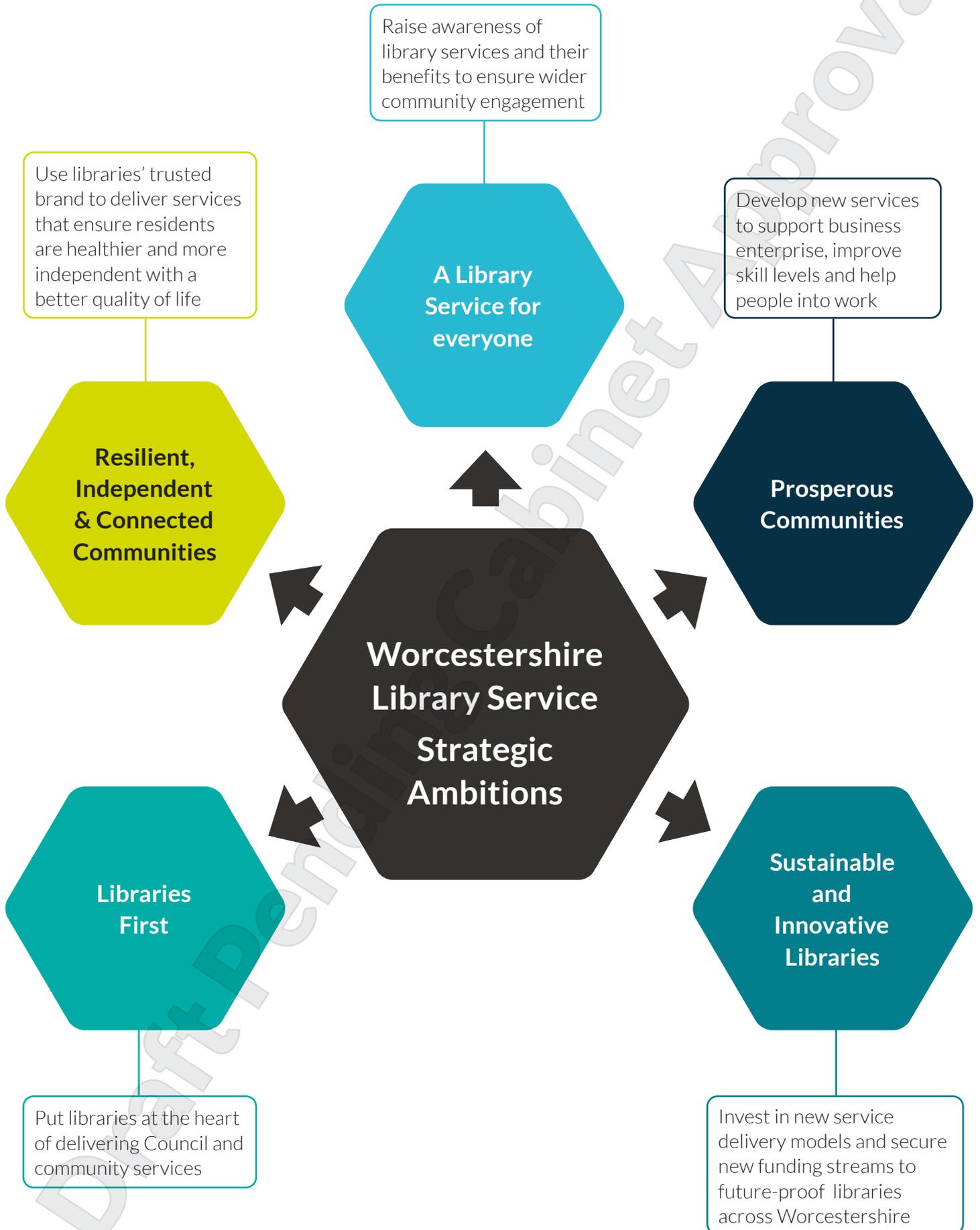
Change is not a new concept for libraries as over the last eight years we have introduced self-service technology; established libraries as community service hubs; developed a comprehensive adult learning offer and health and wellbeing offer; launched the Hive and significantly increased the support offer from volunteers.

This strategy consolidates and builds on all the changes that have gone before. It sets out our ambitions for the next five years with the aim of ensuring libraries are positioned at the heart of our corporate priorities and remain fit for the future.



Lucy Hodgson
Cabinet Member
for Communities





The new five year strategy for WCC libraries will:

- Promote the library service and its benefits more widely across the county to reach more residents
- Establish libraries as the front door for council and community services where appropriate
- Establish libraries as community assets and increase community involvement through use of library space and volunteering opportunities
- Tailor libraries' service offer to meet a wider range of council priorities and community needs, focusing on the most vulnerable and promoting independence
- Seek to sustain our existing 21 public libraries, 2 library links and 1 mobile library, by:
 - » extending self-service technology to allow customers to access library services independently at times that are convenient to them;
 - » building on our successes at Broadway, Hagley and Upton to engage communities in sustaining and supporting libraries with lowest need; and
 - » optimising library space by sharing it with other services to generate income
- Enhance and provide new ways to access our digital library services
- Right-size staffing resource to activity levels and need
- Introduce an optimal library management structure that can deliver strategic ambitions for the service
- Establish the Hive as a centre for service innovation and development for all county libraries
- Invest in library resources to improve service quality and meet changing customer expectations
- Manage libraries more efficiently through new approaches to funding
- Explore opportunities for library service growth, in partnership with local communities, and in relation to significant housing developments in the county.



About WCC Library Service 2018/19

A network of:



Public
Libraries;



Community run
Library Links;



Mobile Library
visiting **175** rural
locations; and a



24/7
Digital Library



2,758,136
library visits

 **2.1%**
on 17/18

576

Volunteers, gifting

21,120

hours of their time



328,764
website visits



1 **Prison**
Library
HMP
Hewell



352,453

hours on library computers



160,056

attendees at library
events and activities



2,821

visits to library service
at home customers

74,208

downloads of **e-books,**
e-audiobooks and
e-magazines



2,406,878
library issues





The Hive:

First integrated **public** and **university library** in Europe.

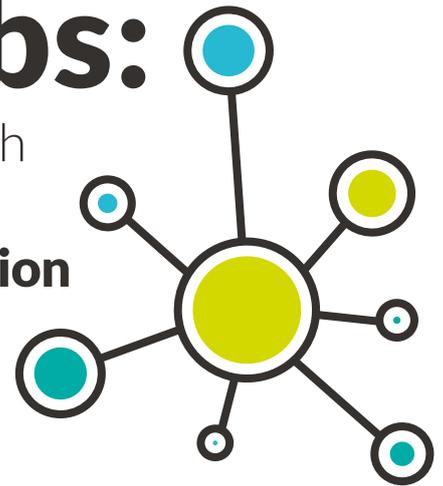
Community Connecting:

over **10,000** residents came together to **share interests** or **concerns at library social connecting groups**



Community Hubs:

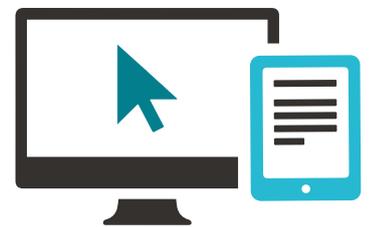
bringing community services together through library co-locations with **Job Centre Plus, District Council Service Centres, Registration Services, Tourist Information, Health Centre, Age UK, Citizens Advice Bureau, Schools** and a **Gym**.



Learning & upskilling:

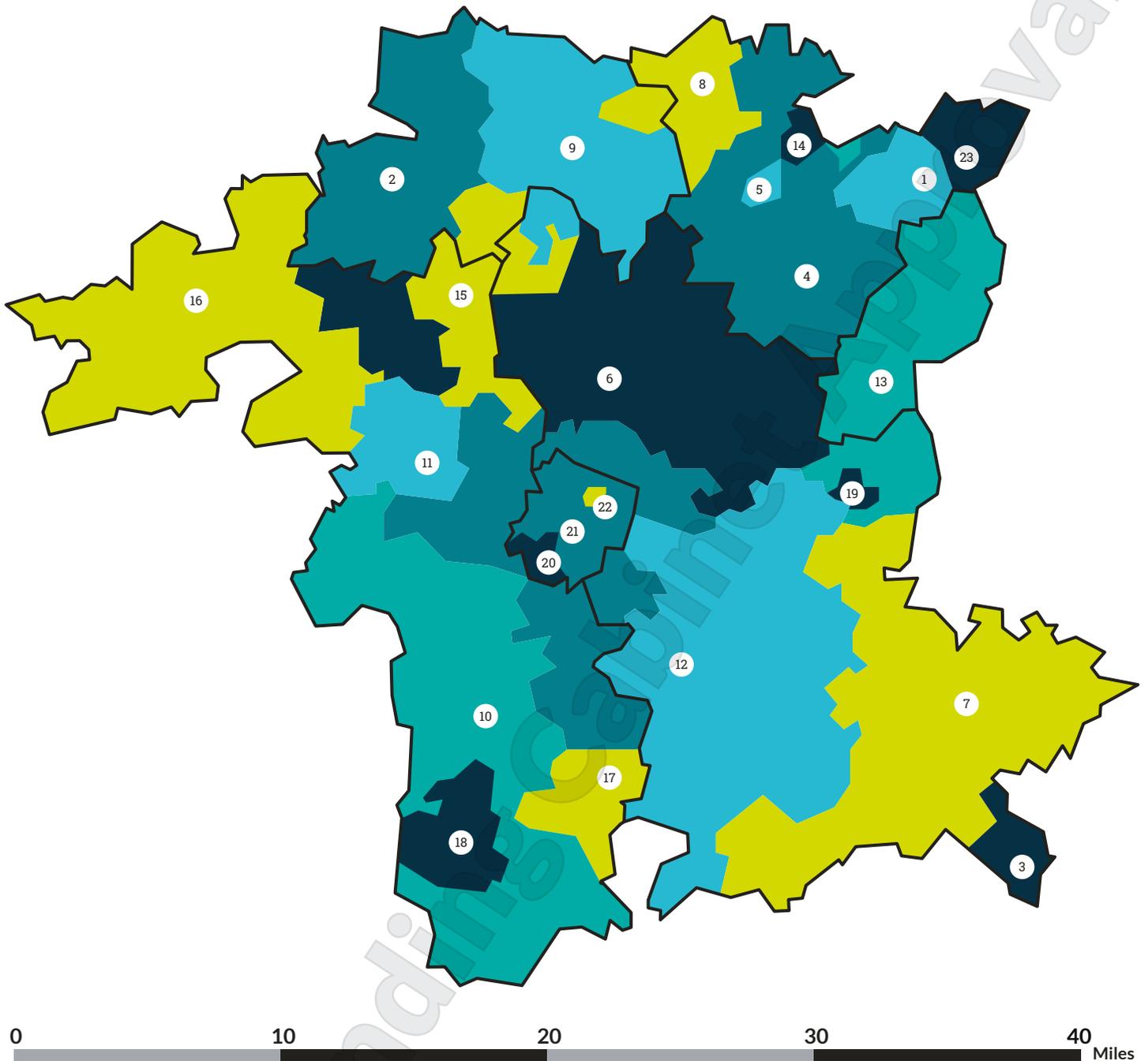
1017 learners acquired **new skills** and **qualifications** in libraries

Digital Support:



8000 customers supported by libraries to access WCC's digital Customer Services, with added value of signposting to further digital support from **97 library digital champions** and **adult learning IT classes**

Library catchment areas



- | | | |
|-----------------|--------------------------------------|-------------------------|
| 1 Alvechurch | 11 Martley Village Hall Library Link | 21 Worcester - The Hive |
| 2 Bewdley | 12 Pershore | 22 Worcester - Warndon |
| 3 Broadway | 13 Redditch | 23 Wythall |
| 4 Bromsgrove | 14 Rubery | |
| 5 Catshill | 15 Stourport | — District Borders |
| 6 Droitwich | 16 Tenbury | |
| 7 Evesham | 17 Upton-upon-Severn | |
| 8 Hagley | 18 Welland Village Hall Library Link | |
| 9 Kidderminster | 19 Woodrow | |
| 10 Malvern | 20 Worcester - St Johns | |

Local Context

WCC Library Strategy is designed to support Worcestershire's changing communities.

Worcestershire has one of the fastest growing local economies and has a forecast for low positive growth in the short term. Being "Open for Business" remains a key priority for the Council and Worcestershire Local Enterprise Partnership's (WLEP) 10 Year Strategy is to increase economic value in the county by around a third by 2025, creating 25,000 extra jobs and building 21,500 new homes.

Worcestershire Local Enterprise Partnership (WLEP) is consulting on Worcestershire's Local Industrial Strategy which will identify the county's local strengths and set out actions to improve productivity, including retraining an ageing workforce. A report by the Institute for Public Policy Research¹ highlights the importance of developing adult skills in response to the effects of Brexit, rapid advances in technology and an aging population.

The population of Worcestershire is projected to increase by 2.8% between 2019 and 2025 to 608,876, with the largest increase of 26% projected in the 75-plus age range. Increases are also projected among teenagers, with a rise of 11.3% in the 13-17 age group and 8.9% for 18-19s².

With half of all people aged 75 + living alone and the number of over 50s experiencing loneliness on the increase, services are required which improve health and wellbeing, reduce social isolation of an ageing population and tackle loneliness experienced by people of all ages.

Services are also required which will build young people's confidence, increase their sense of connection with their local communities and ensure that disadvantaged young people are not left behind digitally.³

The social economic status (SES) gap is widening nationally and the chances of young people from disadvantaged backgrounds experiencing upward social mobility are not improving. There are areas of poor social mobility in parts of Worcestershire with particular challenges in Wychavon.⁴ Two indicators of the origins of inequality in social mobility, that libraries are well placed to address, are time spent by parents playing and reading with children and time spent by fathers reading to children.

Large scale, long term housing developments in Worcestershire present a growth opportunity for libraries. Where these developments include new schools and community facilities there is an opportunity for libraries to bid for Section 106 funding to support the introduction of new library provision in partnership with other community providers. Three potential long-term schemes are in the pipeline including Worcestershire Parkway.

¹ IPPR Report – Building a skills system for the economy of the 2030s | ² ONS 2016 – based population projections

³ Princes Trust, Digital Literacy Survey 2013 | ⁴ Social Mobility Commission



Technology is constantly changing and services are increasingly being delivered electronically. Financial transactions are rapidly moving from being cash based to digital and self-service technology is becoming more widespread. There is a growing expectation that people will have the skills and confidence to navigate and participate in a digital world, whether applying for a job, sourcing online information and advice, paying for a parking permit or staying in touch with friends and relatives.

As a trusted brand, providing a variety of services in safe and welcoming spaces at the heart of local communities, WCC Libraries are well placed to respond to changing community needs, taking advantage of strong links with Council and community partners to engage residents, connect communities and provide information, signposting and services to help Worcestershire's residents develop the skills and confidence to live independent lives and fulfill their potential.





National Library Context

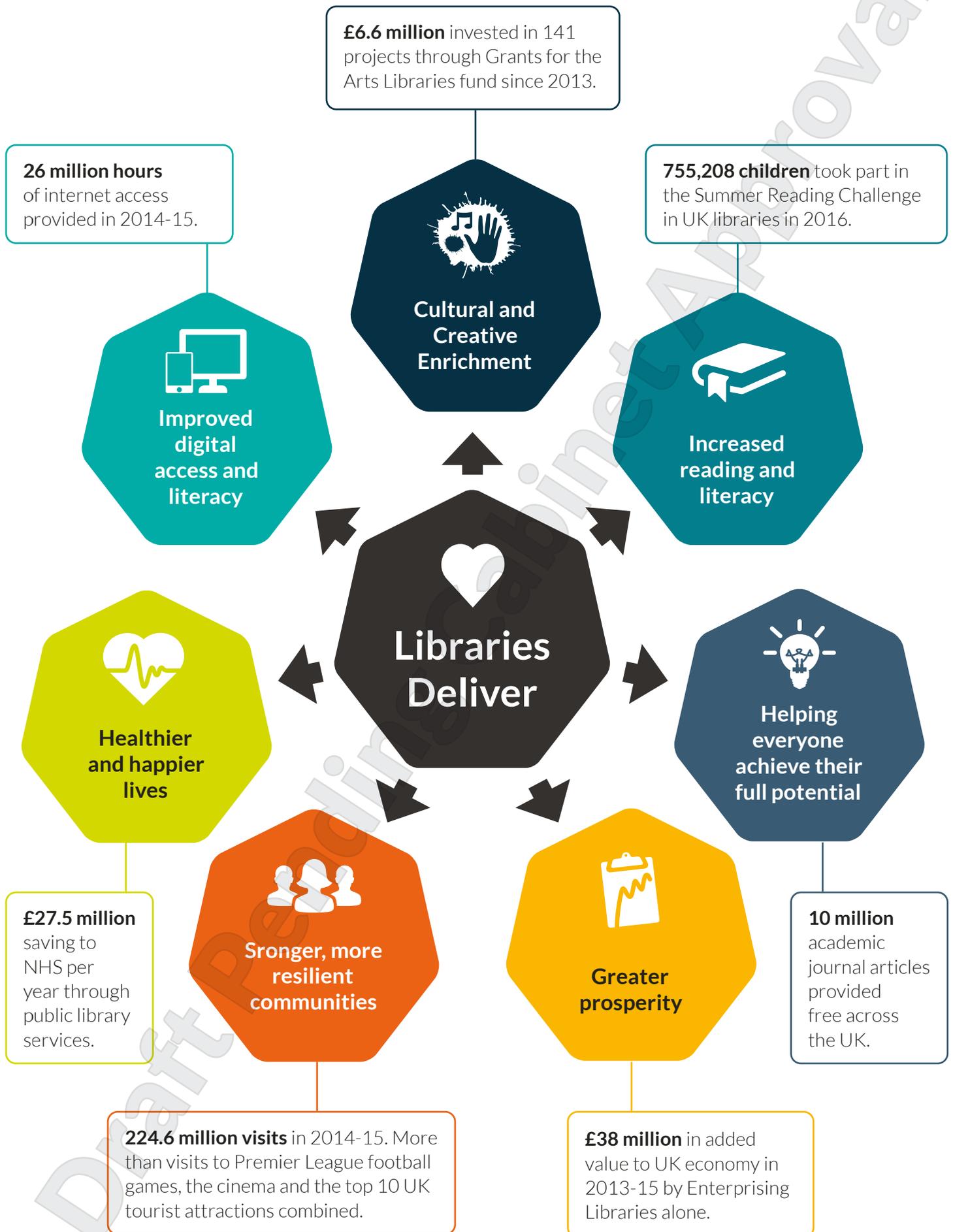
Public libraries are a statutory service under the Public Libraries and Museums Act 1964. The Act requires library authorities to provide a “comprehensive and efficient service” for people who live, work or study within the authority area.

In 2016, the national Libraries Taskforce published ‘Libraries Deliver: Ambition for Public Libraries in England 2016-2021’ in which it sets out the strategic vision and commitment to public libraries in England, recognising the challenging times that councils are facing running library services, calling for radical thinking to protect frontline library services and acknowledging the need for councils to work in ‘new and different ways’ to ‘thrive and not just survive’.

The Libraries Taskforce recognises that local libraries provide a unique ‘cradle-to-grave service’, offering significant reach into local communities and a cost-effective way of ensuring that people are connected to local services. The report sets out an ambition for everyone to:

- Choose to use libraries, because they see clear benefits and positive outcomes from doing so;
- Understand what library services offer, and how they can make the most of what’s available to them;
- Be introduced to new ideas and opportunities, then given confidence and quick and easy access to tools, skills and information they need to improve their quality of life;
- Receive trusted guidance through the evolving information landscape and build the skills needed to thrive in a changing world.

To achieve these ambitions the Libraries Taskforce identifies seven outcomes that library services should contribute to at a local level:



How Worcestershire compares to other areas

Number of library visits per thousand residents shown by financial year from 2014/2015

	2014/2015	2015/2016	2016/2017	2017/2018	% +/- 14/15
Worcestershire	5,536	4,787	4,849	4,564	-12.4
West Midlands	3,775	3,344	3,265	2,947	-13.5
English Councils	3,843	3,535	3,345	3,152	-13.0
All English Local Authorities	4,136	3,848	3,696	3,500	-10.6

Source: Annual CIPFA Public Library Statistics and 2018/2019 Worcestershire visits counts

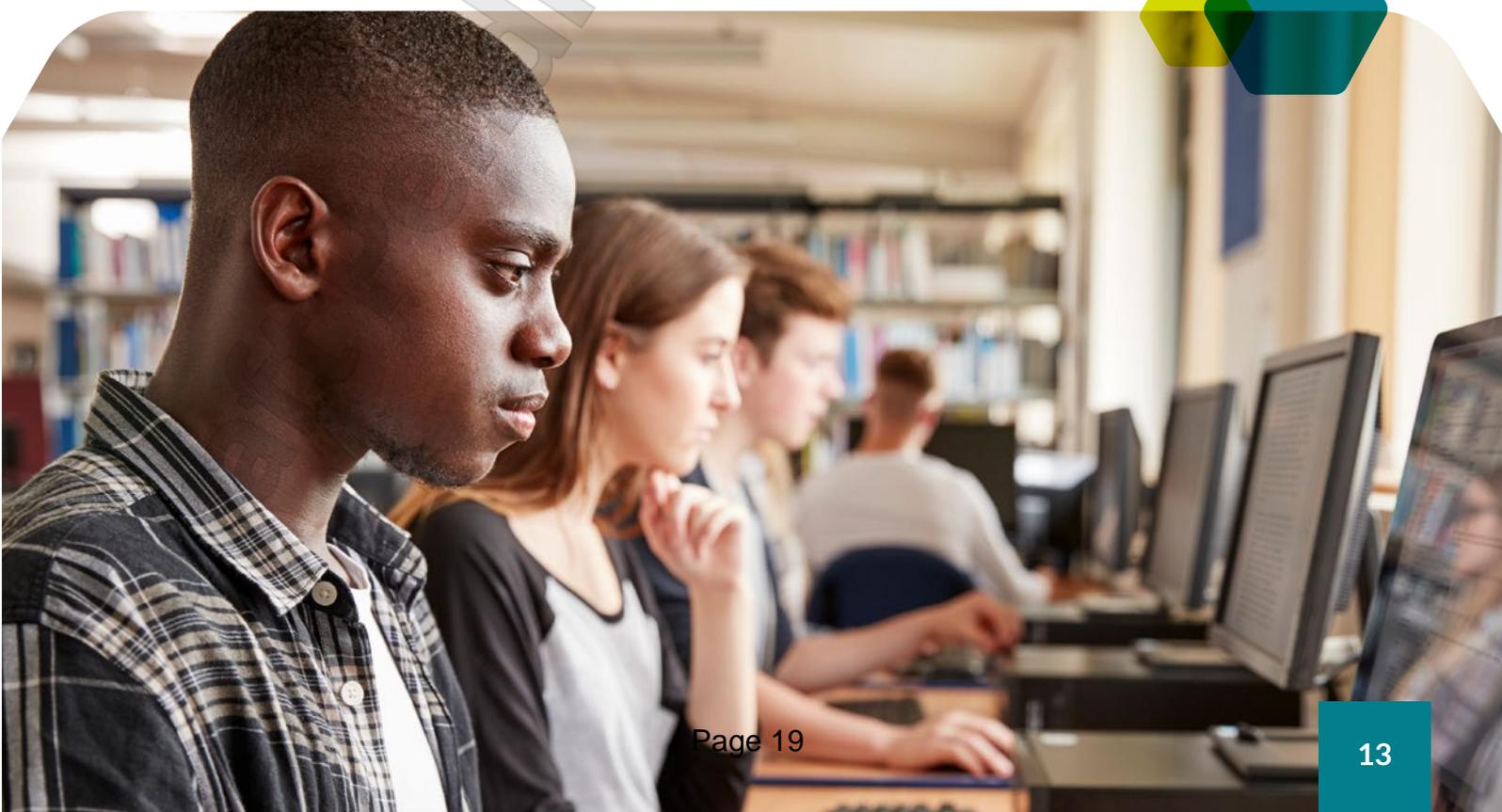
From 2014/2015 to 2016/2017, Worcestershire's visits-per-thousand-residents' figures were the highest of any English County Council.

Cost per library visit from 2014/2015 to 2017/2018

Financial Year	All visits Worcestershire	All visits Worcestershire per 1,000 residents	Worcestershire Cost per visit (£s)	All English Local Authorities Cost per Visit (£)	Worcestershire average % +/- CIPFA performance family average
2014/2015	3,185,207	5,536	2.28	3.08	-23.0%
2015/2016	2,770,023	4,787	2.39	3.18	-22.5%
2016/2017	2,827,561	4,849	1.77	3.15	-43.8%
2017/2018	2,685,481	4,606	1.80	3.17	-52.6%

Source: Annual CIPFA Public Library Statistics and 2018/2019 Worcestershire visits counts and financial information

The cost-per-visit figure for WCC Libraries (including The Hive), in the most recent years for which comparative data is available, is lower than the average for all English local authorities.



Library Premises Costs 2014/2015 to 2017/2018

Financial Year	Premises Costs per 1,000 residents - Worcestershire	Premises Costs per 1,000 residents - performance family	Premises Costs per 1,000 residents - English County Councils	Premises Costs per 1,000 residents - All English Local Authorities	Worcestershire average % +- performance family average
2014/2015	1,162	1,434	1,777	1,922	-19.0
2015/2016	1,205	1,346	1,654	1,855	-10.5
2016/2017	1,196	1,199	1,586	1,787	-0.3
2017/2018	1,198	1,366	1,680	1,893	-12.3

Source: Annual CIPFA Public Library Statistics

Worcestershire libraries' premises costs per 1,000 population are consistently lower than all comparators

Library Premises Income 2014/2015 to 2017/2018

Financial Year	Premises Costs per 1,000 residents - Worcestershire	Premises Costs per 1,000 residents - performance family	Premises Costs per 1,000 residents - English County Councils	Premises Costs per 1,000 residents - All English Local Authorities	Worcestershire average % +- performance family average
2014/2015	37	91	93	105	-59.3
2015/2016	221	80	84	112	+176.3
2016/2017	238	84	102	120	+183.3
2017/2018	228	124	110	133	+83.9

Source: Annual CIPFA Public Library Statistics

Worcestershire libraries' premises income per 1,000 population is consistently higher than all comparators





Financial Challenges

Growing demand for adult and children social care services have resulted in budget pressures for Worcestershire County Council which are only partially offset by business rates and increases in Council Tax.

In response to these pressures, steps are being taken to transform the way the Council works and delivers services. To become fit for the future, the Organisational Redesign Programme commenced in 2019 to ensure that the Council and its workforce will be effective, efficient, and flexible to meet the changing needs of Worcestershire residents.

In 2018/19 the net budget for WCC libraries was £3,752,000, a figure that includes library-related costs of the Hive but excludes costs of other council services based at the Hive.

£300,000 of Libraries' overall base budget is funded by Public Health ring-fenced grant and £650,000 of premises-related income is generated each year through rental income from services co-located in library buildings and from library meeting room hire.

70% of the overall service budget is spent on staff, with the remaining 30% covering premises, hardcopy and electronic resources (books, newspapers, magazines, AV material, online reference sources), IT, service support and service development costs.

£196K permanent savings were realised in 2018/19 with £4K carried forward to 2019/20. The target for 2019/20 has been to save £395k (plus £4K carry forward) and is on track for delivery albeit only £310K are permanent savings with the remaining £89K being realised through one-off savings. This means the £89K will need to be carried over to next financial year. This leaves an additional £205K (total £294K) to be delivered in 2020/21 which will be identified through the development and implementation of the Library Strategy. This will be achieved through securing income from renting space in libraries, introducing new self-service technology in libraries, seeking further community support for libraries and right-sizing frontline staff and management resource in accordance with activity and need.

Strategic Ambitions for Libraries

WCC Libraries have identified five strategic library ambitions which articulate our vision over the next five years:

- **A Library Service for Everyone:** raise awareness of library services and their benefits to ensure wider community engagement
- **Libraries First:** put libraries at the heart of delivering Council and community services
- **Resilient, Independent and Connected Communities:** use libraries' trusted brand to deliver services that ensure residents are healthier, have a better quality of life and remain independent for as long as possible
- **Prosperous Communities:** develop new services to support business enterprise, improve skill levels and help more people into work
- **Sustainable and Innovative Libraries:** invest in new library service delivery models and secure new funding streams to future-proof libraries across Worcestershire



Our strategic ambitions consider the local, national and financial context described in this document. They have also been shaped by 5803 responses from Worcestershire residents to three library consultation and engagement surveys, which were carried out between Summer 2018 and Autumn 2019, and by feedback received at 23 public consultation meetings which were attended by a total of 800 residents.

Feedback from library staff and Council service leads has also shaped our strategic ambitions, alongside recommendations identified in Libraries' Needs Assessment and service improvements identified in a self-assessment review undertaken by the Library Service in October 2019.

Learning from the transformation experiences of other library authorities has also been considered.





Ambition 1: A library service for everyone

Raise awareness of library services and their benefits to ensure wider community engagement

WCC libraries occupy a unique position within local communities, offering a wide range of services that are available to all. Everyone in Worcestershire can borrow books and download e resources; access the internet and use computers free of charge; sign up to an adult learning course, attend a job club or job fair, receive one-to-one support getting online and using digital services, access specialist health resources, take part in one of many social connecting groups and sign-up to volunteer in a library.

We have received strong and clear feedback during public consultation and engagement that we need to do more to raise awareness of these services across the county, so that more residents understand our full library offer and choose to use our services now and in the future.

By raising awareness and expanding the range of library services on offer we will increase the number of local people who benefit from the skills, resources and opportunities available in libraries to improve their quality of life and fulfill their potential through participation, creativity and learning.

How will we achieve this ambition?

- We will develop a communications strategy to change perceptions of libraries and increase public awareness of the full range of library services on offer, and their benefits.
- We will work closely with internal and external partners to develop and extend the reach of our services, particularly to more vulnerable and isolated residents.
- We will continue to develop and promote our digital library offer for those who prefer to access library services online; increasing digital resources for download, developing a Library App to improve service access and introducing online payment facilities.
- We will use data from Libraries' Needs Assessment to put plans in place in local libraries to increase participation by under-represented age groups and socio-economic groups in their catchment areas.
- We will ensure that we remain responsive to changing community needs by giving residents more of a say in shaping library services. We will introduce new models of community engagement and will widen participation in our annual customer survey to include customers of our digital services and outreach services.
- We will seek further opportunities to develop our libraries as community hubs, bringing partner services together in the same space and making library services more visible and available to customers of other services.
- We will publicise our Customer Service Standards to raise awareness of the quality of experience that can be expected in libraries and implement a workforce development plan to ensure that library staff have the skills and confidence to deliver services to those standards in the face of changing community needs.

Ambition 2: Libraries First

Put libraries at the heart of delivering Council and community services

The National Libraries Taskforce has identified an ambition for Council services and community partners to understand what libraries have to offer them and see them as their first choice to provide information, signposting and services within local communities.

WCC Libraries are well placed to reach Worcestershire residents and communities. We already deliver face-to-face Council Customer Services across 5 out of 6 Districts and co-design services with co-located partners to meet shared service priorities.

By demonstrating what libraries can offer to the Council and community partners, and with backing from political and senior leadership, we will increase opportunities for libraries to play a more central role delivering council services to communities across the county.



How will we achieve this ambition?

- We will develop a communication strategy to raise the profile of libraries within WCC and increase understanding of how libraries can help to deliver corporate priorities.
- We will make the case for libraries to deliver council services to communities, drawing on national research and customer feedback data to evidence the social return on investment and outcomes that libraries deliver. We will also review WCC Libraries' outcomes framework and align it more closely with corporate outcomes.
- With the backing of political and senior Council leaders, we will establish libraries as the 'front door' for Council services where appropriate, and by doing so develop libraries further as community hubs for local residents.
- We will actively promote the development of digital skills to enable customers to access Council services independently and confidently. We will work with Council service leads to include libraries in their strategic plans where appropriate.
- Through improved marketing and networking, we will promote the benefits of libraries to service commissioners and decision-makers in external community organisations with a view to identifying new opportunities for libraries to deliver services on behalf of community partners. We will also adopt a cost-based pricing structure for delivering services for partners. We will build closer relationships with community partners to better understand their strategic plans, identifying opportunities to co-design services which meet shared priorities and benefit residents.

Case Study: Providing a front door for Council Services

Following a Council review of its face-to-face provision for residents applying for council customer services, including School Admissions, Blue Badges, and Concessionary Travel, a decision was taken to transfer responsibility for the delivery of these services, from third party providers to WCC Libraries.

As well as delivering these services at 50% lower cost to the Council, WCC Libraries have added value for service users through signposting to digital support services and promoting wider library-based social and learning activities. Of almost 2000 council service customers provided with support by library staff in 2018/19, 46% were referred to Library Digital Champions for additional one-to-one support and 18% to Adult Learning courses to support the development of digital skills.

Ambition 3: Resilient, independent and connected communities

Use libraries' trusted brand to deliver services that ensure residents are healthier, have a better quality of life and remain independent for as long as possible

WCC Libraries have an important role to play in building stronger, more resilient and connected communities. We provide multiple activities and services that can address health needs, impact upon the wider determinants of health and contribute to tackling health inequalities in individuals, families and groups across all ages. As trusted, safe and welcoming community spaces, libraries offer a route for public services to reach communities, providing access to information and signposting, creating social spaces for people to come together and access services that encourage learning and aspiration, improve skills and confidence, promote wellbeing and independence and reduce loneliness and isolation.

Our health and wellbeing offer is aligned to and contributes to, a range of Public Health outcomes and Health and Well-being Board priorities, through a collaborative service level agreement. Our provision for children and families is aligned to the Council's Best Start in Life and Early Intervention focus in the Worcestershire Children and Young People's Plan, with a strong focus on supporting vulnerable and looked after children.

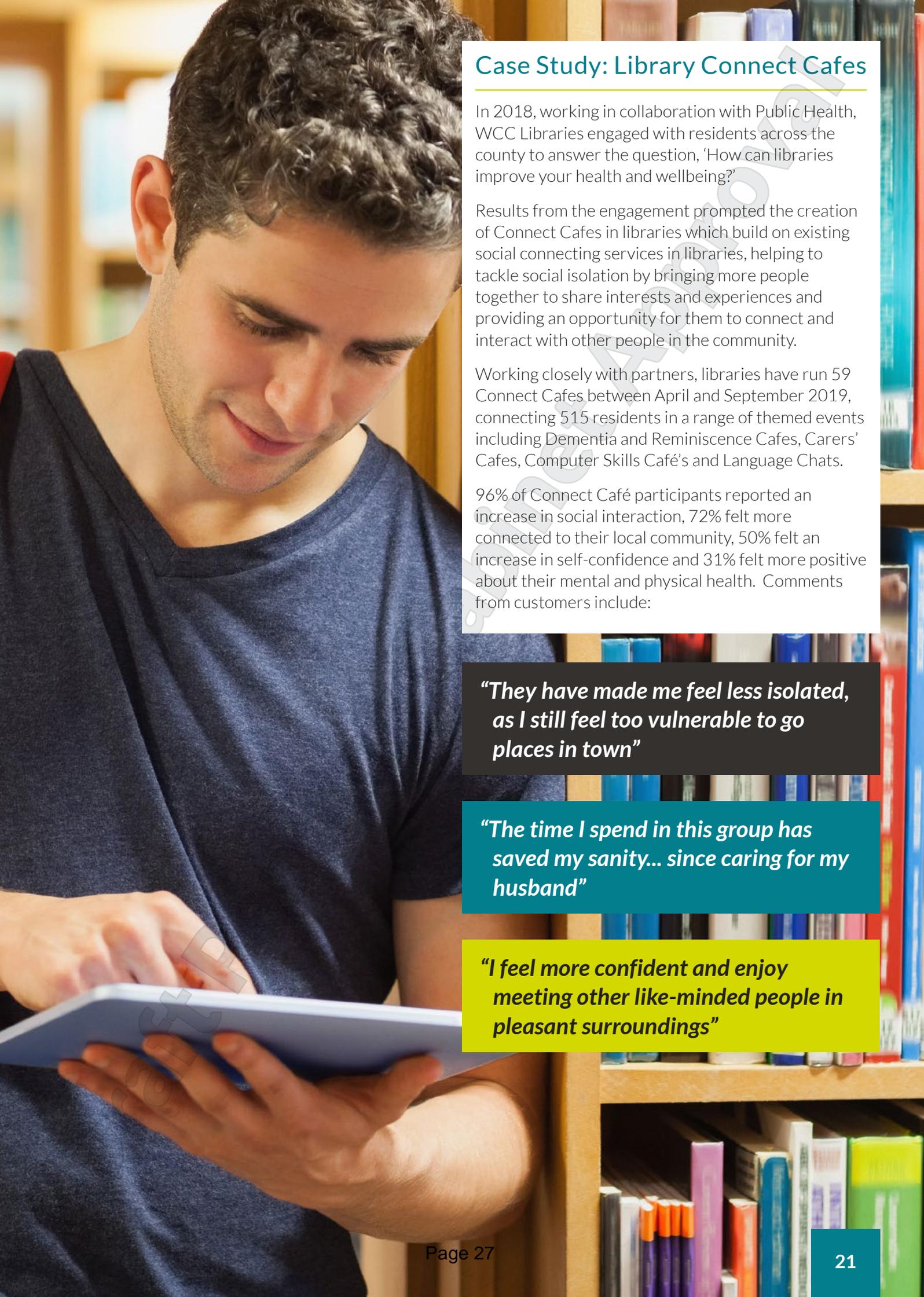
By aligning library services more closely to a wider range of Council priorities, with a focus on supporting adults to remain at home and live independently for as long as possible, we will help to build more resilient, independent and connected communities, whilst ensuring that the Council and residents get best value from their investment in libraries.



How will we achieve this ambition?

- We will support individuals to access information to support their needs, promote self-care opportunities and create safe and welcoming spaces for all.
- We will help to tackle loneliness and social isolation by developing our social connecting and outreach offer, working with Council, NHS and community partners to introduce new services for older, socially isolated or disabled residents and adults of all ages who are experiencing loneliness.
- In line with the Council's key priority to promote independence and health and wellbeing, we will enhance Adult Services' demand management strategy by establishing libraries as a hub for enabling services to support people to live at home independently for as long as possible
- We will help residents to make responsible choices for their future by promoting the importance of planning for long term care needs and raising awareness of how to prevent the need for long term care.
- We will work with Adult Services and District Councils to identify and target those most at risk and provide proactive engagement and support at a community level.
- We will continue to work with Adult Learning and community partners to develop services that promote good physical and mental health, particularly for an ageing population.
- We will continue to work with the Starting Well Board to support school readiness and with schools and the University of Worcester to develop a service offer that contributes to improving attainment across the curriculum and to developing teachers' skills through enhanced access to teaching support resources.
- We will work with partners to engage more young people, particularly those with the greatest need, and to develop services to connect young people with their wider community through meaningful activity that improves their employment prospects.
- We will seek external funding to develop new cultural services in libraries aimed at improving well-being.
- We will do more to promote libraries as digital support centres, providing one-to-one support and learning opportunities for people who do not have the skills or confidence to engage with digital services.
- We will also ensure that the library workforce has the skills to navigate an evolving information landscape and to support the digital inclusion agenda.





Case Study: Library Connect Cafes

In 2018, working in collaboration with Public Health, WCC Libraries engaged with residents across the county to answer the question, 'How can libraries improve your health and wellbeing?'

Results from the engagement prompted the creation of Connect Cafes in libraries which build on existing social connecting services in libraries, helping to tackle social isolation by bringing more people together to share interests and experiences and providing an opportunity for them to connect and interact with other people in the community.

Working closely with partners, libraries have run 59 Connect Cafes between April and September 2019, connecting 515 residents in a range of themed events including Dementia and Reminiscence Cafes, Carers' Cafes, Computer Skills Café's and Language Chats.

96% of Connect Café participants reported an increase in social interaction, 72% felt more connected to their local community, 50% felt an increase in self-confidence and 31% felt more positive about their mental and physical health. Comments from customers include:

"They have made me feel less isolated, as I still feel too vulnerable to go places in town"

"The time I spend in this group has saved my sanity... since caring for my husband"

"I feel more confident and enjoy meeting other like-minded people in pleasant surroundings"

Ambition 4: Prosperous communities

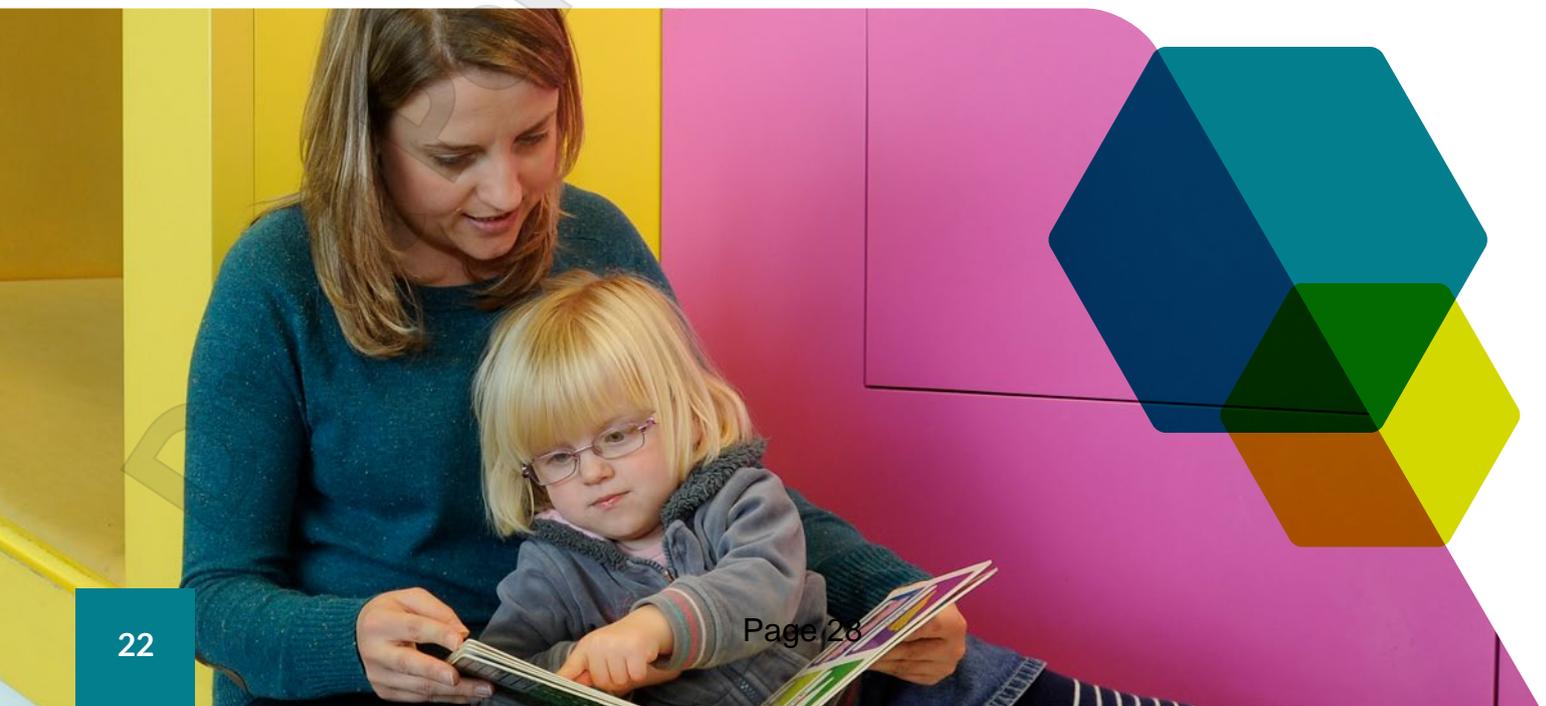
Develop new services to support business enterprise, improve skill levels and help people into work

WCC libraries contribute to the Council's Open for Business priorities through reading and literacy support, a comprehensive library-based adult learning programme, services for job seekers and volunteering opportunities for all ages.

By developing new services aligned more closely to Council priorities we will ensure libraries play a bigger role building prosperity and raising aspiration in the county.

How will we achieve this ambition?

- Working closely with the Council's Economic Development team, we will seek European Regional Development funding to develop a business enterprise support service in libraries across the county for business start-ups and early stage new businesses.
- We will build on the Hive's membership of the British Libraries' Business and Intellectual Property Centre (BIPC) Network to establish libraries as a gateway to business information and signposting and to the Council's wider business support offer.
- We will work with the local Growth Hub and Economic Development teams to provide a signposting service for companies looking to expand in the county and support local businesses to access business resources available within the library network.
- We will work closely with the Council's Learning and Skills service to introduce new services in libraries that meet requirements identified in Worcestershire's Local Industrial Strategy. By extending our adult learning and employment support services, developing our skills offer and working with local partners, including local councils, we will provide opportunities in libraries:
 - » for the existing workforce, particularly those in the over 50s age group, to retrain or upskill to meet the developing needs of local businesses.
 - » to address low levels of social mobility in parts of the County by ensuring residents have a skills pathway which will raise aspirations of the next generation of the local workforce.
- We will introduce traineeships to improve employment chances of young people, particularly those who are Not in Education, Employment, or Training (NEET) and 16-24 years old.
- We will continue to encourage interest in Science, Technology, Engineering, Arts and Maths in libraries and develop the Hive as a showcase for STEAM innovation.
- We will work with partners to reach more job seekers and will strengthen our Job Club offer to improve the employment outcomes of participants.



Case Study: Working with partners to co-design services

Local Job Centre Plus (JCP) services are co-located in four WCC libraries at Redditch, Kidderminster, Malvern and Bromsgrove. Through the co-design of new services with JCP, our partnership allows us to improve services for job seekers.

In Redditch Library, working closely with JCP's Employer Advisor and Job Coaches, we have launched a new, targeted Careers and Job Fair service for young people aged 16-24, including those with lower skills and confidence.

Bringing together the Council's Learning and Skills services, local employers, education providers and third sector services including the Princes Trust and YMCA, the Careers and Job Fair for young people provides JCP customers and other local young people with information, advice and opportunities around employment, apprenticeships, work placements, volunteering and training.

At the Spring 2019 event, employers and partners engaged with 85 young people, 14 of whom gained an interview on the day. Comments from the young people who attended the event highlighted what they found most useful about the event:

'lots of apprenticeship and employment advice', 'good to chat face to face', 'a lot of questions answered for me', 'learned about Princes Trust and Army driving lessons' 'learned what to say in an interview'.

Case Study: Adult Learning in Libraries

Worcestershire libraries offer an extensive and diverse range of adult learning courses, from accredited qualifications to leisure activities and life skills, in a safe and welcoming environment. These courses improve the skills, employability and confidence of residents, helping them to reach their full potential and contribute to a prosperous county. Of the 1017 learners who attended courses across 16 library locations in 2018/2019, over 44% reported feeling motivated to learn more and 26% felt increased self-esteem. Other reported feeling more connected to their local communities and encouraged to look for work and to volunteer.

One library learner, Sadie describes the difference that attending a library-based learning course has made to her.

"I am stronger, more confident, more outgoing and more resilient. As a Mum of 3 I had been out of work for 4 years and hadn't studied for 20 years. My confidence was non-existent and while I didn't want to go back to work 9-5 in an office, I was terrified of trying something new. When changing my children's books at a library I bumped into Nikki who chatted to me like I was a person, not just a Mum, and we talked about the different learning opportunities available to me. Her encouragement and support got me onto the Level 2 Supporting Teaching and Learning course where my tutor was incredibly supportive and encouraging providing constructive feedback and practical advice on studying techniques. During my course I gained full time employment as a TA at my children's school and after completing my Level 2 TA I went on to complete the Level 2 in 'Understanding Children and Young Peoples Mental Health'."



Ambition 5: Sustainable and innovative libraries

Invest in new library service delivery models and secure new funding streams to future-proof libraries across Worcestershire

WCC has a commitment to securing the future of its library network for the benefit of Worcestershire residents. There is recognition, however, WCC libraries must find new ways of providing library services that deliver efficiencies for the Council while future-proofing services, meeting the needs of Worcestershire residents as well as our statutory duty to deliver a comprehensive and efficient library service.

In order to be able to respond flexibly to continuing change and challenge we must maintain a good understanding of the needs and preferences of Worcestershire residents, keep up to date with national and local trends that affect the county, stay connected to developments and innovations in the public library sector and implement a flexible library structure.

How will we achieve this ambition?

- In response to strong support from the public for sharing library buildings as a preferred transformation option, we will carry out a strategic property review of library accommodation and proactively market vacant space in libraries. Where it is efficient to do so, we will seek new partners to work alongside us in our library buildings and identify opportunities to re-locate our services to new community spaces.
- We will invest in extending self-service technology in libraries to allow customers to access libraries independently at times that are convenient to them. Whilst this will involve introducing some unstaffed hours in libraries, we will retain staffed hours at times of highest customer activity and will engage local community partners during implementation to ensure that libraries remain welcoming to customers when staff are not present.
- In response to low levels of public support for fully volunteer run Community Managed Libraries, we will instead extend the successful community supported library model in place at Broadway, Hagley and Upton, where support from library staff is retained. We will seek to engage local community partners to sustain those libraries which have been identified as having the lowest need in our Needs Assessment, based on deprivation, isolation, library visiting patterns and service activity levels.
- We will establish the Hive as a centre for service innovation and for leading the development and implementation of new services across libraries to deliver social and economic benefits for the whole county.
- We will ensure that our service offer continues to respond to changing community needs by strengthening our annual planning process to include an update of Libraries' Needs Assessment data and a review of demographic, economic, technological and other developments affecting Worcestershire.
- We will implement new approaches to reduce costs and generate income within the service by aligning staffing levels more closely to service activity levels and seeking to integrate frontline and back office functions with co-located partners.
- We will build skills & capacity within the service to explore and establish new and sustainable ways for funding libraries. We will work more closely with partners to bid for funding to develop library services, explore joint purchasing arrangements, seek commercial funding opportunities and exploring the benefits of an alternative delivery model for WCC libraries. We will re-invest a proportion of saved funds to improve the quality of library resources and meet changing customer needs.
- Finally, we will seek opportunities for service growth, working with the Councils Planning team to identify opportunities to bid for Section 106 funding in relation to significant housing developments in the county.



Case Study: Study Happy at the Hive

As a result of WCC Libraries' unique partnership with the University of Worcester, The Hive has piloted a 'Study Happy' programme, supporting students across Worcestershire to study healthy, happier and smarter.

A programme of well-being and study support sessions and advice and awareness campaigns, which are provided year-round for students of the University of Worcester, has also been made available for students across the County, including those in Sixth Form or studying for GCSEs.

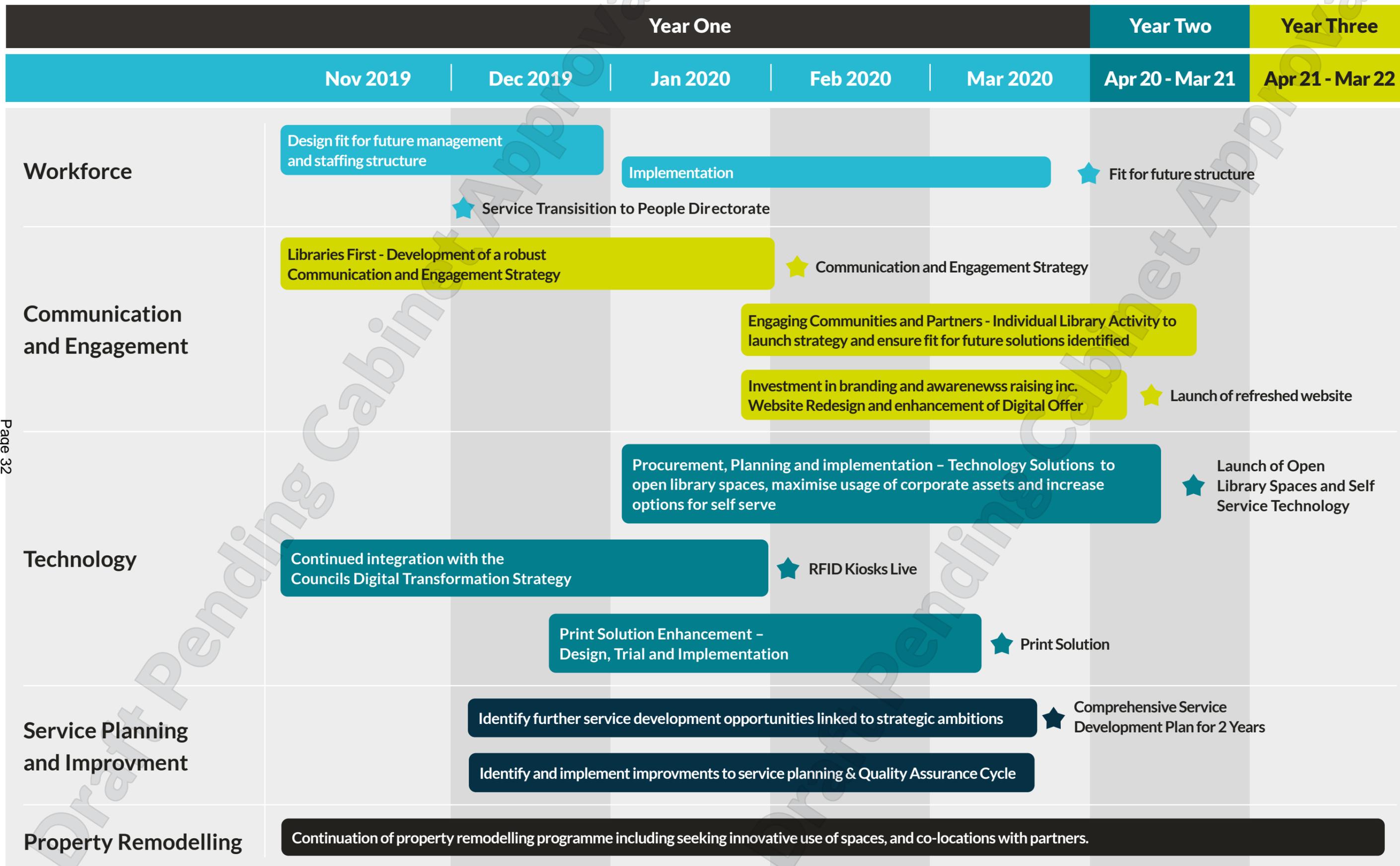
All students in Worcestershire are welcome to attend Study Happy sessions at The Hive and other off-campus locations, including Pets as Therapy (PAT) Dog sessions which encourage taking time out and relaxing as part of a study regime; 'ask a librarian' advice sessions, Qigong relaxation sessions and nutritional advice. Study Happy has been taken on tour to visit local sixth form students in several institutions.

After taking part in the Study Happy programme, 93% of participants reported that they felt less stressed about their studies, 90% said they felt more confident and motivated to learn and 87% of non-university students felt more positive about going on to Higher Education. Comments from participants included:

"So nice of you to do this for all students – all the more reason to study at The Hive"
A level student

"I love this session, it keeps me going"
GCSE student

"It's a really sound idea. Been dying of stress and needed the short, happy distraction"
University of Worcester student





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Library Strategy

Corporate and Communities Scrutiny Panel

10 December 2019

The purpose of this session

- » Quick recap of libraries transformation journey to date
- » Share proposed Libraries Strategy ahead of sign off at December's Cabinet
- » Share proposed transformation options inc. managing remaining saving expectations from MTFP

Re-cap: Transformational Journey

Over £3.9m saved since 2011/12 through:-

- » Comprehensive property re-modelling programme
- » A series of staff and management re-structures
- » A reduction in the Mobile Library service
- » Investment in self-service technology
- » Improved stock purchasing and management

Key improvements for customers since 2011/2012

- » Libraries as community hubs – 15 co-locations
- » Libraries as front door to other Council services
- » Libraries as learning & skills hubs and health & wellbeing hubs
- » Communities supporting library services
- » Increased role for volunteers
- » Modern re-furbished spaces
- » Extended digital service offer

Re-cap: Transformational Journey

Milestones completed

- » Needs Assessment
- » Public Consultation – October 18 to February 19
- » LGA Library Peer Challenge – May 19
 - » Engage with DCMS
 - » Create a library strategy with a clear vision for the future of the service to avoid legal challenge
 - » Re-phase transformation programme to create capacity to develop strategy
 - » Finalise the library staffing structure
 - » Engage with partners and other stakeholders to promote the benefits of libraries and address under-representation
- » Cabinet agreed to develop strategy – June 19
- » Permanent savings 2019/20 achieved (£310K)

Library Strategy – Purpose

- » Sets the vision and ambition for Worcestershire Libraries service for next 5 years
- » Provides the backdrop for service transformation
- » Consolidates all that's gone before
- » Clear recommendation from DCMS

Library Strategy – Development actions

Consultation & Engagement

- » Public engagement July / August 18 – 2388 responses
- » Formal public consultation - 1947 responses / 23 public meetings 800 people
- » Viewpoint questionnaire to attract non-library users – 1468 responses
- » Staff engagement sessions
- » Engagement with Council service leads

Learning from other areas

- » Review of other Library Authority Strategies
- » Visits to Leicestershire & Warwickshire with CMR and Scrutiny Panel members
- » Service Manager discussions with Staffordshire & Cambridgeshire
- » Library self assessment review using DCMS framework

Learning from other authorities

Community Managed Libraries

- » Implemented where there are high numbers of small libraries (Leics 34, Staffs 27, Warks 13) and no existing community support
- » Long implementation lead time 3 – 6 years
- » Significant investment programme required to support community groups (Leics £800k over 7 years)
- » Savings per lib (Leics £18.5k, Warks £19k, Staffs £30k)
- » New library posts required to support community groups (3-4 fte)
- » Works well where driven by wider council Communities agenda and supported by cross-council, multi-service programme teams

Open Libraries

- » Importance of engaging community to promote vibrant community spaces
- » High cost of security monitoring

Learning from Viewpoint Survey – Future of Libraries

29% of respondents had not visited a library in past 12 months (420 of 1468)

Factors most likely to encourage non-users to visit a library in the future:

- » Improved awareness of library services (
- » Longer opening hours
- » Improved IT
- » Also mentioned improved accessibility (parking, opening times, transport)

59% of all respondents had not accessed online services in 12 months

Factors most likely to encourage use of online services:

- » Access to e resources (52%)
- » A library App (44%)
- » Online chat with library staff (36%)

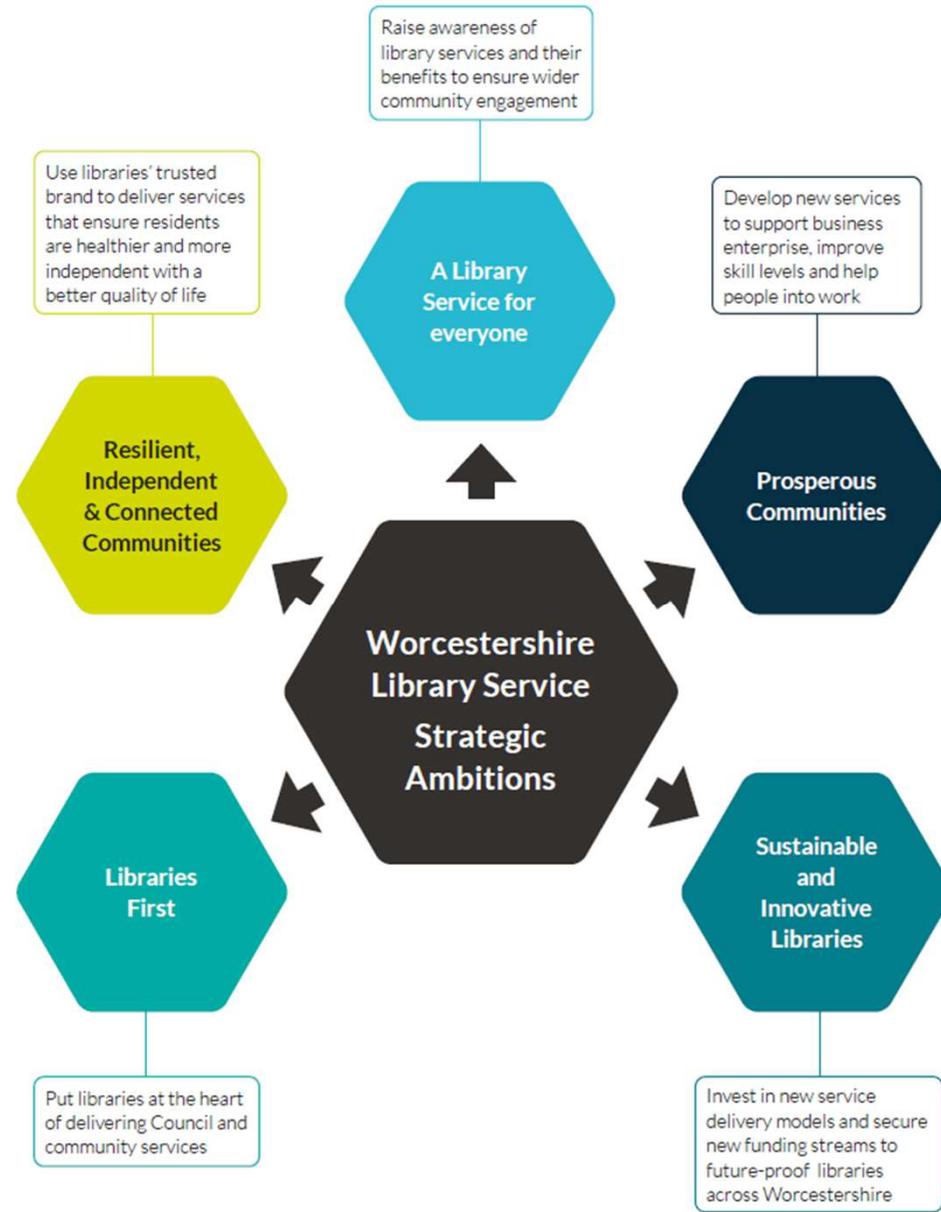
21% of all respondents would be interested in having a say the running of their local library (9% of non-users)

Highest interest from those in less-affluent socio economic groups

Library Strategy – Structure

- » Foreword – Cllr Hodgson
- » Exec Summary – visual of Strategic Ambitions
- » Infographics – current library offer & achievements
- » Local Context – local demographic & development trends
- » National Library Context
- » Financial Challenges
- » Strategic Ambitions – what they are and what they mean for residents and the council
- » High level implementation plan
- » Case studies showcasing library successes

Library Strategy on a page



Strategic Ambitions

1. A library service for everyone: Raise awareness of library services and their benefits to ensure wider community engagement

- » Increase library participation by raising awareness of library services and their benefits across the county
- » Extend library outreach services and digital offer
- » Engage non-library users and under-represented groups
- » Introduce new ways to give residents a greater say in shaping library services
- » Extend libraries' role as services hubs for the whole community

2. Libraries First: Put libraries at the heart of delivering Council and community services

- » Establish libraries as the 'front door' for council services
- » Embed libraries in the strategic plans of council services
- » Improve understanding of the strategic plans of community partners
- » Co-develop services and seek service commissions from community partners
- » Evidence the social return on investment that libraries deliver
- » Create a Libraries First mindset

Strategic Ambitions

3. Resilient, independent and connected communities: Use libraries' trusted brand to deliver services that ensure residents are healthier, have a better quality of life and remain independent for as long as possible

- » Align library services more closely to the councils Health & Wellbeing and Children & Families priorities
- » Introduce new services that:
 - » promote the importance of planning for long term care needs and help to prevent the need for long term care
 - » tackle loneliness and social isolation
 - » promote good physical and mental health, particularly in an ageing population
 - » meet schools' requirements around early reading and literacy
 - » support improved educational outcomes and social mobility for vulnerable learners
 - » support development of the education workforce through partnership with University of Worcester

Strategic Ambitions

4. Prosperous communities: Develop new services to support business enterprise, improve skill levels and help people into work

- » Design and implement a county-wide business start-up support offer from the Hive – in partnership with Economic Development and using ERDF funding
- » Extend our adult learning and employment support service offer and develop a skills offer to:
 - » retrain or upskill the existing workforce , particularly 50+,to meet the developing needs of local businesses.
 - » address low levels of social mobility in parts of the County by ensuring residents have a skills pathway which will raise aspirations of the next generation of the local workforce.
- » Introduce traineeships to improve employment chances of young people, particularly those who are Not in Education, Employment, or Training (NEET) and 16-24 years old.
- » Continue to encourage interest in Science, Technology, Engineering, Arts and Math’s in libraries and develop the Hive as a showcase for STEAM innovation.
- » Work with partners to reach more job seekers and strengthen our Job Club offer to improve the employment outcomes of participants.
- » Continue to support improvement of digital literacy

Strategic Ambitions

5. Sustainable and innovative libraries: Invest in new library service delivery models and secure new funding streams to future proof libraries across Worcestershire.

- » Invest in extending self-service technology to allow customers to access libraries independently at times that are convenient to them
- » Extend the successful community supported library model to help sustain libraries which have been identified as having lowest need in the libraries' needs assessment
- » Right size staffing levels to service activity levels
- » Integrate frontline and back office functions with partners
- » Build skills & capacity to bid for funding, explore joint purchasing and seek commercial funding opportunities
- » Establish the Hive as a centre for service innovation and development for the whole county
- » Re-invest saved funds to improve service quality and meet changing customer expectations
- » Identify opportunities for service growth: Section 106 funding (LGA)
- » Explore benefits of an alternative delivery model for Worcestershire Libraries
- » We will seek new partners to work alongside us in library buildings and identify opportunities to re-locate our services to new community spaces

Libraries Savings Plan – 2018/19 - 2020/21

£800k savings plans over 3 year period

- » Target £200k 2018-19
£196k permanent savings found and £4k carried to 2019-20
- » Target £395k + £4k carried over = £399k 2019-20
£318k permanent savings initially found but £8k has to be added back in for additional software reducing the savings to circa £310k meaning £89k to be carried forward.
- » Target £205k + £89k carried over = £294k to be found in 2020-21

Plans:

- » Property re-modelling leads (Malvern/Droitwich)
- » Self service technology
- » Creating optimal frontline and management structure
- » Seek out further community support

Implementation

	Year One					Year Two	Year Three
	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 20 - Mar 21	Apr 21 - Mar 22
Workforce	Design fit for future management and staffing structure		Implementation			★ Fit for future structure	
		★ Service Transition to People Directorate					
Communication and Engagement	Libraries First - Development of a robust Communication and Engagement Strategy			★ Communication and Engagement Strategy			
			Engaging Communities and Partners - Individual Library Activity to launch strategy and ensure fit for future solutions identified				
			Investment in branding and awareness raising inc. Website Redesign and enhancement of Digital Offer			★ Launch of refreshed website	
Technology	Continued integration with the Councils Digital Transformation Strategy		Procurement, Planning and implementation – Technology Solutions to open library spaces, maximise usage of corporate assets and increase options for self serve			★ Launch of Open Library Spaces and Self Service Technology	
			★ RFID Kiosks Live				
		Print Solution Enhancement – Design, Trial and Implementation		★ Print Solution			
Service Planning and Improvement		Identify further service development opportunities linked to strategic ambitions			★ Comprehensive Service Development Plan for 2 Years		
		Identify and implement improvements to service planning & Quality Assurance Cycle					
Property Remodelling	Continuation of property remodelling programme including seeking innovative use of spaces, and co-locations with partners.						

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 10 DECEMBER 2019

STATUTORY AND CORPORATE COMPLAINTS AND COMPLIMENTS SYSTEM

Summary

1. The Corporate and Communities Overview and Scrutiny Panel are asked to consider the overview of the Council's Statutory Corporate Complaints and Compliments System.
2. The Cabinet Member with Responsibility for Transformation and Commissioning and the Director of Commercial and Commissioning have been invited to attend the meeting.

Background

3. At its meeting on the 3 September 2019, the Panel requested that a detailed report be produced covering the Statutory Complaints Procedure, with an update on compliments and complaints received for all Directorates.

The Representation Procedure

4. The Representation Procedure encompasses comments, compliments and complaints. The procedure is important because:
 - It provides a way for members of the community to contact the Council and voice their satisfaction or dissatisfaction with staff or services
 - A well-publicised and efficient Representations Procedure improves communication between the Council and its customers
 - It demonstrates to customers that the Council values their comments and are prepared to act on them.
 - It enables customers to reward good service by providing a method of recording their compliments. These are used by management to demonstrate to staff that they are working to high standards and are valued by their customers and helps to provide a more balanced view of how successful the Council is at delivering high quality services to the public.
 - It enables the Council to re-direct resources/attention thereby improving service
 - It enables the Council to assess customer satisfaction
 - Customers benefit two-fold: they benefit as individuals by having their problems sorted out; and they benefit collectively as a result of improved services.

5. Information in respect of complaints relating to the statutory areas of Adult Social Care, Children's Social Care and Corporate Representations is attached at Appendices 1-3.

6. Compliments and comments for the three statutory areas is detailed at Appendix 4.

7. The data sets cover the year 2018/19 and also the seven months from 1 April to 31 October 2019.

Key themes to highlight

8. The Council made the decision to remove Stage 3 of the corporate representations process early in 2019. This has not currently increased the percentage of complaints received by the Local Government and Social Care Ombudsman (LGO).

9. There is a similar percentage of new LGO complaints received year to date compared to 2018/19 compared to the number of complaints received.

10. Fewer Statutory Children's and Adults Social Care complaints were received year to date as a percentage of 2018/19 complaints, but Corporate complaints have increased. Despite the lower number of complaints received overall, response times remain a concern.

Hotspots

11. The Economy & Infrastructure Directorate continues to receive the most complaints. The Stage 1 response rate has improved in this year to date. However, there appears to be an increase in the number of complaints fully or partly upheld compared to 2018/19.

12. There has been a large decrease in the number of Children Social Care complaints received.

13. Less complaints are progressed to Stage 2 investigation, but they are taking more time to respond to.

14. Adults Operational Services - Care Management, remains the main area of complaint, with Finance the next highest area of discontent.

15. The LGO has made some substantial awards where they have found maladministration and injustice.

Purpose of the Meeting

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

- (a) consider the report, and
- (b) determine whether it would wish to carry out any further scrutiny.

Supporting Information

Appendix 1 - Adult Social Care Representations
Appendix 2 - Children's Social Care Representations
Appendix 3 - Corporate Representations Process
Appendix 4 - Comments and Compliments

Specific Contact Points for this report

Samantha Morris/Alison Spall Overview and Scrutiny Officers Tel: 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:

- Minutes of the Corporate and Communities Overview and Scrutiny Panel held on 3rd September 2019.

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

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Appendix 1

Adult Social Care Representations

The Local Authority Social Services Act 1970, as amended by the National Health Service and Community Care Act 1990, and Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 require the County Council to have a procedure for resolving complaints and representations received by, or on behalf of, adult service users.

Learning from Complaints

Learning from complaints is an important aspect of the complaint procedure, and there is a requirement that Adult Services evidence how learning from complaints feeds into service delivery and development.

Number of Adult Services complaints received 2018/19 and April to October 2019/20

Representations received	2018/19	Year to Date
Low risk	108	54
Moderate/high	24	8
Informal	0	0
Total	136	62

Local Government & Social Care Ombudsman (LGO) Representations

Number of LGO complaints for 2018/19 = 20 and for 2019/20 = 9.
All the LGO complaints had been through the Council's complaints process.
This represents 14.7% of the total number (136 complaints) submitted to Worcestershire County Council in 2018-19. These complaints related to Provider Services Operational Services and Safeguarding Services.

In 2019/20 this represents 14.5% of the total number (62 complaints) submitted to Worcestershire County Council in 2019-20. These complaints related to Provider Services Operational Services and Safeguarding Services

LGO Outcomes	2018/19	YTD
Closed after initial investigation no further action	4	7
Closed after initial investigation out of jurisdiction.	2	-
Not upheld no maladministration	4	1
Not upheld no further action	1	1
Not upheld no injustice	1	2
Upheld with maladministration and injustice	3	3
Total	15	14

Complaints by service area

- Mental Health (MH) – Worcestershire Health and Care Trust
- Older Adults Mental Health (Dementia) (OAMH) Worcestershire Health and Care Trust until March 2019
- Learning Disability (LD) with Worcestershire Health and Care Trust until the end of February 2019.
- Operational Services (OS)
- Provider Services (PS) (includes LD) internal residential and domiciliary services for learning disability clients and internal residential and domiciliary services for older people and people with physical disabilities
- Commissioned Provider Services (CPS)
- Safeguarding and Care Quality (SCQ)
- Finance and Business Support (FBS)

	2018/19	YTD
Mental Health	3	0
Older Adults Mental Health	3	0
Learning Disability	4	1
Operational Services	71	27
Provider Services	20	2
Provider Services LD	8	4
Commissioned Provider Services	18	9
Safeguarding and Care Quality	3	5
Finance and Business Support	6	12
Central Services	0	2
Total	136	62

These totals are for those complaints entering the formal process, excluding those received via the LGO.

Services being complained about

Totals may differ as some complaints cover more than one service

	2018/19 Complete year	YTD
Externally Commissioned Respite	1	1
CHC	5	1
Brokerage	2	0
Finance	17	17
Financial Home Care	1	0
Financial Assessment	33	14
Brokerage	3	0
Commissioned Residential Nursing	13	6
Externally Commissioned Homes Care	12	10
In-house Residential	3	0
Financial/Funding/Residential	1	0
Duty Care and Support Planning	24	2
Exchequer Services	1	0
In-house Residential	3	0

POP/DTA/UUP	2	0
MCA	1	1
Other	17	13
Review	3	6
Safeguarding Process	2	2
Contracted Day Care	0	2
Shared Lives	0	1
Total	144	76

Nature of complaints

Totals may differ as some complaints have multiple natures

	2018/19 Full year	YTD
Care Plan Assessment	0	2
Changes to call times	2	1
CHC	8	2
Communication	35	14
Decision making	2	2
Delay in providing a service	8	5
Direct Payment	2	5
Direct Payment Assessment		5
Financial	30	15
Inaccurate information	1	1
Lack of service	6	19
Medication	2	1
MCA	2	1
No return telephone calls	2	1
Policy/resource/allocation	2	2
Reviewing	2	3
Staff attitude and behaviour	29	14
Standard of service delivery	5	4
Safeguarding	2	-
Care Plan Assessment	9	-
Carers Assessment	2	-
Facilities	2	
Health/Personal Care	10	-
Hygiene	6	-
Inadequate information	5	-
Inclusion activities	1	-
Late calls	2	-
No written response (Brokerage/finance/safeguarding)	3	-
Non person centred care	2	-
Other	21	-
Staff levels	2	-
Unavailability of staff to take calls	1	-
Confidentiality	1	-
Hospital discharge	1	-
Total	208	97

Outcomes of Formal Complaints

Low risk complaints	2018/19	YTD
Upheld	10	9
Partially Upheld	9	9
Not Upheld	11	9
Referred to Safeguarding		
Re-directed	10	3
Discontinued	20	16
Permission Required	1	1
Suspended		1
Out of time	1	
Premature		
Responded		2
Total	62	50

Moderate – high risk complaints	2018/19	YTD
Upheld	3	2
Partially Upheld	1	3
Not Upheld	2	2
Referred to Safeguarding		
Re-directed	2	
Discontinued	10	2
Permission required		
Suspended	2	
Out of time		
Premature	2	
Total	22	9

There was one high risk complaint that was not upheld in 2019/20

Time limits

There are no prescribed time limits for dealing with complaints, although the legislation suggests a maximum of 6 months. The expectation is that reasonable timescales are negotiated and agreed with the complainant. Adult Social Care has set a default time of 35 working days for responses to low risk complaints.

Low risk response times

	35 days	45 days	55 days	60 days	Over 60 days
2018/19	42	5	8	2	5
YTD	33	7	6	2	2

Moderate risk response times from 1 April – 31 October

	35 days	45 days	55 days	60 days	Over 60 days
2018/19	12	4	2	2	2
YTD	2	-	-	5	2

Number of compliments received 2018/19 = 121

Number of compliments received April 2019 – October 2019 = 103

All compliments logged were provided by external sources such as service users, family members and external organisations and are generally about assistance from staff and the standard of service provided

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Appendix 2

Childrens' Social Care Representations

The Children Act 1989 Representations Procedure (England) Regulations 2006 requires the County Council to have a procedure for resolving complaints made by the children and young people it looks after or who are in need, and children leaving care, regarding the services provided to them under The Children Act 1989. Representations and complaints can also be made on behalf of such a child or young person by a parent, a person with responsibility, foster carer, Special Guardian or other person that the authority considers has a sufficient interest in the child's welfare to warrant his representations being considered by them.

Outline of Complaints Procedure

A complaint may be generally defined as an expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response. Children and young people often express complaints as 'problems not being sorted out'.

The concerns of children and young people should be listened to. If a child or young person wishes to make a complaint, local authorities are required to provide them with information about advocacy services and offer help to obtain an advocate.

Solving the problems that generate complaints should be at the forefront of the local authority's approach to responding to complaints. Local authorities should consider introducing alternative ways of resolving the complaint while any stage is on-going e.g. mediation, conflict resolution meetings.

Local authorities do not need to consider complaints made more than one year after the grounds to make the complaint arose, although the local authority has the discretion to extend this time limit if it is unreasonable to expect the complainant to have made the complaint earlier and it is still possible to consider the complaint effectively and efficiently. Decisions will be made on a case by case basis.

There are three possible stages to the Complaints Procedure: -

- The first stage is known as the Local Resolution or Informal Stage. At Stage 1, staff at the point of service delivery, try to resolve the complaint by endeavouring to reach a mutually acceptable and speedy outcome with the complainant. There is a 10-working day timescale for this part of the process; although where the local authority cannot provide a complete response in this timescale it can implement a further 10 days extension. If necessary, the local authority may also suspend Stage 1 until an advocate has been appointed. The maximum amount of time that Stage 1 should take is 20 working days. The timescale can be extended beyond this period with the complainant's agreement or request if, for example, the reason that resolution is delayed is due to a key member of staff being off sick or on leave.
- The second stage is also known as the Formal Stage. Where the matter is not resolved locally the complainant has the right to request consideration of the complaint at Stage 2. This request should be made within 20 working days of receiving the first stage response so that momentum in resolving the complaint is not lost. At this stage an external investigator is commissioned in order to maintain timescales. An Independent Person must also be appointed to the investigation to

ensure that the process of investigation is open, transparent and fair. At the end of the investigation a detailed report will be prepared. The report, which clearly sets out how and why any conclusions and recommendations have been reached, is sent to the complainant together with the response from a senior manager in Children's Services. The Independent Person will also provide a report, commenting on whether the investigation has been conducted in an impartial, comprehensive and effective manner. The investigation should be completed, and the response sent within 25 working days. However, this may be impractical in some cases and where it is not possible to complete the investigation within this timescale, Stage 2 may be extended to 65 working days.

Where Stage 2 of the complaint procedure has been concluded and the complainant is still dissatisfied, they can request further consideration by an Internal Review Panel. Complainants have 20 working days to request a Review Panel, which should then be convened within 30 working days. The Review Panel cannot reinvestigate the complaint nor consider any substantively new complaints that have not been first considered at Stage 2. Its role is to look at the process of the investigation, whether the recommendations are fair given the conclusions reached, whether the response of Children's Services is reasonable and whether anything more could reasonably be done to satisfy the complainant. The three Panel members are independent of the Local Authority. The Review Panel will listen to any relevant information that the complainant wishes to present and will want to hear the perspective of other involved parties; they will also see any documents relevant to the complaint, although no new information that was not available to the Investigating Officer can be introduced at this point. At the end of the meeting the Review Panel will make recommendations to the Director of Children's Services for future action.

It is important that the Panel is customer-focused in its approach to considering the complaint and is child and young person friendly. The complainant has the right to bring a representative or advocate to speak on their behalf.

If still dissatisfied, the complainant will be advised of their right to refer the complaints to the Local Government and Social Care Ombudsman.

CHILDREN'S SERVICES STATISTICAL DATA

There will be some anomalies in the following statistical data. There are two reasons for this: -

- A complaint that progresses through Stages 1-3 is counted at each stage but only included once in all other criteria.
- Some complaints may concern more than one service/issue.

Total Number of Children's Services Complaints

	2018/19	Year To Date
Local/Stage 1 Complaints	255	90
Formal/Stage 2 Complaints	37	10
Review Panels/Stage 3	4	1
LGO	13	5
Total	309	106

Local Government & Social Care Ombudsman (LGO) complaints

Number of LGO complaints for 2018/19 = 13 and for 2019/20 = 5.

All the LGO complaints had been through the Council's complaints process. This represents 5% of the total number (255 complaints) submitted to Worcestershire County Council in 2018-19. These complaints related to Safeguarding Services.

In 2019/20 this represents 5.5% of the total number (90 complaints) submitted to Worcestershire County Council in 2019-20. These complaints related to Safeguarding Services

LGO Outcomes	2018/19	YTD
Closed after initial investigation no further action	6	1
Closed after initial investigation out of jurisdiction.	1	-
Not upheld no maladministration	2	-
Not upheld no further action	-	-
Not upheld no injustice	-	-
Upheld with maladministration and injustice	1	2
Total	10	3

Complaints by Service Area

	2018/19	YTD
Adoption	3	-
Advanced Practitioners	3	-
Children with Disabilities	10	3
Family Front Door	47	16
Fostering & Kinship	7	3
Residential & Placement	2	-
Residential Services	1	-
Safeguarding Teams	131	39
Safeguarding and Quality Assurance	4	-
SQA	2	-
Supervised Contact	1	-
Residential and Commissioning	0	-
Targeted Early Help	1	4

	2018/19	YTD
Targeted Family Support	3	-
Through Care	40	25
Total	255	90

Those complaints that go through all 3 stages of the procedure are only counted as one complaint in these categories, although they may cover more than one Service Area/Service.

Nature of Complaints

	2018/19	YTD
Child Protection Conference	-	-
Communication	62	27
Confidentiality	-	1
Decision Making	50	29
Delay in providing service	1	2
Discrimination	3	-
Financial	1	-
General Lack of Communication	39	-
Inaccurate Information	1	-
Inadequate Information Sharing	4	-
Lack of Service	10	-
Other	1	2
No written response	1	
Policy Dec./Resource alloc		1
Practice non- compliant with leg/procedure	23	1
Quality Timeliness of SW assessment	15	-
Staff Attitude/Behaviour	89	35
Total	300	98

As in previous years the majority of the complaints fall under the more general headings of Staff Attitude and Behaviour; Communication and Decision Making.

Stage 1 Outcomes

Outcome	2018/19	YTD
Upheld	52	6
Partially Upheld	54	20
Not Upheld	74	34
Redirected	2	2
Suspended	9	-
Permission Required	2	-
Out of Time	1	-
Discontinued	54	26
Responded	-	-
Premature	-	-
	248	88

Complaints are recorded as out of time if the complaint has been submitted substantially after the 12-month time scale and it is not possible to consider the complaint effectively and efficiently.

Complaints are suspended when further information is required from the complainant.

Stage 2 Outcomes

	2018/2019	YTD
Complaint Fully Upheld	3	2
Complaint Partially Upheld	16	2
Complaint Not Upheld	6	6
Discontinued	3	-
On-going	9	9
Total	37	19

These figures are for all Stage 2 complaints completed during this reporting year. Some may have been received in the previous year and some investigations were on-going at the end of the year.

Review Panels

4 Review Panel Hearings were held during 2018/19 and 1 YTD.

Timescales

a. Stage 1

The timescale for responding to a complaint at Stage 1 is 10 working days, with a possible extension of a further 10 working days if a response cannot be provided within that timescale. If necessary, Stage 1 may also be suspended until an advocate has been appointed.

It is recognised that due to the complexity of some complaints it is not possible to resolve all complaints within statutory timescales and provide the complainant with the resolution they need, even with the extension to 20 days.

	2018/19	YTD
Within 10 working days	88	28
Within 20 working days	51	20
Within 40 working days	41	14
After 40 working days	68	26

b. Stage 2

The timescale at Stage 2 is 25 working days with a maximum extension to 65 working days, which includes sign off, of the Investigator's Report by Senior Management.

	2018/19	YTD
Within 25 working days	3	-
Within 65 working days	6	-
More than 65 working days	19	12

Several factors contribute to time limits being exceeded, the main ones being:

- The complexity and number of elements to each complaint
- Difficulties in arranging interviews around busy schedules and holidays
- Work pressures on staff
- The time taken between submitting a draft report and the report, together with the Directorate's response, being forwarded to the complainant.

In all cases complainants are kept up-dated on the progress of the complaint and the reasons for the delays.

c. Stage 3

Once a Review Panel has been requested it should be held within 30 working days. Five Review Panels took place during this reporting period and one was held within the timescale.

Advocacy

There is a duty on local authorities to enable children/young people who wish to make a complaint on their own behalf to access advocacy services. NYAS are contracted to provide this service for Worcestershire but young people can also choose their own advocate should they wish to do so.

In addition, there is a contract within the county with Onside Advocacy to help those adult complainants (parents, carers) who need support to access and navigate the complaints procedure.

Comments Relating to Children's Services

There were 8 comments received in 2018/19 and 11 YTD. One related to contact with a Social Worker; three were unrelated to Children's Social Care.

Compliments Relating to Children's Services

Service Area	2018/19	YTD
Adoption	-	-
Children with Disabilities	1	1
Fostering & Kinship	4	3
Safeguarding Area	29	9
Safeguarding and Quality	8	14
Support Services	-	-
Young Peoples Services	-	-
Family Front Door	24	6
Residential and Placement	1	-
Integrated Services	-	-
Targeted Early Help	5	6
Through Care	13	10
Total	85	49

Compliments entered in this category have all come from people independent of the local authority. The majority of compliments received are about staff members, with a few complimenting the service provided.

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Appendix 3

Corporate Representations Process

Brief outline of the Corporate Representations Procedure.

The procedure not only responds to complaints from the public but also logs and responds to comments and compliments.

What is a complaint?

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council, affecting any customer.”

There are currently two possible stages to the procedure: -

The first stage is divided into two parts, informal and formal.

Stage 1 informal

This is meant to address every day, minor problems. Directorate staff handle complaints at source and try to reach a mutually agreeable solution with the customer as quickly as possible.

If the customer is dissatisfied with the response at this stage, they can ask for it to proceed to the formal stage.

Stage 1 formal

At this stage a Manager will investigate the problem and will produce a written response to the customer within 20 working days. If, after receiving this, the Customer remains dissatisfied, they can request that the Consumer Relations Officer independently investigate their complaint at Stage 2.

Stage 2

At Stage 2 the Consumer Relations Officer conducts a full investigation, usually interviewing both Complainant and relevant staff. At the end of the investigation a written report or response is produced which is sent to the Complainant. This investigation or response should ideally be completed within 25 working days.

Learning from complaints is an important aspect of the complaint's procedure. A Post Complaints Learning and Improvement form (PCLIP) is used to capture the learning and provide an audit trail of its implementation. The information from the PCLIP then feeds into the quarterly reports provided for the Strategic Leadership Team and Directorate Leadership Teams. In this way information derived from complaints can be used as a measure of performance and can contribute to practice development, commissioning and service planning. In many instances, outcomes to complaints are specific to the case, and there are no general learning points that would influence policy or procedure.

Representations received by Directorate

There are Statutory Complaints Procedures for both Adults and Children's Social Care therefore their numbers are low in terms of corporate representations. The Directorate of Economy and Infrastructure (DE&I), traditionally has a larger volume of complaints, these typically concern highway matters.

Number of Corporate representations received 2018/19 and 1 April to 31 October 2019/20.

There will be some anomalies in the following statistical data. There are two reasons for this:-

- A complaint that progresses through Stages 1-3 is counted at each stage but only included once in all other criteria.
- Some complaints may concern more than one service/issue

Representations received	2018/19	Year To Date YTD
Comments	115	50
Complaints	469	303
Compliments	53	13
Total	637	366

Ombudsman Complaints

The number of Local Government & Social Care Ombudsman (LGO) complaints for 2018/19 = 17 and for 2019/20 = 12.

All the LGO complaints had been through the Council's complaints process. This represents 3.6% of the total number (469 complaints) submitted to Worcestershire County Council in 2018-19. These complaints related to Economy & Infrastructure and Children, Families & Communities.

In 2019/20 this represents 3.9% of the total number (62 complaints) submitted to Worcestershire County Council in 2019-20. These complaints related to Economy & Infrastructure and Children, Families & Communities.

LGO Outcomes	2018/19	YTD
Closed after initial investigation no further action	6	5
Closed after initial investigation out of jurisdiction.	2	2
Not upheld no maladministration	2	2
Upheld with maladministration no injustice	1	2
Total	11	10

Representations by Service Area

There continues to be reorganisation within Directorates at many levels and therefore the tables below reflect the Directorate services and names at the end of the 2018-19 year. These could be comments, complaints or compliments.

Economy & Infrastructure

	2018/19	YTD
Archive & Archaeology	14	-
Business Admin & Systems	-	1
Countryside Access	4	4
Economic Development	1	-
Flood Risk & Highway Drainage	2	3
Highways Maintenance Operations - Design & Build	31	24
Highways Maintenance Operations - Routine & Cyclic	276	108
Highways Contracts & Programme	19	7
Major Projects	3	2
Network Control	32	24
Planning Development Control	2	1
Strategic Planning, Env Policy & Minerals	1	-
Sustainability	-	1
Transport Operations	23	14
Transport Planning	24	3
Waste Services	26	7

Commercial & Change

	2018/19	YTD
Consumer Relations	62	30
Corporate Legal Services	6	1
Democratic Governance	3	1
Enterprise application	2	-
Hub	4	-
Marketing & Research	1	-
Operational Support Teams	1	1
Overview & Scrutiny	1	-
Policy & Employee Relations	1	2
Property Business Support	1	-
Registration & Coroner Services	14	7
Strategic Procurement	-	1

Children, Families & Communities

	2018/19	YTD
Countryside & Green Space	6	6
Early Help Implementation	1	1
Family Front Door	6	4
Finance & Resources	2	1
Fostering & Kinship	1	1
Museums	2	-
Provision, Planning & Admissions	21	9
Residential & Placements	4	2

Safeguarding Quality, Performance & Service Imp	3	-
Safeguarding Redditch & Wychavon	3	1
Safeguarding Worcester City & Malvern	5	1
Safeguarding Wyre Forest & Bromsgrove	5	-
SEN/LDD Inclusion & Assessment	113	32
Skills & Investment	5	1
Safeguarding Quality Assurance	1	2
Strategic Libraries	3	13
Through Care Service	1	-
Trading Standards	2	4
Virtual School	2	-

Adult Services

	2018/19	YTD
Finance & Business Support	12	27
Joint Commissioning Unit	1	-
Operational Services	14	5
Provider Services - LD	2	-
Provider Services - OP/PD	3	1
Public Health	1	-
Safeguarding Services	-	3

Chief Exec Unit

	2018/19	YTD
Business Support	0	-
Finance Support	1	-

Nature of Complaints

A single complaint can cover more than one category.

	2018/19	YTD
Charges	-	17
Communication	45	65
Contractors	19	18
Damage to Property or Person	37	29
Decision Making	184	98
Disability Discrimination	-	-
Facilities	-	4
Finance	4	3
Freedom of Information Request	23	7

ICT	2	1
Lack of Service	2	4
Miscellaneous	7	4
Opening Hours	1	-
Other Service Users	1	10
Policy Decision/Resource Allocation	2	-
Process	2	4
Racial Discrimination	-	2
Requests	2	-
Staff attitude/Behaviour	29	24
Standard of Service	217	144
Transport	-	15

As in previous years many of the complaints fall under the more general headings of Decision Making, Communication and Standard of Service.

Stage 1 Outcomes

Outcome	2018-19	YTD
Discontinued	52	22
Not upheld	175	88
Partially upheld	42	68
Redirected	130	69
Permission Required	2	-
Upheld	41	37
Total	442	284

Stage 2 Outcomes

Outcome	2018-19	YTD
Discontinued	14	5
Not upheld	18	6
Partially upheld	19	7
Upheld	13	4
Total	64	22

With both Stage 1 and Stage 2 complaints some of the complaints completed in the 2018-19 year may have been received in the previous year and a number of investigations were on-going at the end of the year.

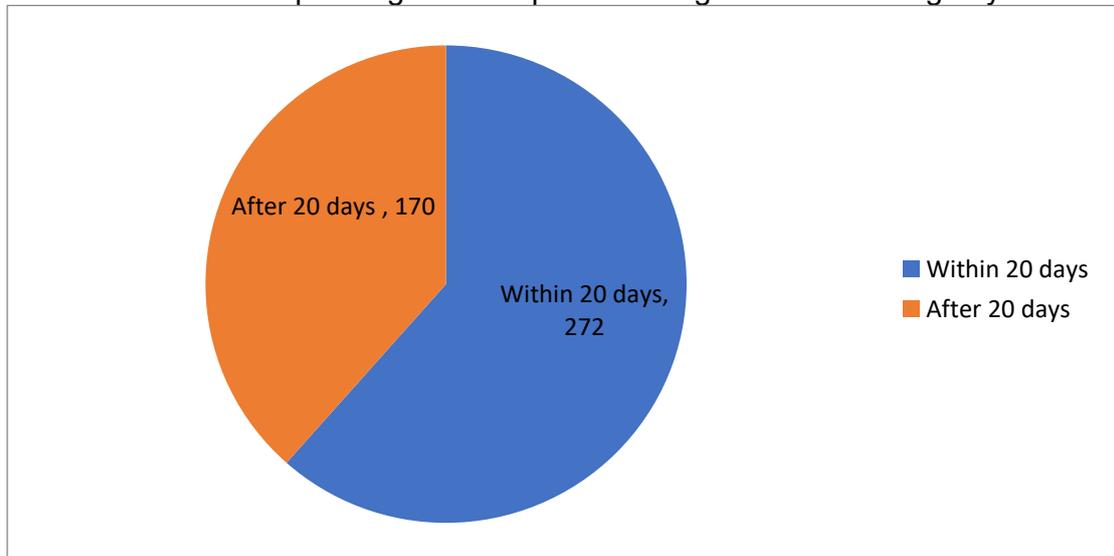
Stage 3 Complaints

There were 2 complaints taken to Stage 3 in the period 2018-19. 1 was regarding E & I and 1 was regarding Children, Families and Communities.

Timescales

Stage 1

The timescale for responding to a complaint at Stage 1 is 20 working days.



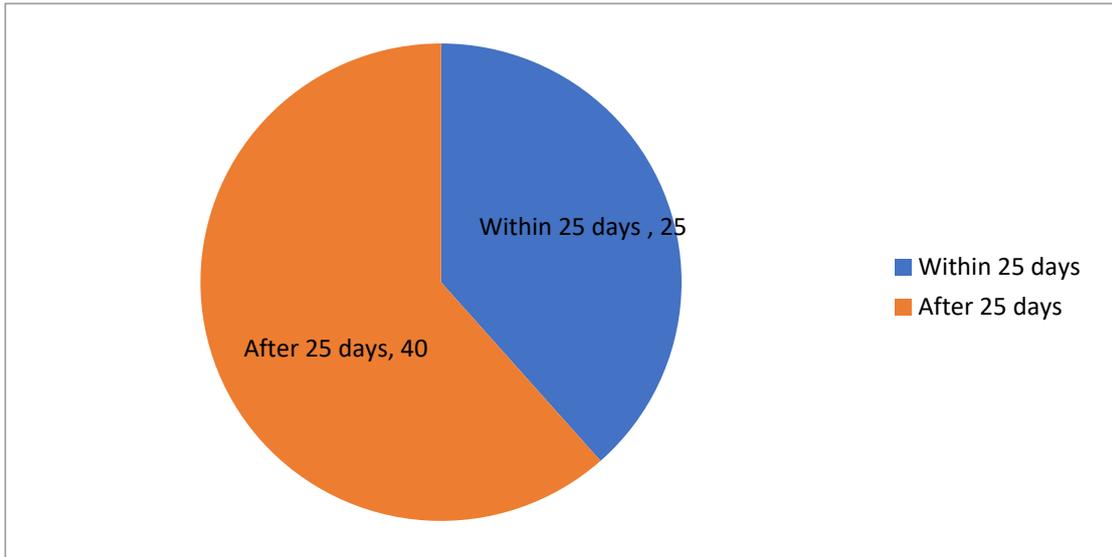
The majority, (61.5%) of Stage 1 complaints are responded to within the 20 day target. The average response time for all Stage 1 responses was 36 days. This again showed a decline from 2016-17 when the average was 12 days. Only 38.5% of the complaints exceeded the 20 days target. The response times varied from just over the 20 days to 108 days. The few that take a much longer time to deal with can distort the average figure. The reasons for delay are varied but can include information required from other parties, or lack of requested evidence by complainant.

YTD

82% within 20 working days.
Average =15 working days

Stage 2

The timescale at Stage 2 is ideally 25 working days.



The minority, (38.5%) of Stage 2 complaints are responded to within the 25 day target. The average response time for all Stage 2 responses was 36 days. 61.5 % of the complaints exceeded the 25 days target. The response times varied from just over the 25 days to 187 days. The complaints that take a much longer time to deal with can distort the average figure.

Several factors contributed to the exceeded time limits, the main ones being, the complexity and number of elements to some complaints and the difficulties in arranging interviews with both complainants and WCC Officers and delays in the final response from the Directorate being sent to the complainant.

In all cases complainants were kept up-dated on the progress of the complaint and the reasons for the delay.

YTD

36% within 20 working days.

Average = 79 working days

Stage 3

Once a Review Panel has been requested it should be held within 30 working days. 2 complaints were requested to progress to Stage 3 in 2018-19.

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Appendix 4

Comments and Compliments

Adult Social Care Comments

Comments received by Service Area

Service Area	2018/19	YTD
Malvern	1	1
Wyre Forest Team 1	1	-
Locality Team Pershore & Upton	1	-
Locality Team Evesham, Bredon, Broadway & Inkberrow	1	-
Redditch East	-	1
Care Contribution Assessment Team	-	1
Urgent Care Team	-	1

Number of compliments received 2018/19 = 121

Number of compliments received April 2019 - October 2019 = 103

All compliments logged were provided by external sources such as service users, family members and external organisations and are generally about assistance from staff and the standard of service provided.

Compliments received by Service Area

Service Area	2018/19	YTD
Central Services	-	6
Community Intervention Team	3	-
Finance & Business	1	-
Learning Disability	1	-
Operational Services – Care Mgt	49	39
Provider Services LD	2	-
Provider Services - OP/PD/SI	62	35
Urgent Care	-	23
Safeguarding and Quality	3	
Total	121	103

Comments Relating to Children's Services

There were 8 comments received in 2018/19 and 11 YTD. One related to contact with a Social Worker; three were unrelated to Children's Social Care.

Service Area	2018/19	YTD
Children with Disabilities	-	2
Family Front Door	1	5
Safeguarding Locality	5	4
Targeted Early Help	1	-
Through Care	1	-
Total	8	11

Compliments Relating to Children's Services

Service Area	2018/19	YTD
Adoption	-	-
Children with Disabilities	1	1
Fostering & Kinship	4	3
Safeguarding Area	29	9
Safeguarding and Quality	8	14
Support Services	-	-
Young Peoples Services	-	-
Family Front Door	24	6
Residential and Placement	1	-
Integrated Services	-	-
Targeted Early Help	5	6
Through Care	13	10
Total	85	49

Compliments entered in this category have all come from people independent of the local authority. The majority of compliments received are about staff members, with a few complimenting the service provided.

Corporate Comments and Compliments

Corporate Comments by Service Area

Service Area	2018/19	YTD
Consumer Relations	5	6
Countryside & Greenspace	1	2
Countryside Access	1	1
Family Front Door	-	1
Finance & Business Support (Adult)	-	2
Highway Maintenance Operations - Design & Build	16	6
Highway Maintenance Operations – Routine & Cyclic	52	15
Highways Contracts Programme	-	1
Network Control	19	10
Marketing & Research	1	
Major Projects	2	
Planning Development Control	-	1
Provision, Planning & Admissions	3	1
Reeregistration & Coroner Services	2	-
Safeguarding Teams	2	1
SEN/LDD	2	-
Strategic Libraries		1
Sustainability		1
Transport Operations	4	-
Waste Services	5	1
Total	115	50

Corporate Compliments by Service Area

Service Area	2018/19	YTD
Consumer Relations	2	1
Countryside & Greenspace	-	-
Countryside Access	-	-
Early Help Implementation	1	-
Finance & Business Support (Adult)	1	1
Flood Risk & Highway Damage	1	-
Highway Maintenance Operations - Design & Build	1	1
Highway Maintenance Operations – Routine & Cyclic	15	-
Highways Contracts Programme	1	-
Museums	1	-
Network Control	1	-
Operational Services Adult	1	1
Planning Development Control	1	-
Registration & Coroner Services	11	6
Safeguarding Sevices Adult	-	1
Strategic Libraries	-	2
Strategic Planning, Env Policy & Minerals	1	-
Sustainability	1	-
Through Care Service	1	-
Transport Operations	1	-
Transport Planning	3	-
Waste Services	5	-
Worcs Archive & Archaeology	5	-
Total	53	13

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 10 DECEMBER 2019

WORCESTERSHIRE COUNTY COUNCIL ENERGY PURCHASING ARRANGEMENTS

Summary

1. The Cabinet Member with Responsibility for Transformation and Commissioning and the Director of Commercial & Commissioning have been invited to the meeting to update the Panel on developments relating to the Council's energy purchasing arrangements.

Background

2. The County Council purchases c.£6m of electricity and gas from West Mercia Energy (WME) each year. The spend is currently split as follows:
 - c £2.7M is un-metered electricity supply (UMS) for street lighting
 - c £800k is gas
 - c £2.5M is metered electricity for the Council's estate and managed schools.
3. WME is Joint Committee entity owned in equal share by Shropshire Council, Borough of Telford & Wrekin Council, Herefordshire Council and Worcestershire County Council. Since 2012, the Council has purchased electricity and gas from WME, which is governed by a Joint Committee arrangement, where two elected Cabinet members from each of the four authorities represent the interests of each owning authority. The administering host authority to WME is Shropshire Council.
4. WME, operates as a Public Buying Organisation (PBO), meaning it can buy on behalf of other public sector customers. WME purchases energy requirements through a trading desk with its contracted supplier, currently Total. Other PBOs who operate in the same way as WME in the energy market include, Laser, NEPO, YPO. Crown Commercial Services (CCS) purchases enough energy to operate its own trading desk.
5. Approximately 65% of the Public Sector buys energy through CCS. The remaining public bodies buy via PBOs, utility brokers or direct from the "big 6" energy suppliers.
6. Customers of WME include South Gloucestershire Council, West Mercia and Warwickshire Police Alliance, Cheshire East Council and Cheshire Police Authority. City of Birmingham Council has WME as one of its energy procurement route options.
7. WME manage day to day energy price movements through the Total trading desk and measure effectiveness on beating market price inflation as an alternative to benchmarking against prices available from buying from the wider market. The

difference between the annual price and actual market prices paid by WME is put towards offsetting WME overhead.

8. Each financial year, WME sets an annual price per unit of energy for which the Council is charged. The annual price gives the Council budget assurance throughout the year.

9. The prices that are paid by customers are lower than that paid by the owning authorities. However, it is only the owning authorities that receive a share of surplus from trading activities.

10. WME has an annual overhead of approximately £860K and distributes a share of any annual operating surplus to the owning authorities. Since 2012 the average surplus has been £400K p.a. but this surplus has declined to £150K for this financial year.

The Market Position

11. The Electricity and Gas market which public bodies access is the Non-Domestic Market and its customers are liable for the Climate Change Levy, charged at c £0.43/kwh.

12. Non-domestic Electricity 'paid prices' (including climate change levy) shows an average increase of 7.2% between Q2 2018 and Q 2 2019, source Department for Business, Energy & Industrial Strategy (BEIS).
<https://www.gov.uk/government/statistical-data-sets/gas-and-electricity-prices-in-the-non-domestic-sector#history>

13. Non-Domestic Gas 'paid prices' including climate change levy increased over the same period by 4.6%, source BEIS.

14. The inflation trends for non-domestic electricity since 2012 indicate incremental and consistent pressure upwards, source BEIS. BEIS indicates that non-domestic electricity has risen in excess of 35% over 10 years; this figure is considerably higher for low consuming customers and domestic supply.

15. The inflation trends for gas since 2012 indicate a price volatile environment and scope for locking prices when prices are low, source BEIS.

Issues for the Panel to Consider

16. The current and historic WME buying strategy is 'low risk hedging', meaning that energy is purchased in small volumes of relatively low value to the total energy portfolio. This strategy is set by the Joint Committee and is an approach that looks to minimise volatility of energy price movements. Hedging is a common strategy deployed in volatile markets but has marginal impact in markets, where prices are continuing to rise. In today's markets many energy brokers are suggesting that optimal benefits are to be found from securing longer term fixed price contracts

17. Whether buying fixed price electricity to mitigate against inflation provide better value than the hedging strategy deployed to date. At the request of the Council, WME

is setting up a facility to purchase electricity on a multi-year fixed price basis and the Council will consider this option in relation to purchasing its street lighting supply.

18. Whether- forward buying of gas, with a safety net of matching any market price drop, provide better value than the hedging strategy deployed to date.

Purpose of the Meeting

19. The Panel is asked to consider the information provided and:

- determine whether any further information or scrutiny is required at this stage
- agree any comments to highlight to the Cabinet Member.

Contact Points

Andrew Spice, Director of Commercial and Commissioning Tel 01905 846678
Aspice@worcestershire.gov.uk

David Griffiths, Head of Commercial Tel 07747 772491
Dgriffiths@worcestershire.gov.uk

Julian Ingram, Commercial Team Tel 07743 695897
JIngram2@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

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

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 10 DECEMBER 2019

PERFORMANCE MONITORING – QUARTER 2

Summary

1. The Panel will be updated on performance for services relating to Commercial and Commissioning and Community Services.
2. Performance 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 2 (July to September 2019) and it is the intention for the Scrutiny Panels to consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further areas of concern.
4. The Cabinet Members with Responsibility, Director of Commercial and Commissioning, the Assistant Director – ADM Programme and Communities and the Head of Finance have been invited to attend the meeting in order to respond to any queries from Panel Members.

Performance Information

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

Purpose of the Meeting

8. Following discussion of the information provided, the Scrutiny Panel is asked to determine:
 - (i) any comments to highlight to the CMR at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 29 January 2020
 - (ii) whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 – Corporate and Communities Dashboard

Specific Contact Points for this Report

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

Background Papers

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

Agenda and minutes of the Overview and Scrutiny Performance Board on 24 January 2019, 28 March 2019, 24 July 2019, 30 September 2019.

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

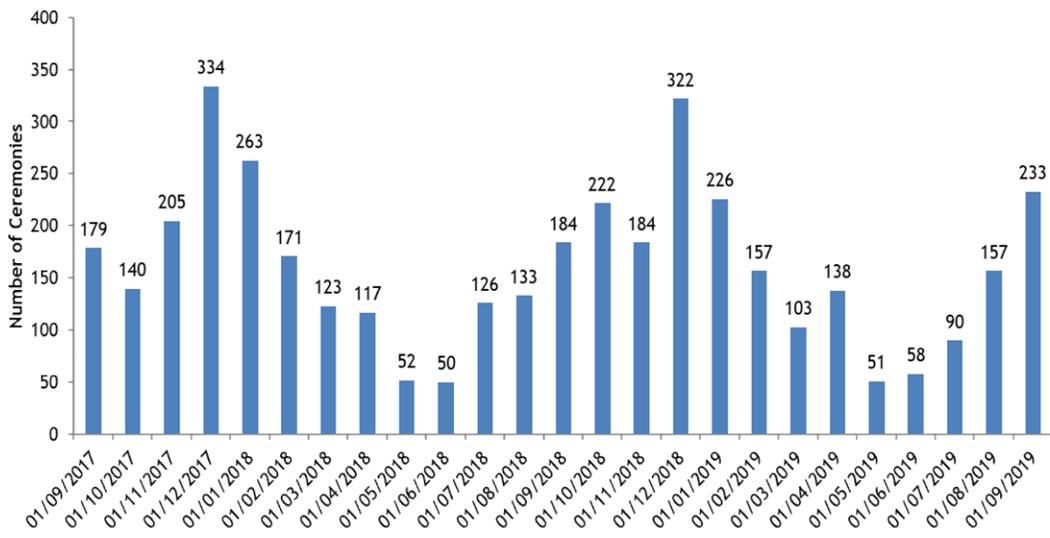
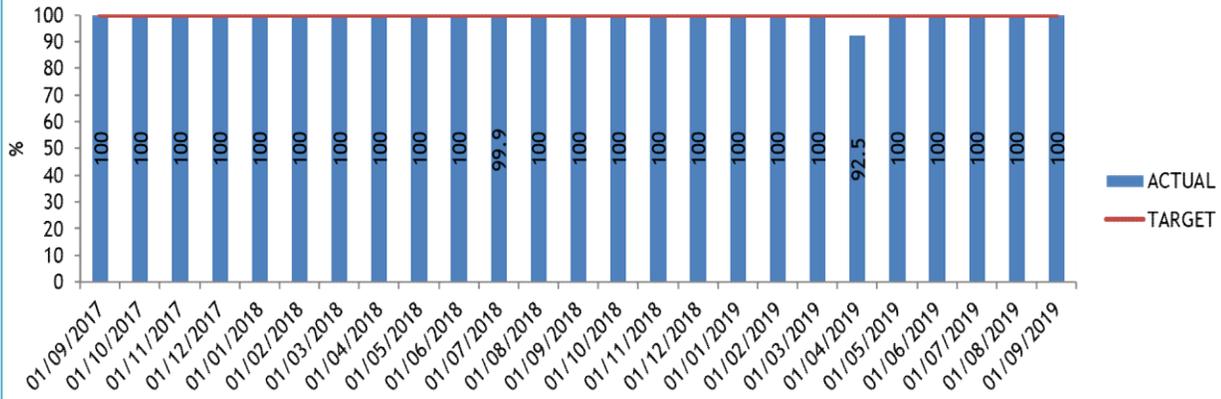
[All agendas and minutes are available on the Council's website here](#)

Corporate and Communities Scrutiny Panel
Summary of Management Information - Quarter Two 2019/20

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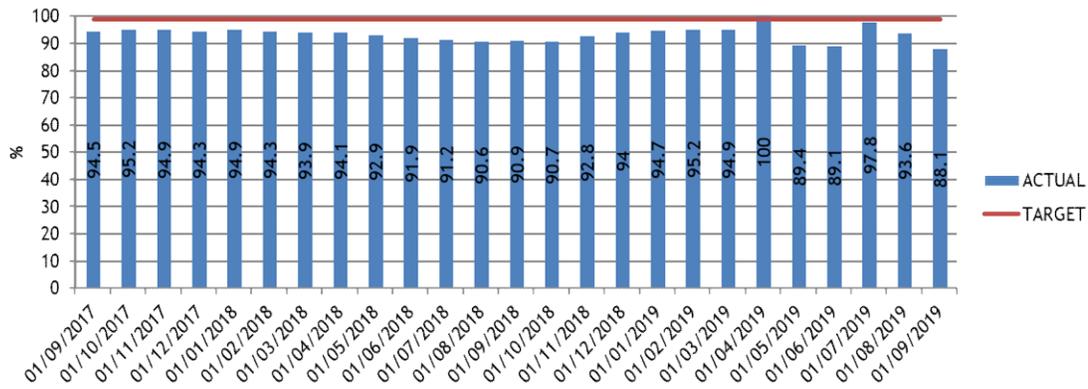
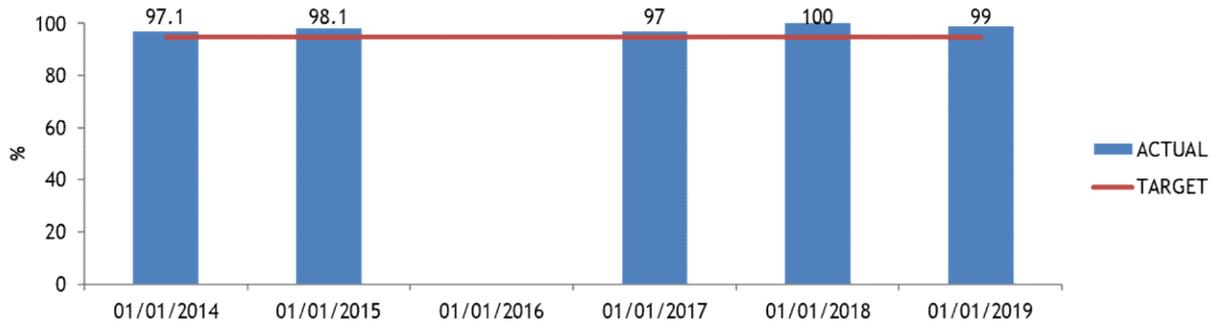
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	100% appointment-availability was sustained throughout September, the ninth consecutive month in which the out-turn was 100%. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.	Availability of appointments at all locations is being monitored this month on a daily basis at County Hall. Staff rotas are being managed centrally to ensure adequate cover at each office. Additionally, when an appointment time is not available, customers are offered the next available appointment date and time that is most convenient for them. Any impact of non-availability of appointments on customers and on the service's statutory obligations and performance targets is then addressed as required.	It will always be the case that customers register a birth in compliance with statutory requirements, but there may be personal reasons they wish to delay registration for just a few days. If a customer asks for an appointment that falls outside the indicator threshold, it will continue to be excluded from this measure's calculation.
Ceremonies (marriages and civil partnerships)	No Status	N/A	Of last month's 189 ceremonies, 105 (55.6%) were held at Approved Premises, the remaining 84 (44.4%) being conducted at Registration Offices. The overall total for the month was down compared with September 2018's 226, but the pattern of late-summer demand is in keeping with previous years'. The April-to-September 2019 total of 1,284 was 13 (1%) higher than the total for the same period last year (1,271). This indicator monitors and demonstrates demand for a service that is an income-generator, but over which WCC can exert no real control. Therefore, no target has been set.	It is probable that October's total will be lower than September's and will mark the start of a period of lower demand with the onset of winter. Availability of ceremony appointments, venues, and officiating staff is being monitored.	The number of ceremonies staged at Approved Premises and Registration Offices will continue to be monitored to identify trends and any deviations from expected patterns.

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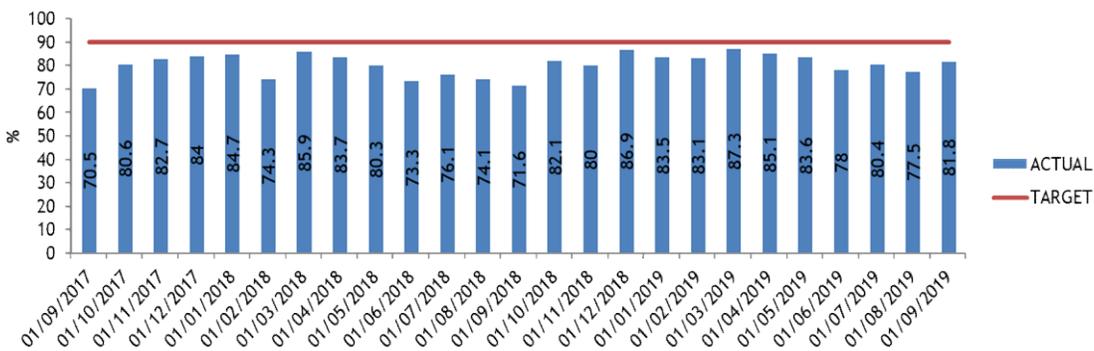
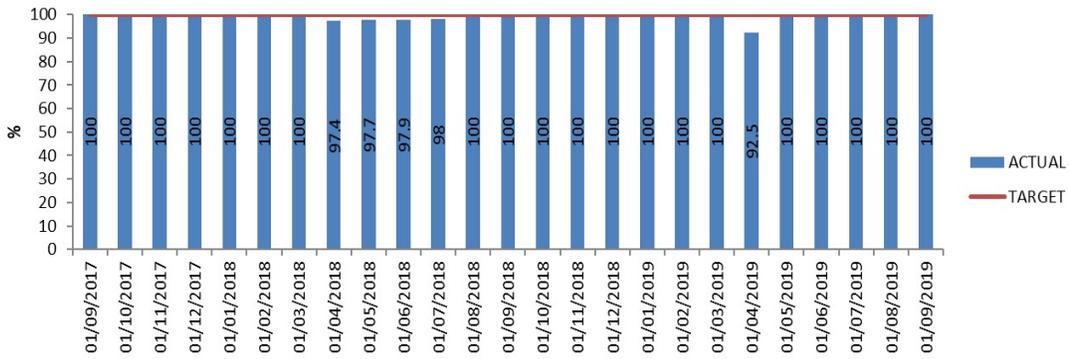
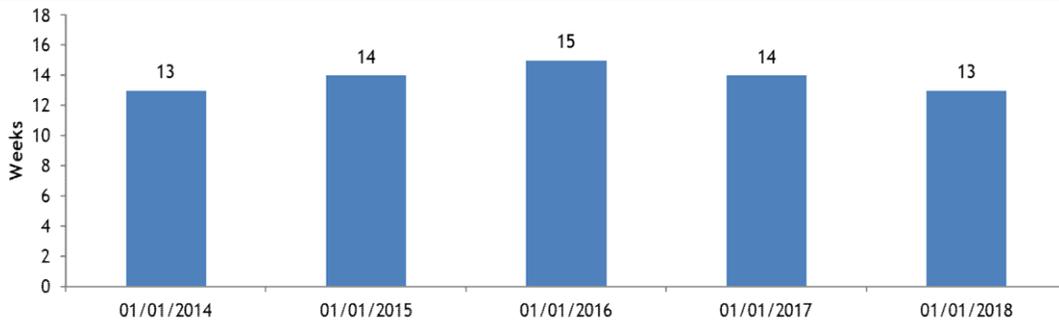
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	Improving	<p>The latest out-turn relates to Registration Service's 2018 survey of people using the service for a civil partnership, marriage notice, registering a birth or death, and obtaining copies of various registration certificates. 92% of people rated the service as 'very good', the remaining 8% rating it as 'good'. The overall 100% satisfaction rating returns performance to the level attained in 2017 and represents an improvement of two percentage points compared with 2017. The proportion rating the service as 'very good' also represents a two-percentage-point rise compared with 2017.</p>	<p>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.</p>	<p>The next Customer Survey will be undertaken in the autumn. The confirmed result and detailed report will be available early in 2020.</p>
Death registration appointments within 2 working days	Green	Improving	<p>There was only one instance of non-availability of appointments during the course of September (mid-month, at Worcestershire Royal Hospital). The percentage out-turn for the month was the highest calendar-month figure since last December's.</p> <p>The 2019/2020 out-turn at the end of September was 93.1%, up from 89.6% at the end of 2019/2020 Quarter 1. The overall 2018/2019 figure was 94.6%.</p>	<p>Statistical analysis shows there is always an appointment available across the county within the two days required. We also look at appointment within reasonable travelling distance, for example Worcestershire Royal Hospital to Worcester or Bromsgrove to Redditch.</p>	<p>Monitoring of demand levels will continue. Reviews of procedures will be continued, although any changes made to local procedures must not cut across legally-required ones. Allowing for that, however, where changes are judged likely to improve performance and complement the daily management of appointment availability, they will be trialled during 2019/2020 and the results monitored.</p>

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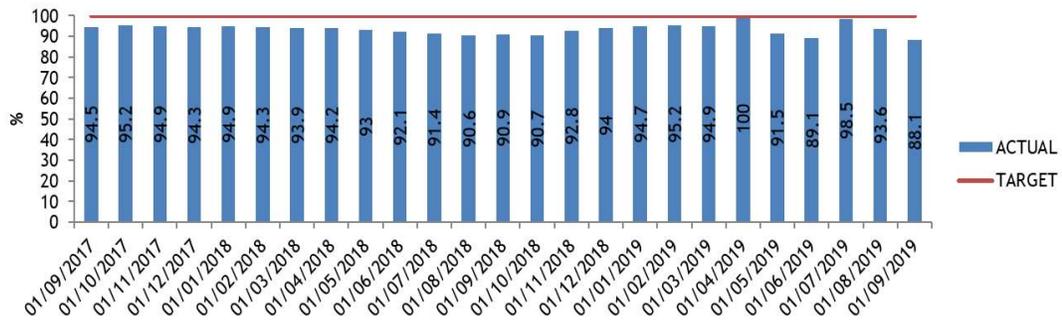
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Inquests - Average number of weeks to complete	No Status	No Noticeable Change	The 2018 calendar-year figure of 13 is unchanged from 2017's and is therefore the joint-lowest such figure since 2013's.	Coroner's 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.
Marriage/civil partnership notice appointments within 10 working days	Green	No Noticeable Change	September's appointment availability for obtaining marriage and civil partnership notices was 100%. Full availability has now been maintained for nine consecutive calendar months. Availability in 2018/2019 as a whole was 99.4%. The 2017/2018 percentage was 99.9%.	Appointment availability at all locations is being monitored this month on a daily basis at County Hall. Staff rotas are being managed centrally to ensure adequate cover at each office. Additionally, when an appointment time is not available, customers are offered the next available appointment date and time that is most convenient for them. Any impact of non-availability of appointments on customers and on the service's statutory obligations and performance targets is then addressed as required.	When a couple asks for an appointment that falls outside the indicator threshold, it will continue to be recorded as falling outside the measure.
Registration of deaths within 5 days	Red	Improving	82.4% (211) of the 256 deaths registered in September took less than 5 days, a 1.2 percentage-point increase compared with August. August's figure was affected by bank-holiday closures, but September's increase was also due to other factors, namely increased appointment-availability and changes made to the booking system. September out-turn was below the equivalent month-end percentage for West Midlands (83.6%), but above England (81.8%). Local percentage at end of September was 80.6%, below the West Midlands figure of 81.2%, but higher than the all-England out-turn of 80.4%.	Appointment availability and the recent changes to the booking system continue to be monitored. We have a member of staff now working on other areas impacting on performance (e.g. including engagement, process-mapping, and communications activities) to see if we can improve the figure further.	Indicator remains part of General Register Office's standard reporting suite and monitors a statutory duty. It will continue to be reported on a monthly basis. Seasonal factors (e.g. increase in deaths to be registered in winter months) and bank-holiday closures will impact on future months' performance. There will be continued monitoring of the availability of appointments. Efforts will also continue to be made to improve communications with doctors to speed up completion of the paperwork and processes required in order that a death can be registered.

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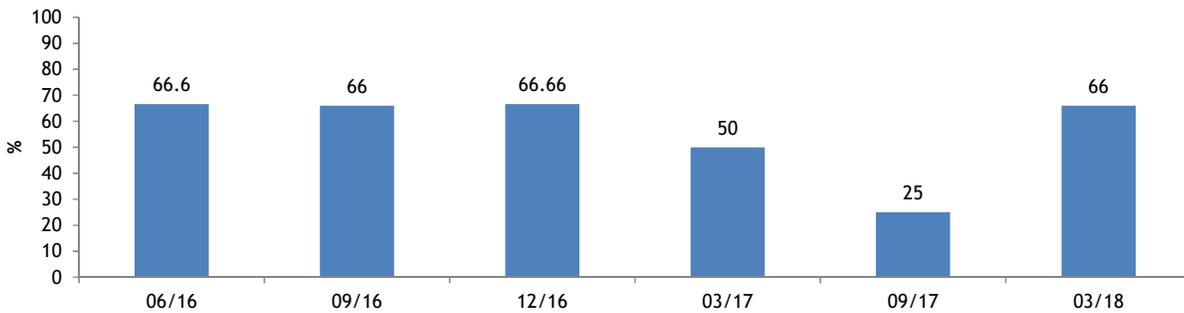
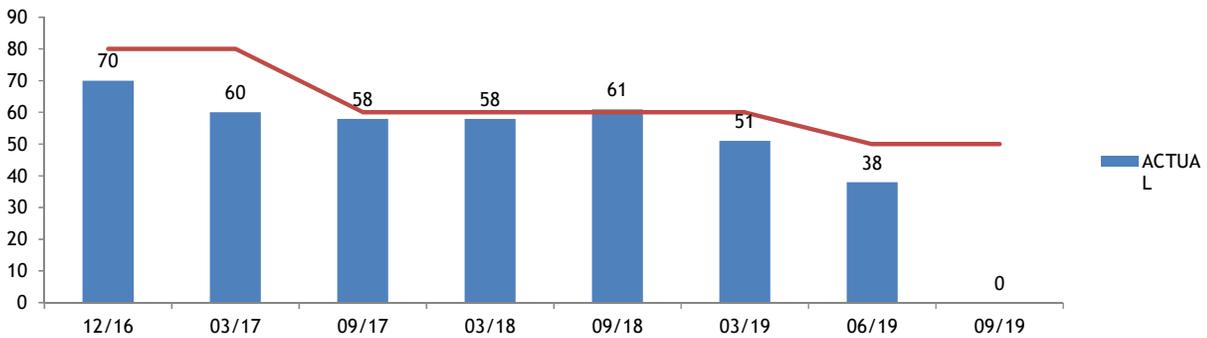
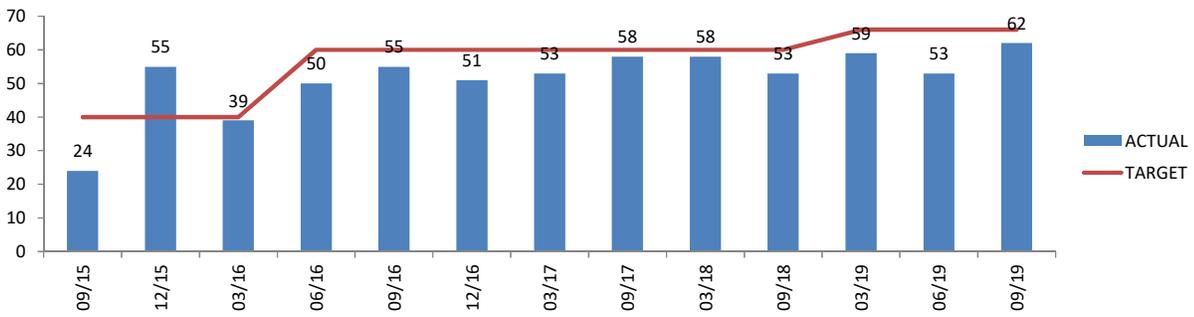
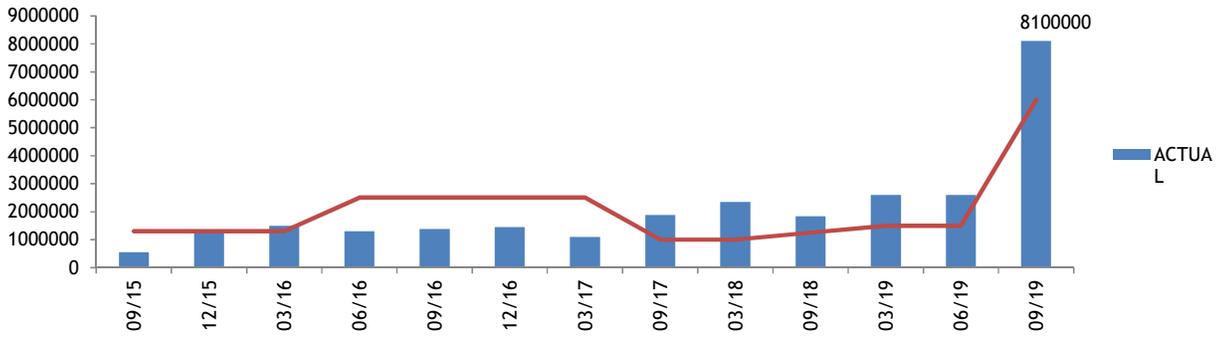
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Still-birth registration appointments within 2 working days	Green	Improving	<p>There was only one instance of non-availability of appointments during the course of September (mid-month, at Worcestershire Royal Hospital). The percentage out-turn for the month was the highest calendar-month figure since last December's.</p> <p>The 2019/2020 out-turn at the end of September was 93%, up from 89.6% at the end of 2019/2020 Quarter 1. The overall 2018/2019 figure was 94.6%.</p>	<p>Nearly all still-births are registered at Worcestershire Royal Hospital where there has been 100% availability within the two-day timescale. We work with the bereavement midwife to meet the needs of the family in terms of timeliness and location of the appointment which is sometimes on the ward instead of the registration office.</p>	<p>Any changes made to local procedures must not cut across legally-required ones. Allowing for that, however, where changes are judged likely to improve performance and complement the daily management of appointment availability, they will be trialled during 2019/2020 and the results monitored.</p>

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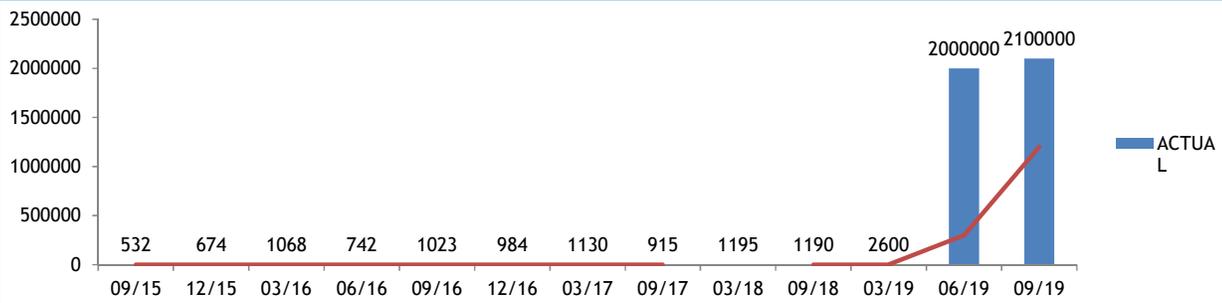
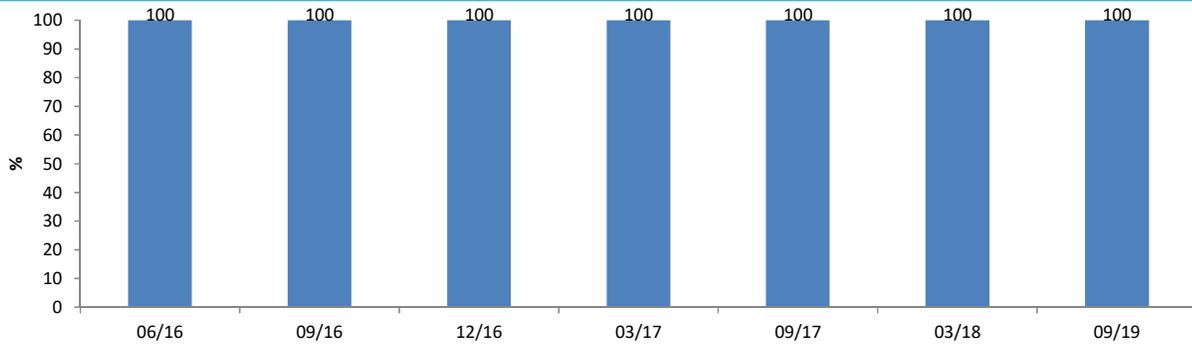
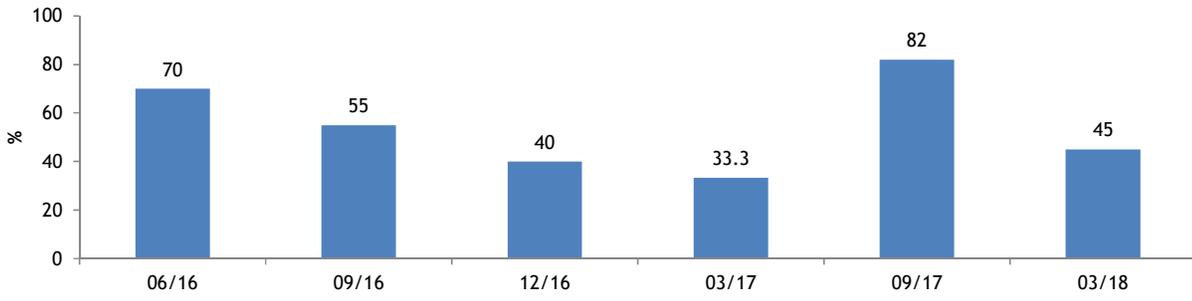
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Advertising Value Equivalent calculated from media coverage from a basket of external publications	Green	Improving	Well above target. The 6m is for the year, which was reached and passed just in Q2.	Effective media relations.	Proactive media.
Increase proactive engagement with the media	Amber	Improving	Improvement towards target. Proactivity set as a team priority leading to the improvement.	Daily focus, weekly creative brainstorms, increased planning.	Building relationships with teams across WCC during October and November to unearth more good news stories.
Increasing staff engagement	No Status	N/A	No quarterly pulse survey conducted this quarter so no measurement to input.	Pulse survey taking place in October.	Ambition is to have pulse surveys every quarter going forward.
Stage 2 Children's Social Care complaints in 65 days	Red	Improving	Improvement on previous quarter when none of the Stage 2 investigations were completed within 65 working days	N/A	N/A

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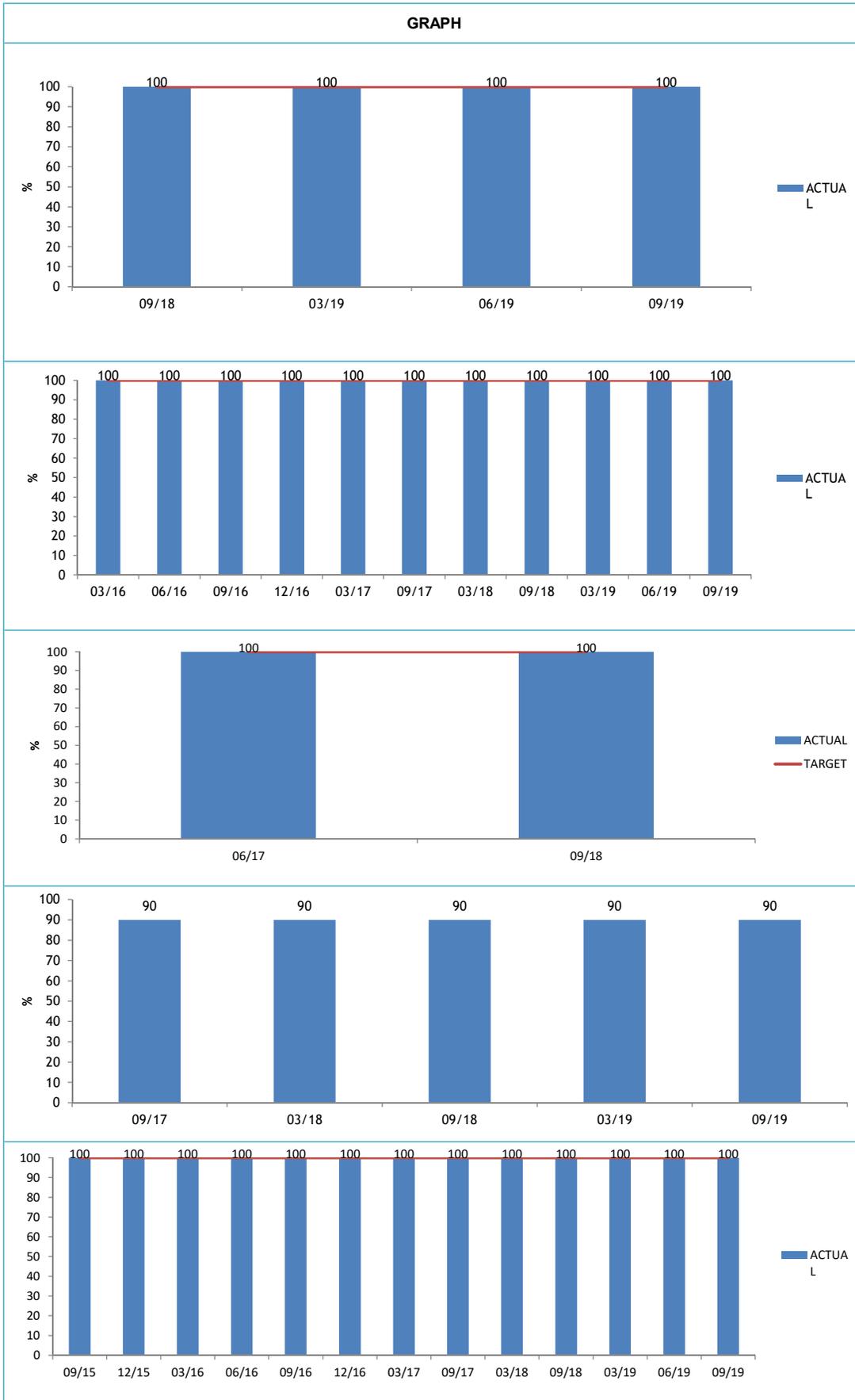


INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Red	Deteriorating	Slight deterioration on previous quarter	N/A	N/A
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	All reports submitted on time	N/A	N/A
Traffic across social media channels	Green	Improving	Well above target.	Consistent and regular social media engagement.	Continue to prioritise community growth.

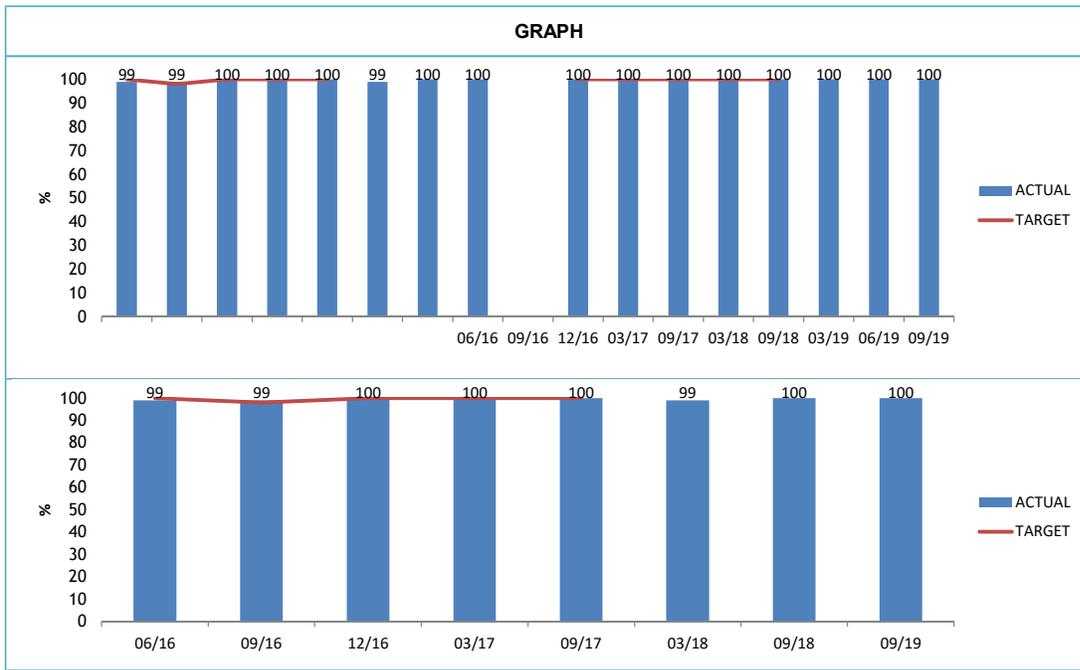
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INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
All HR Strategic Leadership Team/Directorate Leadership Team reports completed on time	Green	No noticeable change	The quarterly reports produced for SLT and all DLT meetings have been produced on time and to a high quality.	Recent changes have been applied to the quarterly reports, including new performance management and sickness case management data from the HR Case/Change Team. This has been positively received by HR Business Managers.	A review of the content of the reports will be undertaken at the end of the 2019/20 financial year to ensure the reports meet customer requirements.
Balanced Scorecard and risk register reported on time	Green	No noticeable change	Performance and risk reported on time to cabinet / CBB.	Preparing reports for Q2 updates.	
Customer Satisfaction with Management Information & Analytics team	Green	No noticeable change	Latest performance refers to the 2017/18 customer satisfaction survey, which was completed in July 2018.	Reviewing customer feedback and any suggestions for improvements.	To put in place any changes needed to ensure 100% satisfaction from MIA customers.
Delivery of the Childrens Services Improvement Plan	Amber	N/A	All delivered. WCF live on 01/10/2019.	Developing KPI framework for SSAs.	Establish portal for sharing SSA information with WCF
Maintain the public performance information on the Worcestershire County Council Website - published every six months	Green	No noticeable change	Latest report on the website is Q4 2018/19.	Q2 reports being prepared.	Q2 reports to be published shortly.

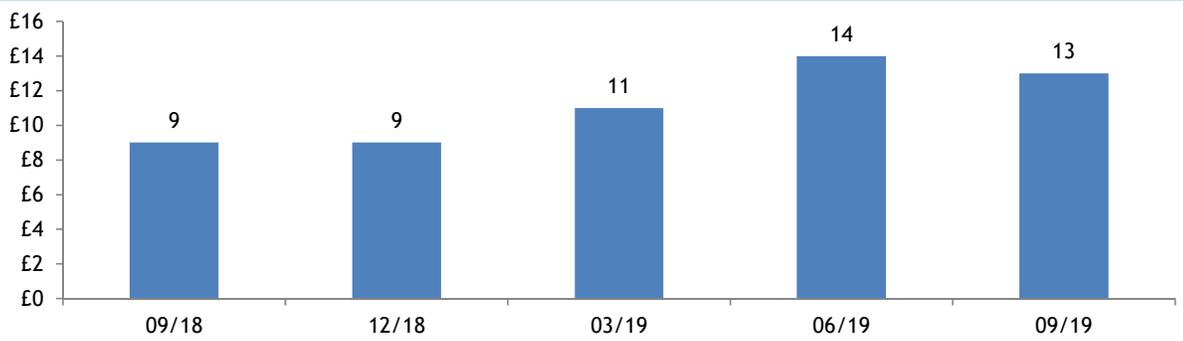
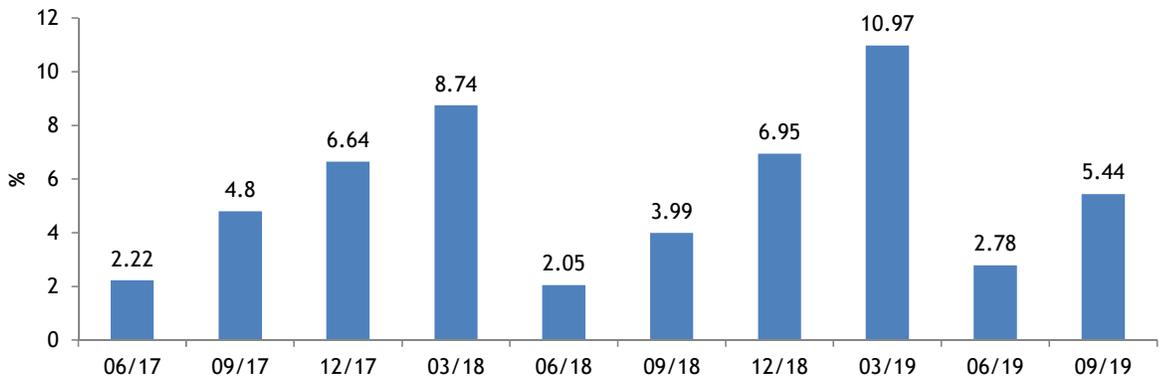
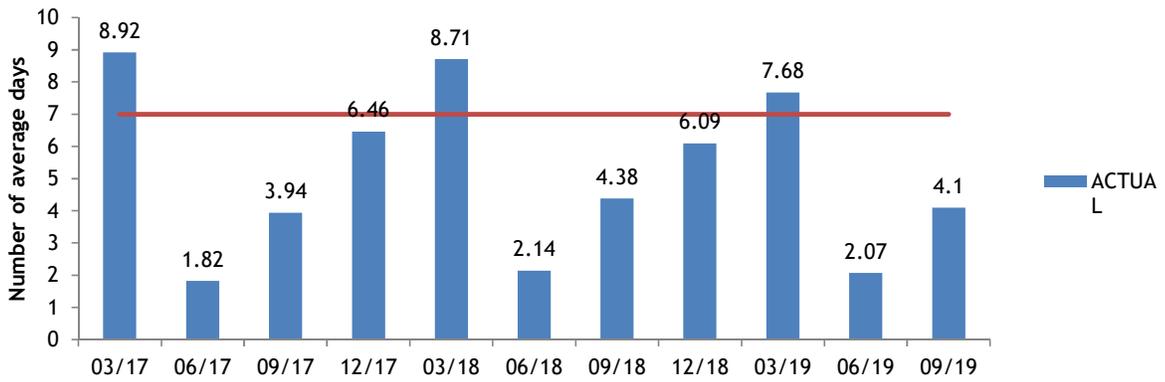
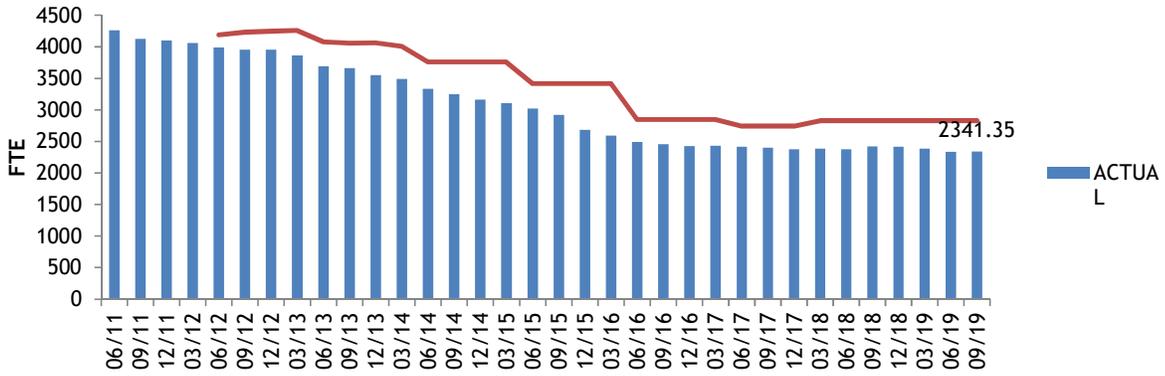


INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Statutory returns completed on time	Green	N/A	All returns completed on time or within agreed extension period.	All returns completed on time or within agreed extension period.	Continue to monitor.
Statutory returns meeting quality requirements	Green	No noticeable change	No issues with returns to date	Prepare Q2 reports.	Continue to monitor.



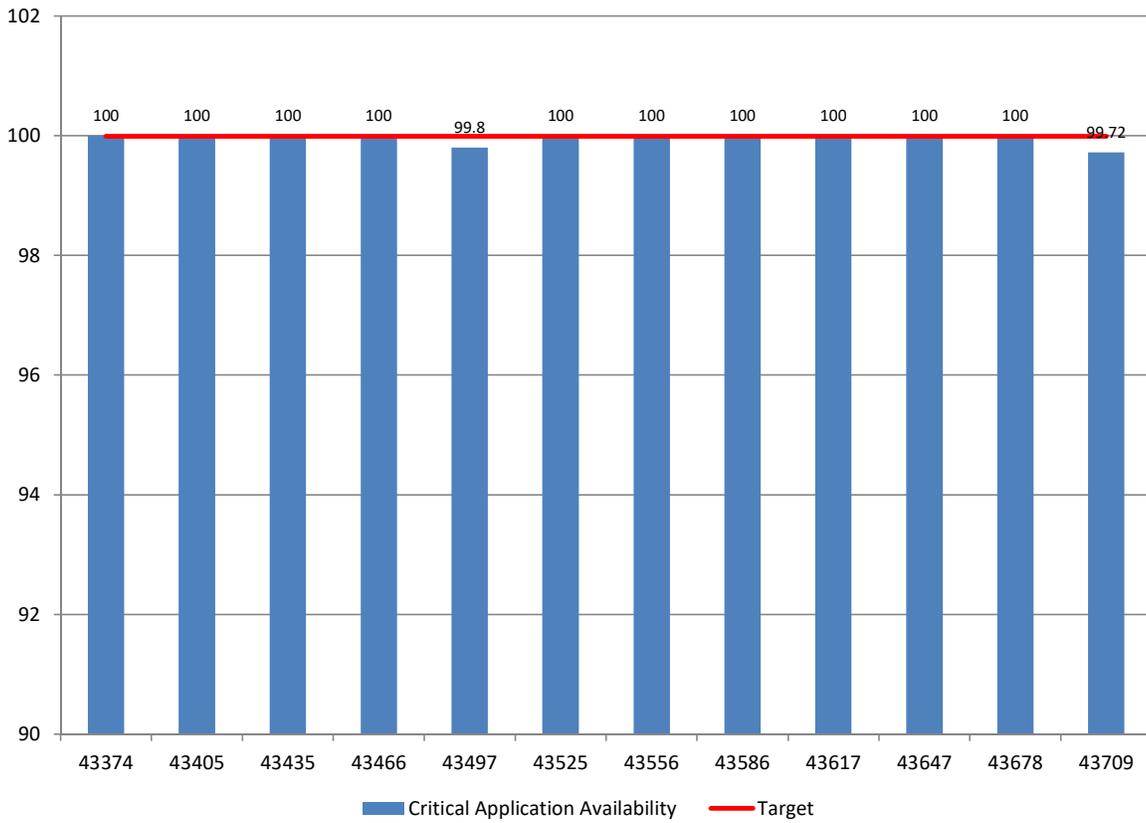
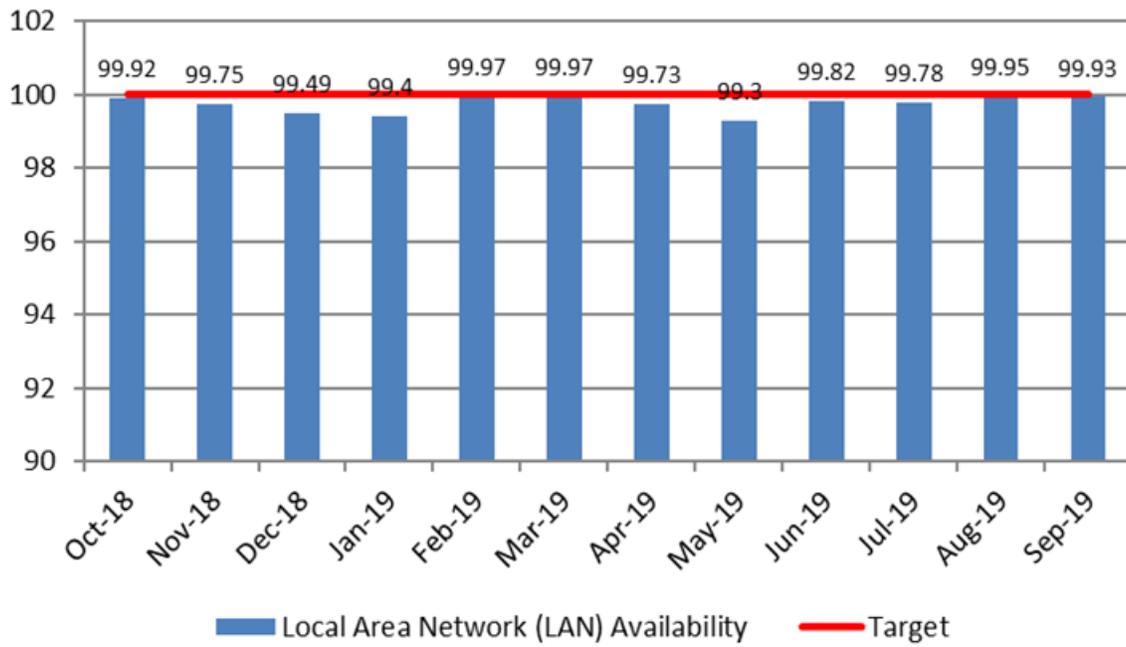
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full Time Equivalents	N/A	Deteriorating	Number of FTE employees as at 30th September 2019 (target and RAG rating based on budgeted establishment FTE derived from 2018/19 Budget Book).		
Sickness Rates	Green	Improving	4.10 Average days sick per person [FTE] / 0.29 Average episodes per person during financial year 2019/2020 to date. Direction of travel based on the same period 2018/19 (4.38).		
Staff turnover rate	N/A	N/A	Number of leavers to date expressed as a percentage of the workforce.		
Cost of agency staff as a percentage of the total pay-bill	N/A	N/A			

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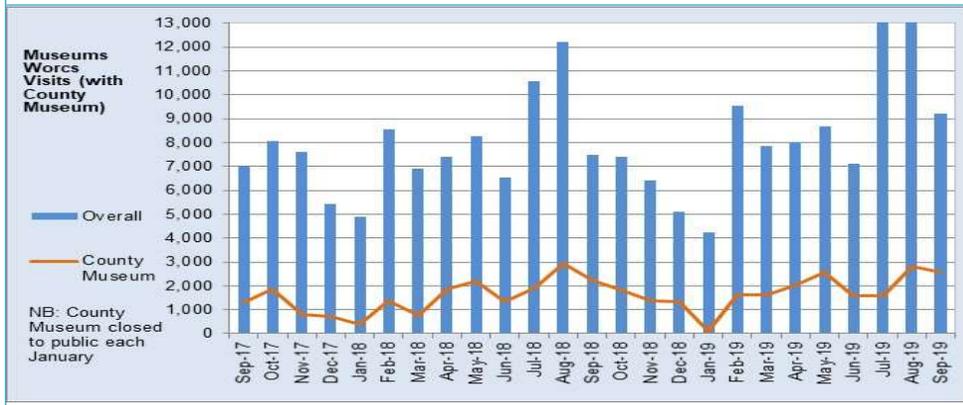
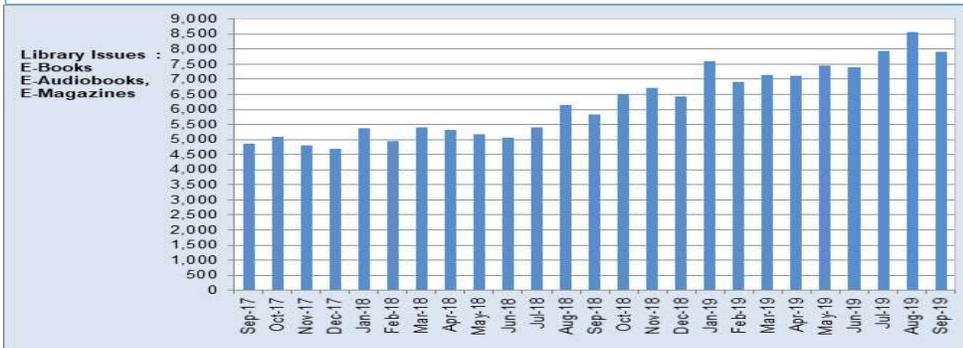
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
ICT	Local Area Network (LAN) Availability	N/A	N/A	<p>New Indicator - The LAN Availability PI details the availability of LAN (Local Area Network) infrastructure across all sites based on a 24x7x365 business need. Monitoring of network hardware (switches) is achieved via an application, SolarWinds. ICT's target is to achieve 99.99% LAN uptime across all sites.</p>	
ICT	Critical Application Availability	N/A	N/A	<p>This PI details systems identified as critical to front line services and their overall availability based on a 24x7x365 business need. Framework-I (Social Care). Talis (Library System), Jadu (Website), Outlook/Exchange (Email), Lync/Altigen (Telephony). This includes the critical business applications themselves as well as all underpinning infrastructure required to deliver access to the application. PI calculated by considering total downtime of a critical application for all users which will have an associated Priority 1 incident. ICT target is to achieve 99.99% uptime for all critical applications.</p>	

GRAPH

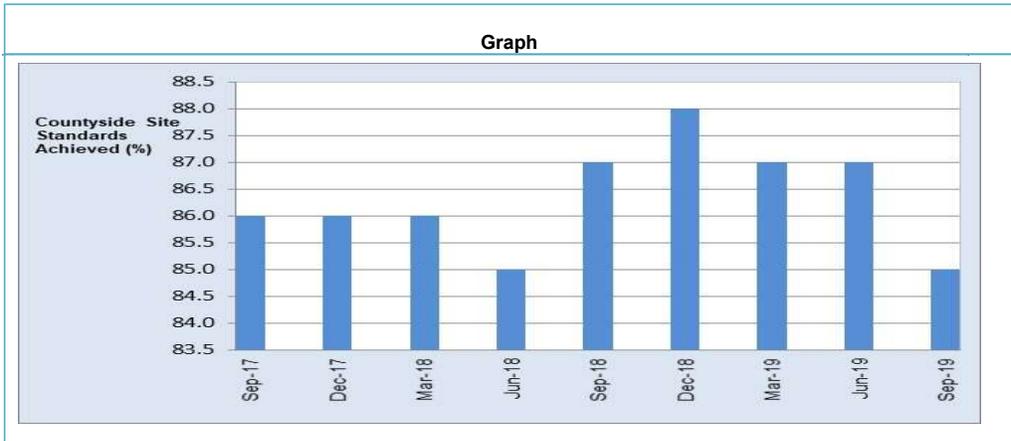


Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits and Issues	Green Amber	Visits declining Issues declining	The overall visits total for April to September (1,360,304) was 0.5% lower than that for the same period last year (1,367,153), the deficit narrowing during September from 0.8% on 31st August. The change in library management system in July required a pause in the purchasing of new titles and is likely to have exacerbated the customary summer drop in issues	Q3 is traditionally a busy period due to the resumption of school-group visits to libraries, increased usage of The Hive by students, and libraries' half-term, Halloween, and Christmas events. Provision of stock-management reports for managers and regular contact with stock suppliers continue.	Work is ongoing to increase the number of groups and organisations using libraries and to increase awareness of the scope of libraries' services. Increased use of libraries by social connecting groups and Work Clubs forms a key element in this programme. Monitoring of borrowing of new stock will continue with suppliers.
Library Issues: E-books, E-audio books, e-magazines	--	E-issues increasing	Issues of all forms of e-stock in the first half of this financial year totalled 46,367, up 40.8% compared with the equivalent total for April to September 2018 (32,922). Issues of e-magazines and e-audiobooks continue to be particularly strong	Information displays in libraries and links on the service's corporate website pages are being used to promote the e-lending service	As in previous years, reviews of the range of e-book, e-audiobook, and e-magazine titles on offer will be undertaken with suppliers. Where possible, additional copies of popular e-books and e-audiobooks will be sought.
Cost per library visit	--	No noticeable change	Cost per visit (net expenditure divided by visits) was at one time a national indicator. Worcestershire's figure is traditionally below national, regional, and comparator-authority levels. 2018/2019 figure of £1.73 is seven pence less than 2017/2018's figure.	Monitoring of visits and net expenditure can be used to provide guide to 2019/2020 out-turn, although indicator is usually only reported annually once year-end figures have been confirmed.	Comparisons with other local authorities' will be possible upon publication by CIPFA of the 2018/2019 Annual Public Library Statistics, which is likely to be in early-December.
Museum Visits	Green	Museums Worcestershire visits increasing County Museum visits increasing	Visits in the July-to-September quarter totalled 39,399, up 30.1% compared with the total for last year's Q2 (30,280). Boosted by its Star Wars exhibition, the 2019/2020 Q2 visits total at City Museum and Art Gallery (27,016) was 58% higher than its 18/19 Q2 total.	All three museums are publicising their half-term and Halloween events and, looking further ahead, they will all be staging a programme of Christmas events.	2020's programme of events and exhibitions continues to be worked on and will be advertised in the local press, on social media, and via Museums Worcestershire's expanded internet presence, usage of which is being monitored on a monthly basis.

Graph



Indicator title	RAG	Direction of Travel	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Countryside Standards Achieved	Green	No noticeable change	<p>A two-percentage-point drop in the standards met at the end of 19/20 Q2 was due to isolated instances of vandalism necessitating repair work. Standards include health and safety issues, cleanliness, presence of litter, signs and notices, buildings, site furniture, trails, mowing, and the availability and suitability of play areas.</p>	<p>Planned and ad hoc repair and maintenance work is being undertaken.</p>	<p>Monitoring and addressing of issues arising from inspections of sites or raised by visitors.</p>



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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 10 DECEMBER 2019

WORK PROGRAMME 2019/20

Summary

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

Background

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The 2019/20 Work Programme has been developed by taking into account issues still to be completed from 2018/19, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.
3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.
4. The Corporate and Communities O&S Panel is responsible for scrutiny of:
 - Commissioning, contracts and commerce and ensuring the corporate commissioning cycle works well
 - Transformation
 - Finance
 - Localism and Communities
 - Organisation and employees
5. The current Work Programme was agreed by Council on 12 September 2019.

Dates of Future Meetings

- 24 January 2020
- 18 March 2020
- 2 June 2020
- 21 July 2020
- 9 September 2020
- 18 September 2020

Purpose of the Meeting

The Panel may wish to consider the 2019/20 Work Programme and consider whether it would wish to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

Supporting Information

- Appendix 1 – Corporate and Communities Overview and Scrutiny Panel Work Programme 2019/20

Contact Points

Specific Contact Points for this Report

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

Email: scrutiny@worcestershire.gov.uk

Background Papers

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

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

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

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
10 December 2019	Draft Libraries Strategy and Implementation Plan	7 November 2018 9 July 2019	Going to Cabinet - December 2019
10 December 2019	Corporate Complaints and Compliments system		Requested by Panel at 3 September 2019 meeting
10 December 2019	Performance Monitoring Quarter 2 (July-September 2019)		
10 December 2019	Council's Energy providers and costs		Referred from Economy & Environment Overview and Scrutiny Panel 11 September 2019
24 January 2020	Performance and In Year Budget Monitoring - Period 7/Quarter 2 (July -September 2019)		
24 January 2020	Budget Scrutiny 2020/21		
24 January 2020	Customer Relationship Management (CRM) system for councillors		Referred from Economy & Environment Overview and Scrutiny Panel 11 September 2019
18 March 2020	Commissioning including the Development of the Procurement Strategy	23 October 2018 13 March 2019 3 September 2019	Report to include detail about how contract specifications are developed and monitored and KPI's
18 March 2020	Performance and In Year Budget Monitoring Period 9/Quarter 3 (October - December 2019)		

21 July 2020	Performance and In Year Budget Monitoring (Outturn 2019/20)/Quarter 4 (January-March 2020)		
21 July 2020	Councillors Divisional Funding		
9 September 2020	Performance and In Year Budget Monitoring - Quarter 1 (April to June 2020)		
18 November 2020	Performance and In Year Budget Monitoring - Quarter 2 (June-September 2020)		
Possible Future Items			
TBC	Adult Education service – revenue raised and how it is being utilised	n/a	
TBC	Communications – How we ensure residents have easy access and we communicate service levels? WCC brand and the postal service.	n/a	
TBC	County Hall – is it fit for purpose? Value for Money? Usage?		
TBC	Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County?	n/a	
TBC	Feedback and Progress on the Maximising Income Generation session (March 2019) including fees and charges	22 May 2018 22 January 2019	
TBC	Gypsy service – an update		
TBC	IT enhancements and progress.		

TBC	Liberata	n/a	
TBC	Place Partnership		
TBC	Progress Monitoring of the Organisational Change programme.		
TBC	Re-commissioning of the customer services contract (Civica)		
TBC	The Council's process for handling Freedom of Information (FOI) and Subject Access requests (SAR) and how the Council complies with the General Data Protection Regulations (GDPR)		
TBC	Trading Standards		
TBC	Volunteering	n/a	
TBC – July?	Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy (RIPA)	n/a	
Standing Items	Performance Management Quality Assurance Budget Scrutiny Councillors Divisional Funding Scheme		

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