

Agenda

Overview and Scrutiny Performance Board

**Wednesday, 6 January 2021, 10.00 am
(held online)**

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

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

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

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.

Overview and Scrutiny Performance Board Wednesday, 6 January 2021, 10.00 am, Online

Membership

Councillors:

Mr R M Udall (Chairman), Mrs E A Eyre (Vice Chairman), Mr A A J Adams, Mr A D Kent, Mrs J A Potter, Mr P A Tuthill, Mrs R Vale and Mr T A L Wells

Co-opted Church Representatives (for education matters)

Mr B Allbut (Church of England)

Parent Governor Representatives (for education matters)

Vacancy (Secondary)

Agenda

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1	Apologies and Welcome	
2	Declaration of Interest and of any Party Whip	
3	Public Participation Members of the public wishing to take part should notify the Assistant Director for Legal and Governance in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 5 January 2021). Enquiries can be made through the telephone number/e-mail address below.	
4	Confirmation of the Minutes of the Previous Meeting (previously circulated)	
5	Update on the Recommendations from the Care Work as a Career Scrutiny Report	1 - 24
6	Draft Scrutiny Report: The Council's Energy Purchasing Arrangements	25 - 26
7	Scrutiny Proposal: Developer-Funded Highways Infrastructure and Section 278 Technical Approval	27 - 32

Agenda produced and published by the Assistant Director for Legal and Governance, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Alyson Grice (01905 844962)/Samantha Morris 01905 844963 email: scrutiny@worcestershire.gov.uk

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

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 6 JANUARY 2021

UPDATE ON THE RECOMMENDATIONS FROM THE CARE WORK AS A CAREER SCRUTINY REPORT

Summary

1. The Overview and Scrutiny Performance Board (the Board) is to receive an update on the recommendations from the Care Work as a Career Scrutiny Report.
2. The Scrutiny Report (attached as Appendix 1) was approved by the Board on 22 June 2020 and considered by Cabinet on 25 June. Cabinet noted the Scrutiny Report's findings and recommendations and adopted the response of the Cabinet Member with Responsibility (CMR) (attached as Appendix 2) as the way forward.

Background

- 3 The Review had been initiated as a result of the perception that "intimate personal service and support that care workers provide to vulnerable individuals did not appear to be widely valued by members of the public. Clear career pathways and training opportunities to enable them to progress were limited and rewards and recognition were low".
4. The Scrutiny Report highlighted how the Council could "promote and improve recruitment and career prospects for front-line care workers and better support and celebrate the current care workforce".
5. Following the CMR's adoption of the recommendations in June, a Project Team was established to develop an approach to delivery. Unfortunately, due to the demands of COVID this was delayed and the Project Plan was finalised in November.

Progress to date

6. The People Directorate acknowledges that the Care Market is in no position to withstand the loss of good, motivated care workers.
7. The Task Group, in its report, put forward a series of 11 recommendations to address this, covering 6 key aspects:
 - Promotion of the Care Worker Role
 - Recruitment and Retention of Care Work Staff
 - Development of the Care Worker role
 - Supporting and Celebrating the Existing Workforce
 - Liaison with education and training providers
 - Evidence of what works well elsewhere

13. All except one of the recommendations were accepted by the CMR (on behalf of the Cabinet) and a Project Team mobilised.

14. The recommendation not accepted was that the CMR considers facilitating a County-wide body to represent care providers across the social care sector, this was on the basis that care providers have multiple trade associations and bodies which already represent them.

15. This report highlights progress to date and proposes further actions to address the concerns raised by the Task Group. An example of this is the development of the tender and specification for Domiciliary Care Providers that incorporates a commitment to learning and developing Carers. This was due for advertisement on 31 March 2020 but was put on hold as a result of COVID-19, as was working with well-performing residential and nursing homes to develop career pathways. This is now progressing once more.

16. Despite COVID, progress has been made, most particularly, but not limited to, the use of communications and publicity of the role of care workers. For example, the I Care Ambassador (which the Council has now signed up for), the opening of training and development opportunities to county providers and the establishment of a working group to develop apprenticeship pathways to care careers.

17. Further opportunities have been identified for each of the recommendations detailed at Appendix 3 and a presentation to aid the discussion is attached at Appendix 4.

18. Recommendation 10 which was around building links with Shropshire Council in relation to their Bridge Project is being considered as part of the wider Council Digital Transformation programme. In discussing this with the Assistant Director for IT and Digital, the use of data for this purpose fits directly with priority 4 of the Digital Strategy and, early in 2021, it is planned to launch a large project in respect of data management and insights. The Assistant Director has confirmed that this could be included as part of this work.

19. At the time of preparing this report, the Care Market in Worcestershire comprises 320 (Care Quality Commission regulated) care establishments and employs approximately 16,500 workers across the independent sector and the Council. There are also a further 1,000 jobs working for direct payment recipients. The largest percentage of these jobs (over 85%) are within the independent sector.

Purpose of the Meeting

20. Members are invited to consider:

- (a) the response to the recommendations made and actions to date;
- (b) comment on the specific project recommendation that development of links with Shropshire Council (Bridge Project) are considered in the wider context of Worcestershire's Digital Transformation Programme and Digital Strategy; and
- (c) agree whether any further information or scrutiny work is required at this stage.

Supporting Information

[Appendices 1 and 2](#) - Care Work as a Career Scrutiny Report and Cabinet Member with Responsibility Response

Appendix 3 - Care Work as a Career Progress Report

Appendix 4 – Care Work as Career Presentation

Contact Point for the Report

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Background Papers

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

- Agenda and minutes of OSPB meetings on 28 March 2019 and 22 June 2020 – available [here](#)

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

APPENDIX 3**CARE WORK AS A CAREER PROGRESS REPORT****CORE PROJECT TEAM**

Sponsor: Interim Assistant Director Commissioning
Business Lead: Principal Social Worker
Project Support: Project Manager
Project Support: Programme Support Officer
HR representative: Learning and Development Manager
Other key individuals are drafted into support certain aspects of the activities required to address the Task Group recommendations on an as needs basis.

PROGRESS AS AT 18 DECEMBER 2020

Note: Where there are links and/or dependencies across the recommendations, these are picked up within the body of the appendix.

Theme 1: Recruitment and Retention of Care Work Staff

Recommendation 1: *That resources be identified to prioritise a publicity campaign aimed at promoting the work of Care Workers and increasing public understanding of the crucial role they carry out.*

Progress to date

- The Task Group was advised by the CMR that an additional budget of c£15-16k would be required for the Communications Team to provide a dedicated member of staff to be allocated to this task for at least a 3-month period, with some capacity for ongoing and legacy work.
- A budget of £15k from grant funding has been provided to the communications budget in-year, but, as yet, this has not been fully used. Consideration as to how these funds might be used to best effect are being discussed by the project group (see further opportunities, over page) and the plan is for it to be fully utilised in this area by the end of the year.
 - External media in use:
 - WCC Facebook - 16K audience. More women than men. We put most of our Corporate key messages out on Facebook. We also try to put more light-hearted content on Facebook as the audience want to see this on this channel.
 - WCC Twitter – 14.5K followers. About a 50/50 split between men and women. Again, we put most of our content/key messages out on this channel.
 - WCC LinkedIn – Mainly corporate news for a more professional audience or job adverts.
 - WCC Instagram – 2,750 followers, younger audience. Mainly visual but we have been putting key messages on this channel during Covid and more light-hearted content.
 - Local media – Paid for daily papers and free weeklies. They cover the whole of the County. We also send press releases to radio and TV such as BBC H&W and Midlands Today. We can pay for ads as well. Recent ads on Free Radio were about key Public Health messaging to a younger audience.

- WCC Website – pages are controlled by individual directorates. Content is uploaded by the Digital Designers – Jo Hilditch’s Team. Audience size is about 200K visits a month.
- Libraries social media channels (separate Twitter and Facebook). They share our messages and display their own messages about libraries services etc.
- Internal media in use:
 - OurSpace – internal channel for WCC staff. We get about 5,000 views of our news stories every month. Pages other than news carousel controlled by different directorates. FirstSpace is the same look but this is for WCF staff.
 - Yammer – internal social media channel (bit like Facebook). Mainly post important messages on here but also more light-hearted content. Audience is about 1,000 active users each month
- Several articles have been produced and published in line with this recommendation, and further opportunities are sought regularly through the project team, wider directorate and the directorate communications lead. Some examples are given below and range from:

Council support to West Midlands care recruitment campaigns



Support for Care heroes awards -

<https://www.malvern gazette.co.uk/news/18910632.worcestershire-county-council-proud-support-worcestershire-care-heroes-award/>

Videos relating to care provision during covid (Our Story, plus a compilation video for the website and other external channels).

- <https://worcestershirc.sharepoint.com/Lists/News/ArticleView.aspx?ID=1593>

- <https://worcestershirecc.sharepoint.com/Lists/News/ArticleView.aspx?ID=1581>
- <https://worcestershirecc.sharepoint.com/Lists/News/ArticleView.aspx?ID=1639>

Further opportunities/proposals

- To continue to use social media outlets, press, website and all other avenues to promote the value of care work as a career, in line with the examples above
- To use the remainder of the £15,000 budget to:
 - Produce re-useable materials for use at careers fairs etc
 - Develop videos and materials for use in recruitment, including stronger careers pages on the council website.
 - Dovetail with the funding agreed to promote the Shared Lives Carer role as a profession and ambition to recruit at least 22 more Shared Lives Carers next year
- To use developing relations with colleges and the university to bring real life inputs to the study arena.
- To use the Care branding as part of our recruitment/communications campaigns where appropriate – currently under discussion with marketing teams.
 - Within the council, for information, at the time of writing this report, the voluntary attrition rate for our care workers equates to 5.8% of a workforce of 357. 6 of these leavers had less than one year of service. although 66% of our care workers have remained employed by the Council for 5 years or more, and 88% are female. 67% of this workforce is aged 45 or over.
 - Understanding the dynamics of the workforce in more detail enables the council to target its campaigns most appropriately to ensure a steady flow of diverse applicants to building its workforce to meet future demands.

Recommendation 2: *That the Council should sign up to the 'I Care Ambassador' Scheme as an employer. The Council should then encourage and enable a minimum of six Council employees (one from each of the six district areas) to be supported to carry out the 'I Care Ambassador' role.*

Progress to date

- WCC has now become a member of the I Care Ambassador Scheme, and our Principal Social Worker is the key contact. The West Midlands Care Association manages the scheme for most of the West Midlands and holds contact details for ambassadors. Brand ambassadors promote care work as a sector of choice, discussing core values, career journey and opportunities and can be drawn from different services, roles and backgrounds. Ambassadors receive support and training; it aids development develop soft skills, builds confidence in presenting information, speak to different groups of people. There are resources and PowerPoint presentations available which can be branded as for WCC. This has strong links to Recommendation 1
- Schools, colleges and job centre plus all use I Care Ambassador as a search tool

Further opportunities/proposals

- As members, WCC is now successfully seeking interest from staff members, willing to become I Care Ambassadors.
- Time to undertake the duties of an Ambassador will need to be written into role descriptions/agreed ways of working

For both I Care and Skills for Care (recommendation 3) Worcestershire's Principal Social Worker is embracing the opportunities to strengthen links where possible, as Business Lead for the Care as a Career project.

Recommendation 3: *That the Council should seek to build a closer working relationship with Skills for Care and develop networking opportunities for the mutual benefit of both organisations.*

Progress to date:

- Councils Principal Social Worker met recently with the Locality Manager for Skills for Care (SfC). The Locality Manager has previously met with the Scrutiny Task and Finish group and provided a report. The Locality Manager believes that links can indeed be strengthened, and this could provide additional support to the Council. The report has been reviewed by the project team and does not provide additional opportunities to those listed below-
- WCC currently has several links with Skills for Care that are working well and some which could improve:
 - Principal Social Worker network – links in place and working well
 - SfC Registered Managers network – most attendees are care home managers; few are from the domiciliary care providers. The Locality Manager would like to promote and expand the network, especially for domiciliary care, supported living and extra care. A WhatsApp group is helping to build relationships and break down barriers. However, other networks are also in existence e.g. the West Midlands Care Association and Worcestershire Care Home Network and managers are reporting being overwhelmed with information and want a streamlined approach to how information is delivered.
 - Commissioning – Quality Assurance officers attend a quarterly network and the Lead Commissioners also link into the WMADASS Regional Commissioning Network which has close links with the Regional Workforce Network.
 - Provider Services – No links currently
 - STP – The Locality Manager sits on the STP People Board and subgroups – Organisational Development and Culture, Great Place to Work, Workforce which is reforming now. A representative from HR/OD will attend these meetings to represent Worcestershire County Council.
 - Other meetings – The Locality Manager also sits on a group that supports care homes with digital development, she will be joining the dementia partnership for STP.
 - Helpline - Care providers ring the SfC helpline and attend webinars that SfC run re Covid
 - Area of particular focus – engagement with domiciliary care providers.

Further opportunities/proposals

- It would be helpful to have an informal agreement on how information is distributed with a co-ordinated approach. Council will explore how it can assist in this regard.
- To explore the validity of quarterly meetings with the CCG, Commissioners and Quality Assurance as occurs in some (but not all) areas nationally
- To explore how the council might support the development of links with provider services particularly in relation to domiciliary care

Theme 2: Recruitment and Retention of Care Work Staff

Recommendation 4: *Whilst understanding the budgetary conditions faced by the Council, it is recommended that the Cabinet Member with responsibility for Adult Social Care explores what influence the Council is able to have to enhance the terms and conditions of Care Workers through its commissioning process.*

Progress to date

- Whilst our commercial, commissioned contracts do not contain specific requirements regarding terms and conditions of employment within providers, it is expected that providers are responsible for compliance with all aspects of employment legislation in this regard.
- Our contracts do specify elements of performance expectation, such as the training, skills and behaviours required to deliver contract to the appropriate standard. These elements are included in our service specifications to ensure quality of care and demonstrate skill of the care worker and some are provided below as an illustration:
 - For day care, in support of the professional development of staff:
 - A robust recruitment policy, which complies with any legislative requirements and with stipulations in contract, is in place and is followed for the recruitment of paid and unpaid staff.
 - All staff receive induction training that meets the requirements of the Care Certificate.
 - Staff are supported through supervisions, appraisal and regular team meetings.
 - The new domiciliary care specification refers to skills knowledge and behaviours require, and a distinction is made for the skills required for reablement.
 - In the new complex needs framework tender the hourly rates are enhanced to reflect the increased level of training required.
 - Care home contracts include detailed clauses outlining requirements upon the provider in respect of recruitment and employment of staff and the specification enables Quality Assurance Officers to assess their performance against outcomes for residents including:
 - I am valued and treated with dignity;
 - I receive care and support which is person centred;
 - My health and wellbeing are promoted and maximised;
 - My safety and security and maintained;
 - Staffing and management arrangements enable a high quality and safe service to be delivered to me.
 - all of which require providers to ensure their staff are well supported through effective and up-to-date training and support
- Council commissioners regularly review provider fees. It is not possible to confirm any outcomes for this activity at the time of this report.

Further opportunities/proposals

- It is difficult to amend current contracts to ensure enhanced T and Cs for workers at present and have already launched consultation in respect of 2021/2. The quality team within commissioning look at the training of staff and monitor against an agreed set of standards attached (as above). There is the potential to introduce annual staff survey to future contracts.

- Whilst too late for current consultation, further future potential options include a move towards the introduction of incentives/penalties for performance, safety, quality of services, responsiveness, customer feedback linked to National Occupational Standards for Health and Social Care, but such proposals would require significant investment for the council to operate. Less intensive, but of significant potential would be the opportunity to consider including a contractual request that providers incentivise behaviours of staff.

Recommendation 5: *That the Council considers introducing an employee referral scheme to incentivise staff to recommend friends or family for roles in social care.*

Progress to date:

- WCC does have an employee referral scheme, details of which are located in the staff handbook. It was written and approved in 2017 and reviewed in both 2018 and 2019. No review has taken place in 2020, essentially due to covid.
<https://worcestershireecc.sharepoint.com/WCCstaffhandbook/New%20Staff%20Handbook/Recommend%20a%20Friend%20Scheme%20Terms%20and%20Conditions%20-%20Updated.pdf>
- It is anticipated that the scheme will be reviewed in 2021, when work to review current resourcing and onboarding commencing
- Claims against the scheme have only been made twice in the last 24 months, from support workers within Provider Services
- Broadly, the Council currently is not experiencing difficulty in sourcing suitable candidates for roles, or delays in filling vacancies. Current average timeframes are reported as: hire to employment check completion – 25 days; hire to start date - 36 days and application to Start Date - 40 days. This actual, and not working days.
- Few candidates withdrawn at offer, those that do cite personal reasons.

Further opportunities/proposals

- A request to consider a relaunch of the scheme has been made to the HR Business Partner (People Directorate).

Theme 3: Developing the care worker role

Recommendation 6: *The Cabinet Members with Responsibility for Transformation and Commissioning and Adult Social Care are urged to consider scaling up the provision of care worker apprentices to flow into adult social care. This could be achieved with the development of a structured rolling programme of apprenticeships of 18 month's duration commencing every 6 months, centrally managed and coordinated. Care Worker apprentices would be of considerable benefit to social care teams by providing a regular source of newly qualified apprentices and would also help to make effective use of the Apprenticeship Levy.*

Progress to date:

- The Social Work Apprenticeship has formed part of our learning and development offer since its inception two years ago. Two apprentices started the programme on 25.9.20. Three apprentices commenced year two on 22.9.20 (plus 1 on maternity leave). In order to increase the number of social work apprentices we need to ensure that we have enough Practice Educators trained to support them. A group has been established to look at workforce planning to identify how many new social workers are likely to be required each year. Work can then be undertaken to ensure that we have enough Practice Educators.
- A project group has been established and is working on a career development pathway for social work. As part of this work it has been agreed that in order to be considered for a social work apprenticeship, applicants must have completed the Level 4 Lead Practitioner in Adult Care apprenticeship or have equivalent qualifications. This will provide a foundation and academic experience ensuring that staff are in the best position to take on the Social Work Apprenticeship. Other suitable Apprenticeships have also been mapped into the career development pathway, particularly for those hoping to move into management positions.
- A further project group has been established to consider workforce planning for those thinking about working in adult care and existing care workers working within Worcestershire County Council. It is proposed that a structure programme for entry level care workers is established utilising the Level 2 Adult Care Worker apprenticeship. A cohort of 12 apprentices would be recruited every six to twelve months and would be provided with experience across the different provider services, potentially including Worcestershire Children First. Vacancies due to staff turnover could be held until training was complete. Currently services consider on an ad hoc basis whether a vacancy that arises is suitable for an apprentice. Funding for entry level posts needs to be identified in order for a structured programme to be developed.
- It is also proposed that the group will build on the work already undertaken within the new reablement service where a personal development plan is agreed for each staff member. Each role within the service has an agreed skill set with training mapped against this to support staff to meet the competencies required for the role. Career progression will then be considered utilising options available for care workers i.e. Level 3 Lead Adult Care Worker, Level 4 Lead practitioner in adult care, Level 3 Team leader. The group will support the implementation of this approach across other services. This will enable early discussion and workforce planning with staff who have the potential to move into supervisory, Registered Manager and other leadership roles.

See also Recommendation 7.

Further opportunities/proposals:

None identified at this point.

Recommendation 7: That in developing its best practice and aiming to be an exemplar of a care work employer, the Council should consider whether there would be economies of scale, by extending its existing training offer to preferred providers, to ensure standards and consistency.

Progress to date:

- Pre Covid training places not taken up by WCC staff were offered to the voluntary and Independent sector (VIPS), and, between April 2019 – March 2020, 208 places were attended by this group. The courses attended are listed below:

COURSE TITLE

First Aid at Work Certificate -
 Achieving positive outcomes for adults on the Autism Spectrum
 Moving and Handling Refresher
 Dementia Care 2-day course
 Emergency First Aid
 Managing Safe Handling and Administration of Medication
 Adult Safeguarding for Practitioners
 Empowering Choice for MCA & DOLS
 Mental Health First Aid
 Course bookings for Nineveh Ridge Care Farm
 MCA & DOLS Practitioners & Decision Makers
 Moving and Handling Key Person Risk Assessor
 Managing Safe Handling and Administration of Meds Update
 Adult Safeguarding Basic Awareness
 Adult Safeguarding, Recognising, Responding, Enquiry and Reporting
 First Aid at Work Certificate Re-Qualification (No Paediatrics)
 De-escalation and Prevention Strategies using MAPA techniques
 Participating Supervising Adults Safeguarding Enquire
 Fire Warden

- The Learning & Development Team evaluate WCC training sessions and pre covid the Learning and Development Manager attended Forums with Care Managers to understand the needs of their services and what we can offer them looking ahead and some bespoke sessions have been delivered to teams to ensure compliance. The meetings with care managers have continued throughout covid restrictions and we have been able to respond to training requests.
- Places have not been offered during covid, but:
 - WCC has offered help for care staff during lockdown via a mini fast track Induction to help their staff get up to speed as the Care Certificate was not available. Not all social care courses were delivered online prior to Covid, so when the pandemic required cancellation of all face to face courses, courses needed to be redesigned to enable online delivery - the Care certificate was one of these courses. It was suspended for three months and resumed in July. In the meantime, Learning and Development wrote and delivered the Fast Track induction to meet the training need for those who responded to the advert for temporary staff. Now, both the Fast Track induction, Care Certificate and Mandatory Training update programme are all running as planned as online sessions with the exception of the First Aid awareness and medication administration sessions – whereby approval was secured to deliver these as face to face due to competency requirements
 - WCC also offered external Care home managers the Resilience Bitesize sessions. 103 booked, 66 attended. Evaluation was received from 40 delegates all giving positive feedback on the sessions.
- As part of the HR, OD and Engagement transformation the current offer will be reviewed to ensure it is fit for purpose and aligns with the requirements of the Council and services for our residents. This will also look at what could be offered to our wider partners including the voluntary and independent sector. We will also consider learnings/ways of delivery due to the impact of Covid.

- Since 2019, it has been possible for the Council to transfer up to 25% of apprenticeship levy funds to non-levy paying organisations or businesses. The paper embedded below details this, highlighting the transfer of some £63,000 of funds to providers of adult social care. This equates to 28% of the Council's total permitted allowance being transferred to our providers to support apprenticeships, with further applications under consideration.



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Further flexibilities on using the apprenticeship levy will follow on from the 2020 Autumn budget statement.

- The Learning & Development Team evaluate WCC training sessions and pre covid the Learning and Development Manager attended Forums with Care Managers to understand the needs of their services and what we can offer them looking ahead.

Theme 4: Supporting and Celebrating the Existing Workforce

Recommendation 8: *That the Council considers developing a package of measures to recognise, reward and celebrate the work of Care Workers, under the strap line of 'Worcestershire Cares', understanding that in exploring this, we will seek to work in unison and complement what already exists. Any scheme would need to be considered in light of the Council's requirement for equal pay for all its workforce and as such reward incentives may not be by means of additional financial recompense.*

Progress to date:

- This recommendation links with recommendations 1 and 2, which aim to promote the role of the care worker and celebrate services. Recommendation 1 will involve care staff, teams and organisations in sharing stories of successful practice where residents have been supported to be healthier, live longer, have a better quality of life and remain independent for as long as possible. In addition to raising the profile of care work, celebrating success will boost morale and reinforce best practice and the aims of the People Strategy. These stories can also be utilised by the 'I Care Ambassadors' in promoting care work.
- Skills for Care have an annual Accolades Awards which have been running for 16 years - <https://www.skillsforcare.org.uk/Getting-involved/accolades/Accolades.aspx>. There are eight categories focusing on employment, leadership, collaboration and continuing professional development. We will explore how to support the Accolades by promoting them across Worcestershire. We will also explore how we can facilitate a collaborative approach to the Award for the 'Most effective collaborative approach to integrated new models of care'. For example, the new reablement pathway may provide an opportunity.

- The Social Work profession has annual national Social Worker of the Year Awards - <https://www.socialworkawards.com/> and Social Work England will be running Social Work Week starting in 2021 providing the opportunity to learn, connect and engage - <https://www.socialworkengland.org.uk/news/call-for-contributions-to-social-work-week/>. We will explore how we can support these events. In addition, Worcestershire County Council have held an annual Celebrating Social Work event for the last 3 years - <https://worcestershirecc.sharepoint.com/socialworkacademy/Pages/Celebrating-Social-Workers.aspx> with Outstanding Achievement Awards and providing Continuing Professional Development opportunities for staff. Staff have engaged with the event and it appears to have had a positive impact on morale.
- Worcestershire County Council already have an internal Celebrating You monthly recognition scheme - <https://worcestershirecc.sharepoint.com/whatwedo/celebratingyou>, although this has been paused as part of the response to Covid-19. Moving forward, we will ensure that there are regular categories that apply to care work. In addition, we will consider how to celebrate success within the Directorate, again ensuring that this will be applicable to care work. We will also investigate whether partners would support an event to celebrate care work across Worcestershire.
- There is also the Apprenticeships Awards event, held usually in October – cancelled this year as per government guidance

Further opportunities/proposals

- Our commissioning leads spoke to one of the staff of a supported living service during the peak of COVID who wanted to raise a complaint. After talking to her for a while she said she was upset because people were going out and clapping for the NHS every week and she felt like no one valued her. Although assurance of her value was given, the project team recognises how acutely the need to recognition has been highlighted through the pandemic and sees the opportunity to provide such recognition through the various elements of this workstream, ensuring that all care workers feel valued and are seen as an important part of the health and social care system.
- The project team would like to explore whether the council might also include external (to the council) care workers in Celebrating social care week and/or whether the Celebrating you awards might also have a category for excellence within the wider care workforce.

Theme 5: Liaison with education and training providers

Recommendation 9: That the Council should develop a plan to co-ordinate and strengthen its relationships with education and training providers in the County.

Progress to date:

- Where possible, Learning & Development colleagues strive to commission local training providers and colleges and HEI's to deliver programmes of learning / courses / apprenticeships – often working in partnership with local training providers – but no formal plan exists to strengthen the relationships. Skills for Care have previously facilitated Training provider forum, but this was disbanded when the local Skills for Care Worcestershire franchise was closed. West Midlands Care Association
- invite training providers and WCC commissioners to their county meetings
- Council, largely through learning and development colleagues currently has good relationships with the following education training partners:

The West Midlands Teaching Partnership (TP) – 27 partners

University of Worcester

Heart of Worcestershire College

University of Birmingham - through TP

Social Work England

British Association of Social Work

Research in Practice.

Skills for Care

Association for Care, Training & Assessment Networks (ACTAN)

Age UK Herefordshire and Worcestershire

Aspiration Training

Cognet

EnSuda

First Response Training

Just Say Training

STARS Adult Day Centre

Worcestershire Health and Care NHS Trust

- Council's Learning and Development team is starting to liaise with education partners and increasingly with schools to promote careers in care. We have also established a working group to support care leavers into apprenticeships which includes opportunities in our care services.

- WCC has links to the LEP and Worcestershire Apprenticeships, and STP for apprenticeships – all of which involve promoting opportunities. In Spring 2020 Worcestershire County Council bid for – and was successful in gaining - a grant from Health Education England to support Nursing Associate development across Social Care settings in the Herefordshire and Worcestershire STP to support training and work placements in order to develop a pipeline of both employers and trainee nursing associates within social care settings (social care with nursing). This pilot scheme set out to develop:
 - A focussed period of 12 weeks to visit care homes (nursing) or other social care settings with nursing, within defined geographical areas for the purpose of raising awareness (including understanding of the funding opportunities), promoting the role, sharing good practice and preparing the workplaces as learning environments. It is envisaged there will be two WTE roles that will work in partnership with Health Education England, Approved Educational Institutions, Skills for Care, social care employers and the local authority.
 - Establishing a pipeline of employers ready and prepared to support tNA's in the practice setting (apprenticeships and self-funders) including supporting Registered Nursing staff to plan how to support students.
 - Establishing a pipeline of trainees ready to commence a tNA programme by commissioning a preparation programme across the geography:
 - a minimum of 25 'cadets' on each programme to start early in 2020
 - Academic and interview preparation
 - Literacy and numeracy preparation where appropriate
 - Social Care insight visits / placements
 - Supporting each 'cadet*' with a personal development plan in relation to next steps for employment, apprenticeship, self-funding programme or other

The aim was to complete the pilot by December 2020 but, due to covid, it has not been possible to do so due to restrictions on personnel entering care home settings, issues regarding attendance at colleges and other restrictions on attending insight visits etc. Working alongside West Midlands Care Association, who have an equivalent pilot scheme in areas of the West Midlands, it is apparent that an extension to this deadline is acceptable to HEE.

Further Opportunities/proposals

Learning & Development have always evaluated courses in terms of relevance and learning gain and are currently reviewing the evaluation framework. Colleagues confirm that there are three levels of evaluation, and that the new framework is due for implementation imminently. With a slight time delay while accurate data is collated, we will, in future, be able to report on quality of learning and upturn in productivity or performance as a result of the training in future.

Theme 6: Evidence of what works well elsewhere

Recommendation 10: That Council representatives are urged to keep abreast of the Bridge Project at Shropshire Council. This Project uses sophisticated primary data from local sources to predict future service need aiding early intervention alongside more clearly defining the commissioning need. The Task Group feel that there are opportunities for collaborative working and for savings to be made to help Worcestershire's care sector.

Progress to date:

- The Care as a Career Project Sponsor has contacted leads for the Bridge Project at Shropshire Council. Previously, visits to the Bridge have been made by Lead commissioners, the Assistant Director Adult Social Care and the Council's Market Management and Research Manager
- The Bridge has its origins as a research project, developed to meet the needs of Shropshire Council because there was no solution on the market that could meet their needs. In their view, this remains the case and is evidently a challenge shared by a number of other councils
- Shropshire have since developed capabilities for their fire department (fire safe and well check analysis) and are currently developing capabilities with public health (population health management: obesity and diabetes) and with their STP (admission avoidance and Delayed Transfers of Care)
- The Council has worked with private sector companies to incorporate satellite data to identify at risk communities using earth observation analysis.
- The Bridge project continues to develop, with other organisations (system partners essentially) able to request specific models to be developed as a one off (using their own data); to use the current Bridge model and apply their own data. Shropshire is also assisting some to develop their own in-house bridge.
- Some parties are looking to combine multiple options i.e. duplicate the existing bridge, add their data and develop additional enhanced capabilities as plug-ins, with a smaller number looking to take this last step a little further by connecting to their bridge to the Shropshire Bridge to increase the evidence base for the model and share development resources.
- It is possible to lift and shift the whole bridge to other locations. Those that have visited describe the Bridge as hugely impressive, bringing together data from multiple sources and representing it for analysis in a distinctly user-friendly format.

Further opportunities/proposals

- There are indeed opportunities for collaborative working between our councils to help improve the care sectors in Worcestershire and Shropshire, especially when it comes to a locality offer for care as a career.
- The Bridge could help by ensuring we have the right approaches, skills and resources, using predictive modelling to help make smarter long-term commissioning decisions by providing improved insight and evidence to better shape the market and influence providers through more informed/ data driven discussions. This then relates back to the skills and resource requirements to deliver.
- Joint working would be possible through one of the following routes and whilst this might help deliver some short-term benefit, the main benefit gain would be over multiple years. This could be advantageous if contracts have been recently negotiated, giving us the time to really think through this work to make it happen. Appropriate care regarding the protection of data would be necessary if Shropshire were to become a data processor for Worcestershire under GDPR.
 - Purchase storage space and modelling capability on the bridge
 - Duplicate the bridge for Worcestershire
 - A completely bespoke bridge built for Worcestershire by Shropshire
 - A completely bespoke bridge build for Worcestershire with Shropshire's assistance
 - A joint co design project between Worcestershire and Shropshire
 - A joint co-design with Worcestershire and other interested councils, perhaps Herefordshire as part of our STP

- However, Worcestershire County Council must first determine where the development of such a business intelligence tool fits within the overall digital strategy the timeframes (in line with any digital transformation) and how this fits with Affinity Works, currently being piloted and providing predictive intelligence. The investment required in (financial and staffing) will also need to be considered.
- In conclusion, whilst clear enthusiasm for improving data maturity and business intelligence for use in predictive analyses is evident from within Worcestershire, it is recommended that this element of the Care as a Career is considered by the digital teams as part of the whole digital transformation within Worcestershire. In the meantime, for the Council, the development of more strategic workforce planning, led by our Human Resource and Organisational Development colleagues will help us continue to improve our ability internally to resource services appropriately through a forward planning approach.

Recommendation 11: That the Cabinet Member with Responsibility for Adult Social Care considers facilitating a County-wide body to represent care providers across the social care sector.

This recommendation was rejected by the CMR on the basis that Care providers have multiple trade associations and bodies which already represent them. No further action has been taken.

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Care as a Career

Overview and Scrutiny Performance Board 6 January, 2021

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Rebecca Wassell
Assistant Director Commissioning (Interim)

Context

- Worcestershire County Council wishes to maintain a strong, motivated workforce within the care sector
- March 2020, Scrutiny Task Group reported on a review of the sector to explore how the Council could promote and improve recruitment and career prospects for front-line care workers and better support and celebrate the current care workforce”.
- A series of recommendations falling into the following categories was made:
 - Promotion of the Care Worker Role
 - Recruitment and Retention of Care Work Staff
 - Development of the Care Worker role
 - Supporting and Celebrating the Existing Workforce
 - Liaison with education and training providers
 - Evidence of what works well elsewhere

Progress to date

The management of Covid-19 has disrupted some of Council's ability to address the recommendations but this does not mean that some significant progress has not been made:

- A project team and project plan has been established
- A budget to promote care work as a career has been established
- The Council has signed up to the I Care Ambassadors scheme and is successfully recruiting Ambassadors
- Work has commenced to build stronger working relations with Skills for Care
- Commissioners are beginning to consider how the terms and conditions of care workers may be enhanced through the commissioning process looking ahead
- A project team specific to the development of careers in care through apprenticeships has been established
- Work to strengthen links and partnerships with education/training providers is on-going and has secured a grant from HEE to develop the Nursing Associate role
- There has been significant discussion with the Bridge Project at Shropshire and with our own IT/digital colleagues to explore how information can support the skills/career of care workers in the county

Opportunities for discussion

- Consideration as to whether the project direction is line with expectations:
 - Progress to date
 - Proposals outlined
- Consideration of the specific project recommendation that development of links with Shropshire Council (Bridge Project) are considered in the wider context of Worcestershire's digital transformation programme and digital strategy

Thank you

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 6 JANUARY 2021

DRAFT SCRUTINY REPORT: THE COUNCIL'S ENERGY PURCHASING ARRANGEMENTS

Summary

1. The Overview and Scrutiny Performance Board (the Board) is asked to consider and approve the attached draft scrutiny report on Council's Energy Purchasing Arrangements.

Background

2. During a budget monitoring discussion at the Economy & Environment Overview and Scrutiny Panel on 21 November 2019, the Panel was advised of a cost pressure relating to street lighting and as a consequence, the Corporate & Communities Overview and Scrutiny Panel was asked to look into the Council's energy purchasing arrangements.

3. Initially, at its meeting on 10 December 2019 the Corporate and Communities Overview and Scrutiny Panel received a report about the Council's current purchasing arrangements. At that time, the County Council was purchasing c.£6m of electricity and gas through a Joint Committee Agreement with West Mercia Energy (WME).

4. Following some initial research from a small group of Panel Members, it was agreed by the Board, at its meeting in July 2020 that a Task Group would be set up, led by Councillor Adam Kent, Chairman of the Corporate and Communities Overview and Scrutiny Panel.

Terms of Reference

5. The terms of reference for the Scrutiny were 'to review the Council's energy purchasing arrangements from West Mercia Energy (WME) to ensure best value for Worcestershire County Council'.

OSPB's Role

6. One of Board's roles is to monitor the quality of scrutinies that are carried out to ensure that scrutiny reports are robust and evidence based, and that they follow the terms of reference agreed by the OSPB.

7. To help with this, the Task Group's lead has provided the Board with regular verbal updates on the progress of the scrutiny.

Next Steps

8. Once the Board is content, the Scrutiny Report will be considered by Cabinet at its meeting on 4 February 2021.

Purpose of the Meeting

9. The OSPB is now invited to consider, comment on and approve the attached Scrutiny Report.

Supporting Information

Appendix 1- Draft Scrutiny Report: Council's Energy Purchasing Arrangements (to follow)

Contact Point for the Report

Samantha Morris, Scrutiny Co-ordinator/Tel: 01905 844963

Email: sjmorris@worcestershire.gov.uk

Background Papers

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

- Agenda and minutes of the Economy and Environment Overview and Scrutiny Panel on [21 November 2019](#)
- Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on [10 December 2019](#)
- Agenda and minutes of the OSPB meetings on [22 July 2020](#)

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

OVERVIEW AND SCRUTINY PERFORMANCE BOARD 6 JANUARY 2021

SCRUTINY PROPOSAL: DEVELOPER-FUNDED HIGHWAYS INFRASTRUCTURE AND SECTION 278 TECHNICAL APPROVAL

Summary

1. The Overview and Scrutiny Performance Board (the Board) is asked to consider the Scrutiny proposal for Developer-funded Highways Infrastructure and Section 278 Technical Approval (deferred from 19 November 2020 meeting).

Background

2. Developer-funded highways infrastructure is infrastructure which involves changes being made to public highways.
3. A section 278 agreement (or s278) is a section of the Highways Act 1980 that allows developers to enter into a legal agreement with the Council (as the Highway Authority) to make permanent alterations or improvements to a public highway, as part of a planning approval. Examples include new or changed access into a development site (i.e. a bell mouth, roundabout, signalised junction, right turn lane or a simple priority junction).
4. During its performance monitoring process, the Council's Economy and Environment Overview and Scrutiny Panel has expressed concern about the time taken for developer-funded highways infrastructure works to be completed. Specific areas of concern include the length of the overall process and the time taken for the Council to approve planning submissions from developers.
5. The delay in completing developer-funded highways infrastructure works impacts on local communities, road users and businesses, therefore this has identified this area as a priority for further Scrutiny.
6. The proposed Terms of Reference are to investigate:
 - How to get developer-funded Highways Infrastructure built quicker for the benefit of residents and road users
 - How the Council can help ensure the planning conditions imposed on developers to build key highways infrastructure by certain deadlines are met.
7. It is proposed that Councillor Alastair Adams, Chairman, Economy and Environment Overview and Scrutiny Panel be asked to lead this Task Group.
8. A Scrutiny Proposal is attached at Appendix 1.

Issues Suitable for Scrutiny

9. The OSPB agreed to use a set of criteria (listed below) to help determine its scrutiny programme. A topic does not need to meet all of these criteria to be scrutinised, but they are intended as a guide for prioritisation.

- Is the issue a priority area for the Council?
- Is it a key issue for local people?
- Will it be practicable to implement the outcomes of the scrutiny?
- Are improvements for local people likely?
- Does it examine a poor performing service?
- Will it result in improvements to the way the Council operates?
- Is it related to new Government guidance or legislation?

Next Steps

10. Other points which need to be taken into account when considering whether to review a particular issue are:

- is the subject specific? – to ensure that task groups understand exactly what they are scrutinising; and
- is it achievable within a realistic timescale?

11. Members are asked to take into account issues raised above and:

- (a) determine whether they wish to set up a scrutiny task group to look at Developer-funded Highways Infrastructure & Section 278 Technical Approval and, if so,
- (b) to consider, comment on and agree the terms of reference and scrutiny proposal and the timing of the Task Group.

Supporting Information

Appendix 1 – Scrutiny Proposal: Developer-funded Highways Infrastructure & Section 278 Technical Approval.

Specific Contact Points for this Report

Samantha Morris, Scrutiny Co-ordinator 01905 844963 sjmorris@worcestershire.gov.uk

Background Papers

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

- Agenda and minutes of the Economy and Environment Overview and Scrutiny Panel on 9 November, 11 September and 4 August 2020, 21 November 2019, 15 September 2017 and 1 July 2016 [web-link to agendas and minutes](#)

Scrutiny Proposal

Topic: Developer-funded Highways Infrastructure & Section 278 Technical Approval

Background to the issue (what is it and why is it being considered for scrutiny)	<p>Developer-funded highways infrastructure is infrastructure which involves changes being made to public highways.</p> <p>A section 278 agreement (or s278) is a section of the Highways Act 1980 that allows developers to enter into a legal agreement with the Council (as the Highway Authority) to make permanent alterations or improvements to a public highway, as part of a planning approval. Examples include new or changed access into a development site (i.e. a bell mouth, roundabout, signalised junction, right turn lane or a simple priority junction).</p> <p>The Council's Economy and Environment Overview and Scrutiny Panel has expressed concern for some time about the time taken for developer-funded highways infrastructure works to be completed and has continued to request progress updates as part of the Panel's regular performance monitoring.</p> <p>Specific areas of concern include the length of the overall process and the time taken for the Council to approve planning submissions from developers.</p> <p>The delay in completing developer-funded highways infrastructure works impacts on local communities, road users and businesses, therefore this has identified this area as a priority for further scrutiny.</p>		
Terms of reference	<p>To investigate:</p> <ul style="list-style-type: none"> • How to get developer-funded Highways Infrastructure built more quickly for the benefit of residents and road users • How the Council can help ensure the planning conditions imposed on developers to build key highways infrastructure by certain deadlines are met. 		
Suitability for scrutiny. Which of the following criteria does it meet?			
<i>Is the issue a priority area for the Council?</i>	Yes	<i>Does it examine a poorly performing service?</i>	Time taken to approve s278's has deteriorated
<i>Is it a key issue for local people?</i>	Yes	<i>Has it been prompted by new Government guidance or legislation?</i>	No
<i>Will the scrutiny have a clear impact on services?</i>	Yes	<i>Will it result in improvements to the way the Council operates?</i>	Yes
<i>Are improvements for local people likely as a result?</i>	Yes		
Scope of scrutiny (what issues will it cover and what won't it cover)	<p>The main focus will be on:</p> <ul style="list-style-type: none"> • the internal processes currently used within the Council's Network Control and their consultant to deliver the current service • the customer experience received by developers using the current 		

	<p>council service</p> <ul style="list-style-type: none"> • how the council's current processes and the customer experience of developers compares to other councils • The role developers have in the process in terms of communications and effective response to the technical process • what improvements are recommended to improve developer funded highways infrastructure processes and the customer experience • the effectiveness of the relationship between the Highways Authority and the Local Planning Authorities in ensuring compliance to planning conditions relating to s278 requirements. <p><i>N.B. O&S has committed to ensure that the following are considered in all scrutiny reviews as appropriate</i></p> <ul style="list-style-type: none"> • <i>equality and diversity issues</i> • <i>commissioning</i> • <i>localism</i>
Advantages to conducting scrutiny & Indicators of success (ie how will you know a good scrutiny has been done?)	Success could be measured on initially seeing the Technical Approval days coming down in the Quarterly Performance Monitoring Data, and ultimately seeing new developer-funded Highways infrastructure being built in a shorter timescale.
Has anyone else examined the issue?	The Economy and Environment Overview and Scrutiny Panel has been monitoring it since 2016
Any disadvantages or pitfalls to conducting this scrutiny?	Planning rules and technicalities mean it is a complex area, therefore task group member interest and commitment will be important
INFORMATION NEEDS	
Key Documents, Reports & Data required	<p>Performance data</p> <p>Overview of the process and legal requirements</p> <p>Council interface with developers – e.g webpages, forms</p> <p>Samples of developments with planning permission and major highways infrastructure projects</p>
Is an expert adviser needed?	No
Possible interviewees	<p>Other councils</p> <p>Developers</p> <p>Council staff and appropriate consultants</p> <p>Cabinet Member with Responsibility</p> <p>Strategic Director of Economy & Infrastructure</p>
Is this an issue that young people would be interested in? If so, ask Youth Cabinet for evidence.	?
Site Visits	other councils/developers

Types of meeting/ consultation needed? (eg workshops/ focus groups/ public meetings/ questionnaires etc)	Visits/questionnaires/ (maybe workshops)
Any meetings to be held outside of County Hall?	Where appropriate
Media & publicity needs?	?
OUTLINE TIMETABLE	
Proposal to OSPB	6 January 2021
Evidence Gathering	June – September
Scrutiny Report to OSPB	October 2021
Scrutiny Report to Cabinet	October/November 2021

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 6 JANUARY 2021

MEMBER UPDATE, WORK PROGRAMME AND CABINET FORWARD PLAN

Summary

1. The Overview and Scrutiny Performance Board (OSPB) is asked to:
 - (a) Receive an update on emerging issues and developments within the remit of each Member of the OSPB, including an update on each Overview and Scrutiny Panel and Task Group;
 - (b) consider the Work Programme for 2020/21 and agree whether it would wish to make any amendments;
 - (c) Consider the Council's latest Forward Plan to identify:
 - any items it would wish to consider further at a future meeting; and
 - any items it would wish to refer to the relevant Overview and Scrutiny Panel for further consideration.

Member Updates

2. In order to ensure that Members of the OSPB are fully informed about issues relating to scrutiny in Worcestershire, communication between Members is essential. To assist in this, it has been agreed that an item will be placed periodically on the OSPB agenda to enable each member to feedback on emerging issues and developments within their remit. This will also provide an opportunity to highlight possible future agenda items. Regard for the Council's statutory requirements in relation to access to information will be critical.

3. Board Members' areas of responsibility are as follows:

- Adult Care and Well-Being Overview and Scrutiny Panel – Jane Potter
- Children and Families Overview and Scrutiny Panel – Tom Wells
- Economy and Environment Overview and Scrutiny Panel – Alastair Adams
- Corporate and Communities Overview and Scrutiny Panel – Adam Kent
- Health Overview and Scrutiny Committee (HOSC) – Paul Tuthill
- Crime and Disorder – Rebecca Vale
- Quality Assurance – Liz Eyre

4. As part of their role, it was agreed by the Strategic Leadership Team (SLT) that scrutiny lead members should receive regular briefings from the Directorates they are shadowing. These briefings, alongside the Forward Plan (see below), can be used to help identify any emerging issues that may be appropriate for future scrutiny. Recognising that work across the County Council is of interest and value to all OSPB members, the notes from these briefings (where produced) are available to all members electronically.

5. Members may also be leading scrutiny task groups. It will be important for Members of OSPB to be aware of how each scrutiny is developing so that they can fully consider the final report.

6. **Overview and Scrutiny Panel Chairmen are asked to feedback on:**

- **progress on the work of their Panels and any scrutiny task groups they are leading;**
- **key issues from the Directorate that may be appropriate for future scrutiny;**
- **performance information they have queries or concerns about;**
- **items in the Forward Plan which they consider may be possible issues to scrutinise; and**
- **any other issue which they feel is relevant/of interest to the OSPB.**

Work Programme

7. From time to time the Board will review its work programme and consider which issues should be investigated as a priority.

8. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny, which is agreed by Council on an annual basis. The last programme was agreed on 10 September 2020.

9. The main responsibilities of the OSPB are:

- Commissioning work for Scrutiny Panels
- Establishing Scrutiny Task Groups (agreeing Terms of reference and Reports)
- Advising on Council's Policy Framework ie Sustainable Community Strategy (if any), Corporate Plan, Children and Young People's Plan, Local Transport Plan, Youth Justice Plan, 'Act Local in Worcestershire' framework, such other plans and strategies as required by law to form part of the Policy Framework or which may be and have been adopted to be part of that Framework eg Corporate Plan, Budget
- Call-ins
- Designated by the Council as its statutory Crime and Disorder Committee and must meet at least annually.

10. The OSPB agreed to use a set of criteria (listed below) to help determine its scrutiny programme. A topic does not need to meet all of these criteria to be scrutinised, but they are intended as a guide for prioritisation.

- Is the issue a priority area for the Council?
- Is it a key issue for local people?
- Will it be practicable to implement the outcomes of the scrutiny?
- Are improvements for local people likely?
- Does it examine a poor performing service?
- Will it result in improvements to the way the Council operates?
- Is it related to new Government guidance or legislation?

11. The Board is asked to consider its 2020/21 Work Programme (attached at Appendix 1) and agree whether it would wish to make any amendments.

Cabinet Forward Plan

12. The Board will wish to consider any issues arising from the Council's Forward Plan. The latest version of the Plan available at the time of Agenda despatch is routinely considered at each meeting of OSPB (attached at Appendix 2).

13. The Board is asked to consider the Council's latest Forward Plan in order to identify:

- **Any items that it would wish to consider further at a future meeting;**
- **Any items that it would wish to refer to the relevant overview and scrutiny panel for further consideration.**

Supporting Information

Appendix 1: 2020/21 Work Programme

Appendix 2: Forward Plan (as at 22 December 2020)

Contact Point for the Report

Samantha Morris, Scrutiny Co-ordinator/Tel: 01905 844963

Email: sjmorris@worcestershire.gov.uk

Background Papers

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

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

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OSPB 2020/21 OSPB WORK PROGRAMME

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
6 January 2021	Care Work as a Career Scrutiny Report – progress against recommendations	January 2021	Care Work as a Career Scrutiny Report – progress against recommendations
	Scrutiny Report: The County Council's Energy Purchasing Arrangements		
	Scrutiny Proposal: Developer-Funded Highways Infrastructure and Section 278 Technical Approval	19 November 2020	
	Member Update, Work Programme and Cabinet Forward Plan		
3 February 2021	Budget Scrutiny: 2021/22	Annually	
	Member Update, Work Programme and Cabinet Forward Plan		
TBC	Annual WCC Community Safety Update	24 July 2019	To be looked at annually
TBC	Worcestershire LEP Annual Update	23 May 2018 24 May 2019	To be looked at annually
TBC	Children and Young People Strategic Partnership Report		Policy Framework Report
TBC	Update on Worcestershire County Council's Preparedness for the Domestic Abuse Bill 2021	19 November 2020	Update to be provided when confirmation of government funding is received

Date of Meeting	Agenda Item(s)	Date of Last Report	Notes/Follow-up Action
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Possible Future Items

TBC	Draft Scrutiny Report: Children and Adolescent Mental Health Services (CAMHS)	10 December 2019	Scrutiny Task Group paused due to COVID-19
TBC	Draft Scrutiny Report: Gateway Drugs and Young People	10 December 2019	Scrutiny Task Group agreed but not started due to COVID-19
TBC	Draft Scrutiny Report: Elective Home Education	28 November 2018	Scrutiny Task Group agreed but not started due to other priorities
TBC	Update on Trading Standards (including reporting mechanisms)		Suggested at 22 July 2020 meeting
n/a	Social Mobility ie the movement of individuals, families, households, or other categories of people within or between social strata in a society. It is the opportunity for those from underprivileged backgrounds to break the boundary of their social class – this would be cross cutting		

Standing Items

n/a	Commissioning work for Scrutiny Panels	As required	
n/a	Establishing Scrutiny Task Groups (agreeing Terms of reference and Reports)	As required	
n/a	Call-ins	As required	

Date of Meeting	Agenda Item(s)	Date of Last Report	Notes/Follow-up Action
n/a	Advising on Council's Policy Framework ie Sustainable Community Strategy (if any), Corporate Plan, Children and Young People's Plan, Local Transport Plan, Youth Justice Plan, 'Act Local in Worcestershire' framework, such other plans and strategies as required by law to form part of the Policy Framework	As required	

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Appendix 2

FORWARD PLAN

FORMAL NOTICE OF KEY DECISIONS TO BE TAKEN BY, AND PRIVATE MEETINGS OF, CABINET (OR OTHER EXECUTIVE DECISION-MAKING BODY OR PERSON)

Forward Plan	Expected Date of Decision	Page No.
Fair Funding for Schools 2021/22 – National and Local Funding Arrangements for Schools Key Decision	10 December 2020	4
2021/22 Budget and Council Tax	7 January 2021 & 4 February 2021	5
Redditch Railway Quarter New Entry – Key Decision	7 January 2021	6-7
PPL Exit and Service Insourcing Key Decision	4 February 2021	8-9
Admission Arrangements for Community and Voluntary Controlled Schools for 2022/23, including Published Admission Numbers and Co-ordinated Admission Scheme 2022/23 for Worcestershire Schools Key Decision	4 February 2021	10
Adoption of the Worcestershire County Council Ultra Low Emission Vehicle Policy and Ways of Working Key Decision	4 February 2021	11
Council-Provided Day Services for Adults with a Learning Disability Key Decision	4 February 2021	12
Proposed Delivery Model for Medical Education Provision in Worcestershire Key Decision	4 February 2021	13

All entries will be for decision by Cabinet unless otherwise indicated

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