Worcestershire County Council

Agenda

Corporate and Communities Overview and Scrutiny Panel

Monday, 17 January 2022, 10.00 am
County Hall, Worcester

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Scrutiny on telephone number 01905 844965 or by emailing scrutiny@worcestershire.gov.uk

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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
Monday, 17 January 2022, 10.00 am, Council Chamber

Membership
Councillors:
Cllr Mike Rouse (Chairman), Cllr James Stanley (Vice Chairman), Cllr Mel Allcott, Cllr Aled Evans, Cllr Laura Gretton, Cllr Peter Griffiths, Cllr Emma Marshall, Cllr Natalie McVey and Cllr Craig Warhurst

Agenda

Item No	Subject	Page No
1	**Apologies and Welcome**	
2	**Declarations 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 both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Friday 14 January 2022). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed in this agenda and on the website.*	
4	**Confirmation of the Minutes of the Previous Meeting**	
5	**Budget Scrutiny 2022/23** (Indicative timing: 10:05 – 10:50am)	1 - 18
6	**Data Sharing and Analytics** (Indicative timing: 10:50 – 11:30am)	19 - 32
7	**Annual Update on the Council's Energy Purchasing Arrangement via the West Mercia Energy Joint Committee** (Indicative timing: 11:30 – 12:10pm)	To follow
8	**Work Programme** (Indicative timing: 12:10 – 12:20pm)	33 - 36

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 17 JANUARY 2022

BUDGET SCRUTINY 2022/23

Summary

1.   The Panel will consider the draft Budget 2022/23 for areas within the remit of the Panel and the main messages from it, as identified by the Directorates for Commercial and Change and the Directorate for People.

2. The Cabinet Members with Responsibility for Corporate Services and Communication and for Communities, the Strategic Directors of Commercial and Change and for People, the County Council's Chief Financial Officer (S151) and the Head of Finance have been invited to attend the meeting to respond to any queries from Panel Members.

Budget Scrutiny 2022/23

3. As part of the Budget Scrutiny process for 2022/23, the Panel has been asked to identify the main messages from the draft 2022/23 Budget for areas within the remit of the Panel and these are set out in Appendix 1.

4. The draft Council Budget 2022/23 will be presented to Cabinet on 6 January 2022 and is also available to the Panel at Appendix 2.

5. Prior to this, the emerging pressures and challenges for services were discussed at the Scrutiny Panel meetings in November 2021, with feedback reported to the Overview and Scrutiny Performance Board in December (attached for this Panel at Appendix 3)

6. The Panel's discussions on the draft Council Budget 2022/23 will be reported to the Overview and Scrutiny Performance Board on 26 January 2022, when the Board will formulate its comments to Cabinet for its meeting on 3 February 2022.

Purpose of the meeting

7. Following discussion of the information provided, the Scrutiny Panel is asked to determine any comments to report back as part of the budget scrutiny process on the draft 2022/23 Budget and emerging pressures and challenges for services within the remit of the Panel, to the OSPB at its meeting on 26 January 2022

Supporting Information

Appendix 1 - Main messages from draft 2022/23 Budget for areas within the remit of the Panel (presentation slides)

Appendix 2 - Draft 2022/23 Budget discussed by Cabinet on 6 January 2022 Cabinet agenda report   (Copy issued to Panel members)
Appendix 3 – Panel's feedback to OSPB on emerging pressures and challenges.

Specific Contact Points for this Report
Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

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

- Agenda of the Overview and Scrutiny Performance Board 15 December 2021
- Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on 8 November 2021

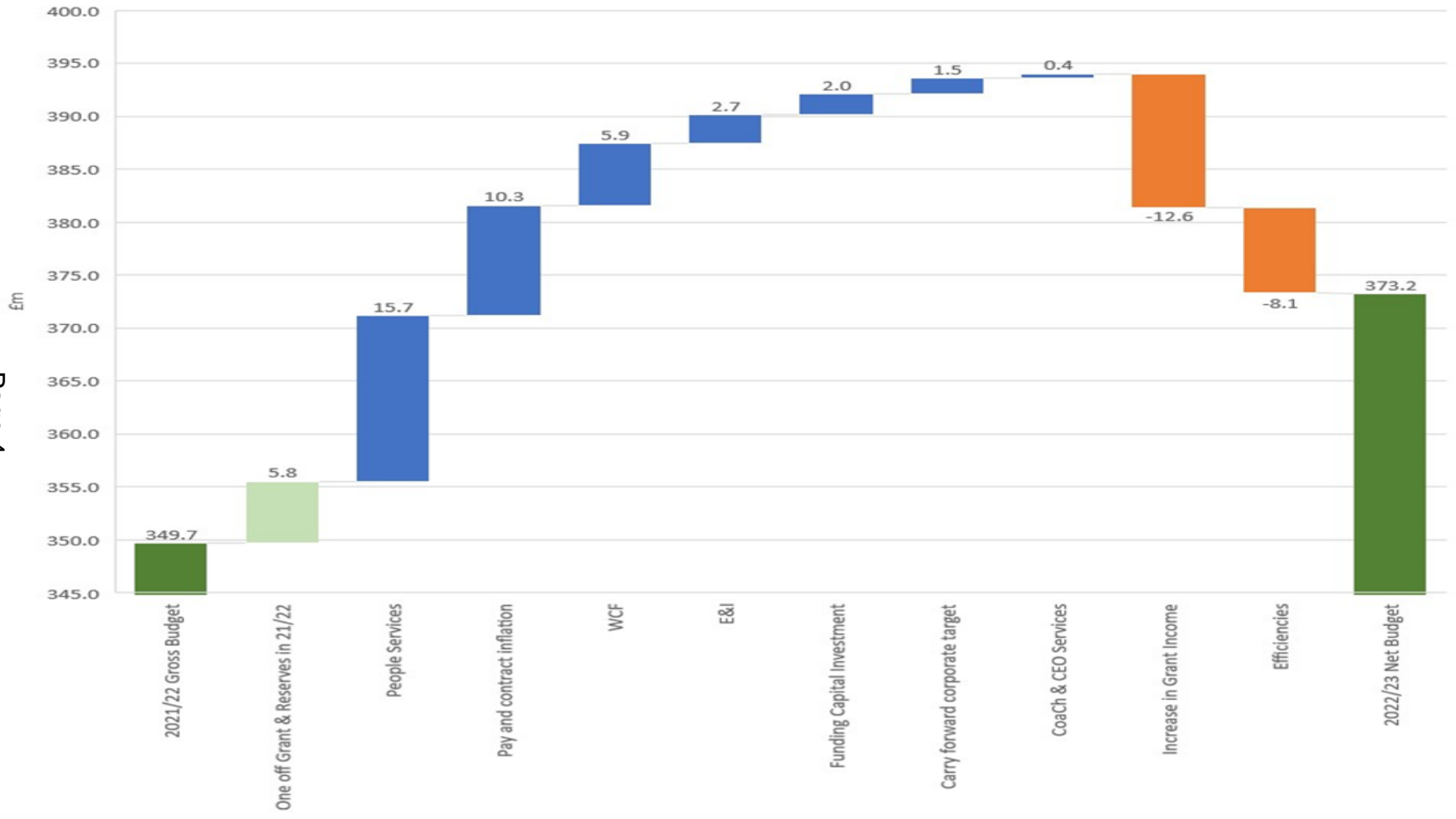 All agendas and minutes are available on the Council's website here

  The Council's Budget Books are available on the website here

2022/23 Draft Budget for consultation

Corporate and Communities

Overview and Scrutiny Panel

17 January 2022

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2022/23 Investment, Growth & Pressures

Achieving a balanced budget in 2022/23

Proposals include £44.2 million PRESSURES:

Type of pressure	£ million
Pay Inflation	6.2
Contract Inflation	4.0
Addressing former years use of reserves & grants	5.8
Net Service demand – see below	28.2
Total	**44.2**

- People Services - **£15.7 million**
- WCF - **£5.9 million**
- E&I - **£2.7 million**
- COACH and CEU - **£0.4 million**
- Corporate - **£3.5 million**

£28.2 million

Achieving a balanced budget in 2022/23

Funding the pressures :

|	£m
Council Tax / Adult Social Care Levy – (Section 10)	14.9
Settlement Funding Assessment (Section 6)	2.5
Provisional Settlement Grant announcements (Section 6)	12.6
Use of waste (£1.5m) and Covid (£1.2m) reserves (Section 11)	2.7
Directorate Specific Efficiencies (Section 9)	3.0
Corporate changes in service income and efficiencies (Section 9)	5.1
ASC external funding (Section 6)	3.4
Total	**44.2**

Section numbers relate to the information contained within the Budget Report to Cabinet dated 6 January 2022

Page 6

2% - ring-fenced for Adult Social Care services carried forward from 2021/22 **PLUS** a further **1%** Adult Social Care Levy for 2022/23 in order to contribute to existing cost pressures due to Worcestershire's ageing population

0.94% - to provide financial support to continue to fund investments in those areas that the public have consistently highlighted as important

An increase of 3.94% which is an average £1 per week for a band D householder

Worcestershire is likely to remain in the lower quartile for level of Council Tax for comparable councils

Page 7

2021/22 Council Tax for Counties without Fire
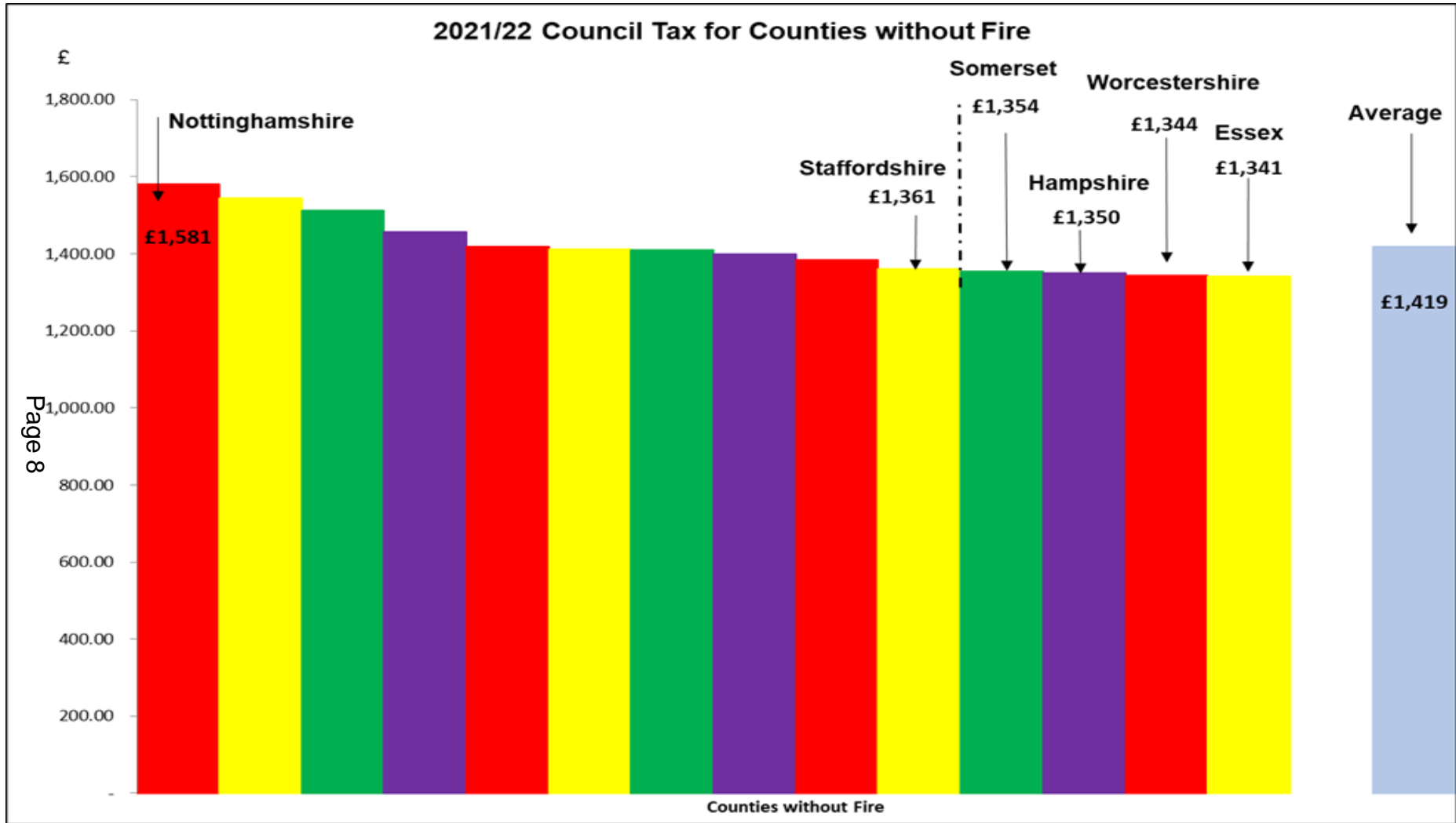
✓ General Fund - **£12.2 million**
- No plans to add or reduce
- Section 12 analysis and commentary – Table 19

✓ Earmarked Reserves Forecast - **£94 million**
- In Line with our Corporate Plan priorities
- Section 12 analysis and commentary – Table 20

✓ Ring-fenced Reserves Forecast - **£10.8 million**
- For schools and waste
- Section 12 analysis and commentary – Table 21

Appendix 2 - Detail of Earmarked and Ring-fenced Reserves

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Additional investment of **£52.335 million** in 2022/23 and **£41.750 million** in 2023/24 including

- ✓ Highways
- ✓ Footways
- ✓ Rail Investment
- ✓ Street Lighting
- ✓ Vehicle Replacement
- ✓ Impact of Inflation
- ✓ Schools
- ✓ Property
- ✓ IT
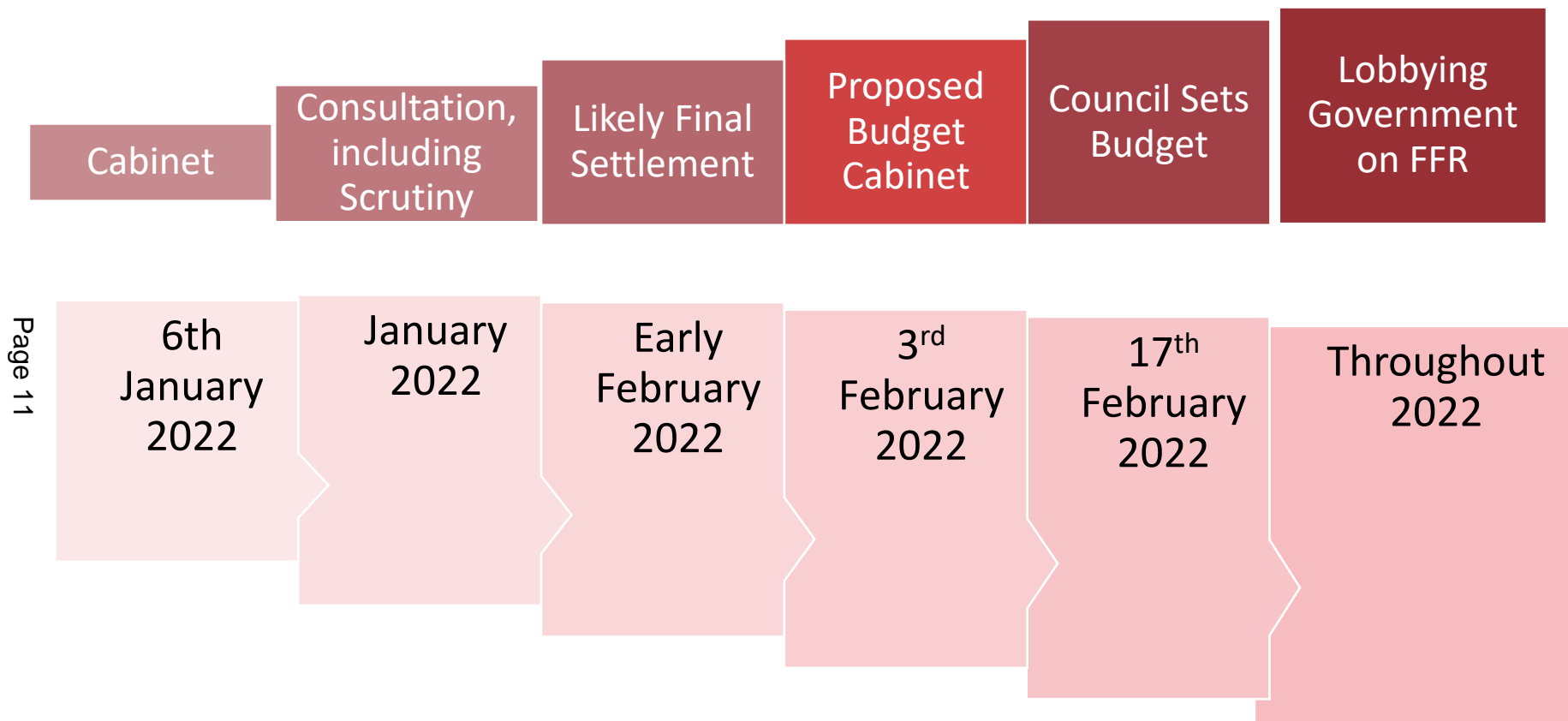
Page 10

- Additional investment into
  - ICT - £200k to support key systems affecting adults and children's services
  - HR - £100k investment funding into the social work academy

  Detailed in Sections 7.16 to 7.18 of the report on page 29

- Impact of demand and inflation across COACH and CEU to be mitigated by service efficiencies including contract savings and challenge on non-essential spend

- Corporate Savings of £5.1m relating to changing the way we work

  Table 16 Page 38

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- Continuation of £2m investment into Here2Help from our Transformation Programme (para 4.5 Page 12)

- Additional £1m demand relating to
  - Pay inflation - £0.4 million
  - General Inflation - £0.6 million
  - Add Back Specific Grant funding (COVID) - £0.4 million

  Detailed in Table 9 on page 25

- Savings of £0.9m relating to additional income generation and continuation of library strategy

  Table 16 Page 38

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Service Budget summary (page 3 of 5) **Appendix 1A**

Service	Revised Budget 2020/21 £'000	Changes in Specific Grants and Other Funding 2022/23 £'000	Pay Inflation 2022/23 £'000	Contract Inflation 2022/23 £'000	Growth (Investment) 2022/23 £'000	Growth (Pressure) 2022/23 £'000	New Savings 2022/23 £'000	Rebase Budgets 2022/23 £'000	Net Budget 2022/23 £'000
COACH									
COACH - Management	337	0	7	4	0	0	-11	0	**336**
Legal and Democratic Services	2,418	0	70	85	0	0	-124	0	**2,449**
Commercial, Management Information & I	2,410	0	69	37	0	0	-91	0	**2,425**
Property Services	4,724	0	69	197	0	0	-188	0	**4,802**
Digital, IT and Customer Services	5,114	0	222	123	200	0	-236	0	**5,423**
Programme Office	-34	0	8	1	0	0	-8	0	**-34**
Total Coach	**14,969**	**0**	**444**	**447**	**200**	**0**	**-658**	**0**	**15,402**

Service	Revised Budget 2020/21 £'000	Changes in Specific Grants and Other Funding 2022/23 £'000	Pay Inflation 2022/23 £'000	Contract Inflation 2022/23 £'000	Growth (Investment) 2022/23 £'000	Growth (Pressure) 2022/23 £'000	New Savings 2022/23 £'000	Rebase Budgets 2022/23 £'000	Net Budget 2022/23 £'000
CHIEF EXECUTIVE									
Engagement & Communications	453	0	25	3	0	0	-28	0	**453**
Health & Safety	116	0	7	3	0	0	-10	0	**116**
HR - Core	2,058	0	121	4	100	0	-112	0	**2,171**
HR - Old	0	0	0	0	0	0	0	0	**0**
Chief Executive	269	0	25	0	0	0	-8	0	**286**
Total Chief Executive	**2,897**	**0**	**178**	**11**	**100**	**0**	**-158**	**0**	**3,027**

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Service Budget summary (page 1 of 5) **Appendix 1A**

Service	Revised Budget 2021/22 £'000	Changes in Specific Grants and Other Funding 2022/23 £'000	Pay Inflation 2022/23 £'000	Contract Inflation 2022/23 £'000	Growth (Investment) 2022/23 £'000	Growth (Pressure) 2022/23 £'000	New Savings 2022/23 £'000	Rebase Budgets 2022/23 £'000	Net Budget 2022/23 £'000
PEOPLE SERVICES									
Older People	63,999	0	717	105	410	5,546	0	0	**70,777**
Learning Disabilities	59,269	0	114	33	288	5,165	0	0	**64,868**
Mental Health	17,768	0	161	4	64	782	0	0	**18,779**
Physical Disabilities	15,221	0	0	1	38	951	0	0	**16,211**
Adults Commissioning Unit	2,304	0	85	9	0	0	0	0	**2,398**
IBCF	-18,025	-500	58	4	0	0	0	0	**-18,463**
Social Care Grant	-10,853	-3,500	0	26	0	0	0	0	**-14,327**
Adult Provider Services	7,277	-1,600	386	56	0	0	0	0	**6,119**
Strategic Libraries	3,045	0	121	173	0	0	-255	0	**3,084**
Museum Services	574	0	7	10	0	0	-17	0	**574**
Archives and Archaeology	1,283	0	53	35	0	0	-88	0	**1,283**
Greenspace & Gypsy Services	110	0	28	18	0	0	-46	0	**110**
Community Services Leadership Team	187	0	4	1	0	0	-5	0	**187**
Skills & Inv incAdult learning	135	0	62	69	0	0	-132	0	**135**
Severn Arts Music	0	0	0	0	0	0	0	0	**0**
SENDIASS	26	0	5	0	0	0	0	0	**31**
Chs Comm & Ptnership	354	0	9	1	0	0	0	0	**365**
Buildings & Pensions (Chs)	407	0	22	222	0	0	-244	0	**407**
Registration & Coroner	565	0	34	18	0	0	-52	0	**565**
Public Analyst	2	0	1	0	0	0	-1	0	**2**
Trading Standards	50	0	18	0	0	0	-18	0	**51**
Childrens S75	1,954	0	0	0	0	0	0	0	**1,954**
Public Health Grant Funded Services	-2,513	0	70	0	0	2,513	-70	0	**0**
Total People Services	**143,139**	**-5,600**	**1,956**	**786**	**800**	**14,957**	**-927**	**0**	**155,110**

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Current Capital Programme for areas within this panel

Health and Well-Being	YEAR-END OUTTURN 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 £000	REVISED FORECAST 2023/24 and Beyond £000	REVISED TOTAL FORECAST (incl. outturn 20-21) £000
Major Schemes:					
- Capital Investment in Community Capacity/ Specialised Housing	-182	2,283			2,101
- IT Personalisation	447				447
- A&CS Minor Works	5	266			271
- Social Care Performance IT Enhancement		593			593
- Worcester Library and History Centre (Non - PFI capital costs)	25	122			147
- Redditch Library		119			119
- Libraries Minor Works	19	228	300		547
- Kidderminster Library		78			78
TOTAL	314	3,689	300		4,303

Efficiency and Transformation	YEAR-END OUTTURN 2020/21 £000	REVISED FORECAST 2021/22 £000	REVISED FORECAST 2022/23 £000	REVISED FORECAST 2023/24 and Beyond £000	REVISED TOTAL FORECAST (incl. outturn 20-21) £000
Major Schemes:					
- Digital Strategy	1,812	5,513	1,821		9,146
- Brownfield Land Release Grant - Kidderminster		400			400
- Property Repair and Maintenance	939	1,938	1,970		4,847
- Stourport Library/ Coroners Relocation to Civic Centre		18			18
- Capitalised Transformation Costs		7,953	3,550		11,503
TOTAL	2,752	15,821	7,341		25,914

Appendix 1B Page 62

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Emerging pressures and challenges for services in relation to the 2022/23 Budget

Corporate and Communities Overview and Scrutiny Panel – 8 November 2021

During the Panel's discussion of quarterly Performance and in-year Budget Monitoring, Members took the opportunity (as suggested by the Leader of the Council) to discuss emerging pressures and challenges for services in relation to the 2022/23 Budget, summarised as follows:

- A post pandemic review of operations had identified a number of key pressures which would impact services, including the rising costs of transport, energy and pay. It was noted that in the Commercial and Change Directorate (CoaCh), the majority of the budget related to staffing. The Government had confirmed that it would return to an annual pay award, but the pay award had not yet been set for this financial year.
- There were difficulties in recruiting key specialist staff and agency staff were therefore being used to support certain specialist roles, leading to significantly increased costs.
- With the Retail Price Index (RPI) increasing and likely to be at 3% by the end of the calendar year, the Panel was advised that inflationary factors were putting pressure on services just to remain as the status quo.
- The Strategic Director of Commercial and Change advised that the Council currently had £630m of procurement managed by the Council's Commercial Team. For some of the contracts such as Microsoft, market influences could lead to sudden increase in costs, whilst for major contracts due to end next year, such as the street lighting contract (negotiated by West Mercia Energy) there would inevitably be an increase in contract price. The Panel was informed that CoaCh had a number of procurement interim staff with specific knowledge to provide support.
- The increased cost of transport and the impact on the supply chain was raised by Members and the question was raised as to what the Council was doing to mitigate these costs? The Strategic Director explained that as the Council doesn't buy many goods and services itself, these costs tended to sit with suppliers and contractors. Where the Council uses transport such as for home to school transport, there were some fixed contracts and some other arrangements. Additional costs would be mitigated wherever possible, but it was hoped that this was a relatively short-term issue.

The Panel expressed their concern about these emerging pressures and challenges and the resultant impact on Council budgets and services. The Panel was due to review the Corporate Procurement Strategy at its January meeting.

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# CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 17 JANUARY 2022

DATA SHARING AND ANALYTICS

Summary

1. The Corporate and Communities Overview and Scrutiny Panel has requested an overview of data sharing and analytics, which is part of the Panel's work programme.

2. The Cabinet Member with Responsibility for Corporate Services and Communication and the Strategic Director for Commercial and Change have been invited to attend the meeting.

Background

3. Data is now the driving force of the world's modern economies. It fuels innovation and has been a lifeline during the coronavirus pandemic. The fact that the Council has been able to share vital information quickly, efficiently and lawfully during the pandemic has not only saved countless lives, but has enabled us to work from home, keep the economy running and stay connected during a period of unprecedented disruption.

4. The Council recognises the value of data, both its own and that held by other parties and partners: government departments, public authorities, schools, local businesses and industry, academia, social media and much more. Data can improve outcomes for the County's citizens by increasing efficiency, transparency and access to information. In addition, data can help the Council safeguard the public and provide them with the best available information about services the Council has to offer.

5. Information comes in many forms: policy documents, minutes, statistics, operational data, case files, personal data, and research papers. It is held in a variety of physical and electronic formats; it can be structured or unstructured. Across the Council this information is used in our daily working lives as we work to achieve our objectives, whether it be delivering services, formulating policy, managing projects, holding meetings, or managing staff.

6. The purpose of data analytics is to create intelligence, knowledge and wisdom from data in order to influence decision making or identify appropriate action to improve performance. A popular model of analytics is the DIKW (Data Intelligence, Knowledge, Wisdom) model depicted below.
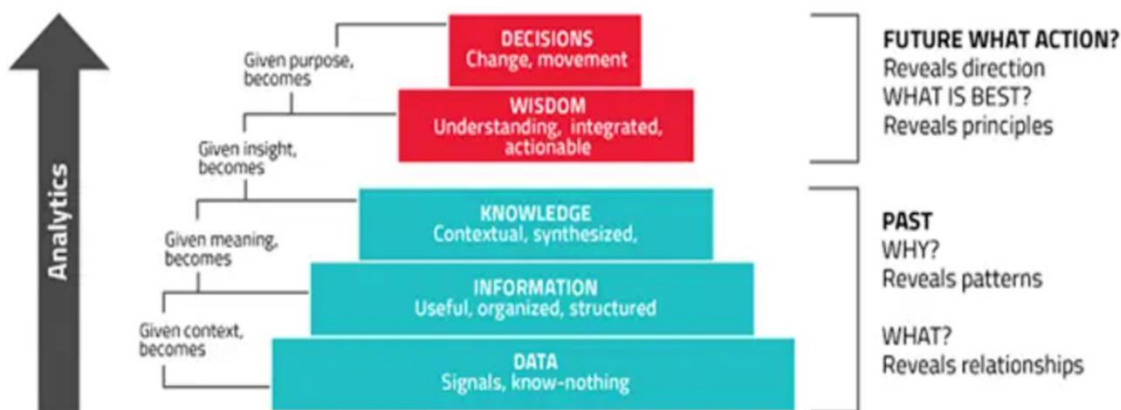
7.   Currently, data and analytical resources are not centralised in one place in the Council. Data management and Information Governance sits within the ICT and Digital function, while Management Information, Analytics and Research sits under Transformation and Commercial, and Public Health Evidence is in the Public Health team. In addition, there are a number of local resources (individual posts and "arms and legs") linked to specific systems or services. There is therefore some inconsistency in grading, roles and responsibility, access to information and stakeholders; however, there is little duplication of effort, and resources across these teams do tend to work quite effectively together (the data intelligence workstream under COVID-19 response being a recent example).

8.   Please see Appendix 1 for a glossary of data sharing and analytics terminology.

Data Sharing Agreements

9.   Data Sharing Agreements, (DSAs) also known as Information Sharing Agreements, are agreements that set out the lawful basis for the use of personal data across traditional organisational boundaries, to achieve better policies and deliver better joined-up and coordinated services to individuals.

10. DSAs are in place to lay out the arrangements for information sharing for a specific purpose or purposes, rather than organisation by organisation. They are usually set up to detail the arrangements for ongoing data sharing between organisations rather than ad hoc or one-off data sharing activities. DSAs set out the:

- purpose of the data sharing
- organisations involved in the sharing process
- standards to be met
- type of information to be shared and in what circumstances
- lawful basis or bases for enabling the sharing

11. The agreements therefore help all the parties involved in sharing to be clear about their roles and responsibilities. Having a data sharing agreement in place also helps to demonstrate the Council is meeting its accountability obligations under the UK GDPR.

12. Some Examples of DSAs:

    i.   The Integrated Health and Care System Data Sharing Agreement (ICS): The ICS brings together local health and care organisations to transform the healthcare and wellbeing of their population, creating shared leadership and action. To achieve this, Herefordshire and Worcestershire (H&W) Sustainability Transformation Partnership (STP) is working collaboratively with Birmingham and Solihull STP and Coventry and Warwick STP to develop an Integrated Care and Wellbeing Record (ICWR) that will enable the sharing of health and social care data, to facilitate the transformation of health and care services across traditional organisational and technological boundaries.

    ii.   Here2Help: Initially the Council's community action response to the COVID pandemic, this has now evolved into a directory of services for the community. Its primary focus is to support vulnerable residents unable to seek help from family, friends, or neighbours.

    iii.   Nimrod: Used to record data, track and manage situations and outbreaks relating to settings, involving cases of Covid-19 that have been reported as positive or suspected to the Public Health LORT e.g. in schools, workplaces, businesses or social care settings. The system and data is used by Worcestershire and Herefordshire.

    iv.   Multi Agency Safeguarding Hub (MASH): Data sharing to deliver social care – a facility for multiple partners to secure and share child data to enable them to securely collaborate to develop an action plan that will provide the necessary support to ensure the continued safety of the child at risk.

    v.   Community Safety Board: Plans are being formulated to facilitate cross-organisation data sharing and analysis. The initial focus will be domestic abuse. Existing Local Government (LG) Inform reports set the overarching view of crime and disorder, and domestic abuse (Crime and Disorder and Domestic abuse).

    vi.   Worcestershire Safeguarding Adults Board and Worcestershire Safeguarding Children Partnership: Data sharing to enable the co-ordination of local work to ensure that adults and children with care and support needs across Worcestershire are protected from harm and abuse.

13. Ad hoc information sharing requests – in the 2021 calendar year, a total of 45 requests were received by the by the Corporate Information Governance Team (CIGT) for information that is not routinely shared. These are usually requests made by other organisations where there is no data sharing agreement in place, but there is a lawful basis to underpin the data sharing.

14. Please see Appendix 2 for an extract of the Information Sharing Agreement Register.

Crime and Taxation Disclosures

15. In the 2021 calendar year, a total of 179 individual data sharing requests were received and logged by the Corporate Information Governance Team (CIGT). Such requests are mostly received from the Police in relation to ongoing investigations but can be made by other organisations who have a crime prevention, law enforcement or tax collection function.

Sharing Data with the Public

16. As the public become more aware about how their data is being used, shared and

linked, they also want to be more in control, especially regarding sensitive personal data. Public services are in general committed to the principles of putting data in the hands of citizens. But in practice this can be difficult:

- Citizens are not uniformly ready for what is a fundamental shift – they will need support and systems design with a range of protections in place.
- Systems are not designed this way – they are still largely central, curated and managed by professionals.
- There are a variety of circumstances where sharing data with the citizen needs care; will it be understood? Does it need to be communicated?

17. Pro-active and automated publishing of data as Open Data, striving to achieve the Council's ambition of most of its data being openly and regularly published – promoting re-use of data by external organisations and the Council in a reusable format. Furthermore, the Council must join this up to wider Council services to realise efficiencies and savings – including in the processing of Freedom of Information requests etc.

18. The Council has statutory requirements to report on key performance and management information, including adult social care, gender pay gap, schools census. The Council is fully compliant with these statutory requirements, and monitors this regularly as part of performance framework and scrutiny reporting.

Understanding Future Service Demand (including predictive analysis)

19. Usual statistical models apply a set of known relationships to a dataset. For example, exponential smoothing (a time series forecasting method for univariate data) will have its way of estimating the underlying demand level and trend. On the other hand, machine learning is about letting an algorithm understand a dataset and its underlying relationships on its own.

20. There are several examples of systems in the Council that capture data and could be used to help predict service delivery e.g.

Name	Description	Stage
PredictX	NHS Digital Project. Dynamic (interactive) dashboard showing aggregated data of health and social care customers	Beta version of the dashboard live
AffinityWorks / Landscape	Provides predictive analytics around Adult Social Care to support budget setting, monitoring and to inform commissioning decisions using data in near real time and creating 'on demand' analytics and reporting. Consumed by WCC staff via a Power BI dashboard. Procured as part of the LAS/ContrOCC implementation	Live and deployed
Pentana KPI	New Corporate Performance Management system. Rewrite of Councils KPI framework and escalation hierarchy to provide greater insight into cross council performance. Reporting of performance information to variety of sources from a single source of	Currently building KPI list based on Service plans, using Corporate plan priorities as overarching themes.

	truth using combination of Pentana reporting capability and Power BI dashboard (tba).	
Joint Strategic Needs Assessment (JSNA)	Single source of commissioning intelligence relating to health and determinants of health, including key health themes and demographic dashboards (population and housing estimates and projections)	[Joint Strategic Needs Assessment	Worcestershire County Council](#)
Integrated Health and Social Care Record	Provision of Social Care data to be included in the ICWR which will be available to all partners within the Integrated Care System across the H&W STP (Hereford & Worcestershire), BSOL STP (Birmingham and Solihull) and Coventry and Warwick STP. All partners will also be contributing data to the ICWR, a subset of which will be available to view by Social Workers through an integrated viewer within Liquid Logic	Sharing of live Social Care data into the ICWR has now commenced. Implementation of the integrated viewer within Liquid Logic is underway.
ICS 4 Is Insights	The ICS 4 Is group has remit to produce new insights from a joint health and social care data lake, created from the joint health and social care record.	Initial scoping of potential Insights solutions underway
Adult Social Care – Client Level Data (ASC-CLD) – new statutory return	LAs to submit person level data rather than aggregated returns with aim of reducing the gap between LAs and national records of social care data to allow more frequent and timely reporting between submission and publication	Initial data reports written, WCC signed up as early adopter
Controcc	Provides the Financial functionality to support Adults and Childrens Social Care case management. As such is data rich in terms of trends in care needs and costs	Data is fed into Affinity Works / Landscape to create predictive analytics
Worcestershire Observatory	Single source of all data and intelligence relating to Worcestershire's people and place, incorporating service data where appropriate and links to national public data (e.g. deprivation, Census, ONS etc). To be made available on the Council's website for external users but also providing a hub for internal staff to promote to BI developments	Business Plan proposal (BPP) submitted to Digital Transformation Board for prioritisation
InstantAtlas	Dynamic data provision (health/public health data) to commissioners, partners, and public	Live
Highways Maintenance GIS	Uses data to manage, monitor and predict highways maintenance activities. For example white lining and cats eyes shows age when they are due to be replaced based on the data relating to materials used and installation date.	Live and deployed
Highways Emergency GIS response	Realtime data used to co-ordinate a response required to maintain the highways network during emergency situations for example severe weather.	Live and deployed

Sentinel	Data used for coordinating an emergency response. For example, if a chemical spill occurs teams are able to locate vulnerable people within the affected area.	Live and deployed
Nimrod	Used to record data, track and manage situations and outbreaks relating to settings, involving cases of Covid-19 that have been reported as positive or suspected to the Public Health LORT e.g., in schools, workplaces, businesses or social care settings. The system and data is used by Worcestershire and Herefordshire.	Live and deployed

21. The County Council does not have a predictive strategy as such but employs a variety of methods and analyses to inform future demand. These include demographic projections (localised analysis of Office of National Statistics data to demonstrate changes in population statistics), customer segmentation (using ACORN) to identify areas of the Council with specific socio-economic characteristics, financial projections (such as those provided by Affinity Works / Landscape) to predict Adult Social Care spend. Since the start of the pandemic a number of models have been used to try and understand potential spread of the virus and impacts on services. In addition, the Council routinely monitors and reports against key performance indicators in Adult Social Care, Economy and Infrastructure, and Corporate Support services, including elements of future trends as appropriate. To a large extent, this work is based on projections and forecasts (see glossary for more details) and could loosely be described as predictive but is distinct from the strict definition of predictive analytics (which is about the creation of models that describe causal relationships between events such that the observation of one event can be used to predict the likelihood of the occurrence of another).

22. In recent years, the Council has explored opportunities to develop predictive analytics approaches. These have generally been funded through specific grant funding (such as the NHS Digital Pathfinder Programme) as the projects tend to be complex and require dedicated resourcing. Relevant examples include a risk stratification model to identify key characteristics of self-funders who subsequently required council funded care, called "self-funder pickups" (for which the Council won a national award), and the current PredictX project which was originally focussed on the use of Assistive Technology (AT) data to predict imminent changes in health and social care need, but was rescoped to offer insight into potential service demand created by the pandemic.

23. Worcestershire is far from unique in its approach to predictive analytics. Very few councils have a defined predictive strategy, or in-house capacity that is skilled in predictive methods. The resourcing of data science and machine learning is very difficult in an environment of budget pressures. In general, councils tend to identify third party organisations to assist with the predictive work. Worcestershire contributed to an Local Government Association (LGA) report in 2020 about the adoption of predictive analytics in local government (see Using predictive analytics in local public services | Local Government Association).

Demographic Projections

24. One of the most widely used, and well-established pieces of future looking analyses

is demographic projections. The Council regularly updates a comprehensive local report on the future of the County's population and housing trends and publishes this as part of the Joint Strategic Needs assessment. It is of particular importance in the commissioning of services, service redesign and some budget setting activity. The dashboard can be found at Joint Strategic Needs Assessment | Worcestershire County Council. All demographic projections will be due a major update shortly due to the emerging Census 2021 data.

Public Health Data Sharing

25. Public Health leads on the Joint Strategic Needs Assessment (JSNA). The JSNA requires a collaborative and joined up approach, which is owned, developed and used by members of the Health and Wellbeing Board. Needs assessments and population-level data is published at: https://www.worcestershire.gov.uk/jsnapublications

26. It is recognised that no single organisation can produce a successful JSNA, and requires a collaborative effort. The JSNA in Worcestershire is evolving to incorporate needs and asset assessments, qualitative insight, establishing more self-service data tools, and using automation where possible to reframe Worcestershire's JSNA offer. Strengthening of links between the JSNA and emerging population health management approaches also present new opportunities to do things differently in Worcestershire.

27. Our first step towards this new JSNA approach is to procure and operationalise a system called 'ESRI Instant Atlas' to allow easy access to a suite of datasets and reports, covering health, wellbeing and wider indicators. This new platform will be home to a wealth of other automated reports, traditional needs assessments and community profiles.

28. The public health team also works with many other datasets, such as COVID-related data, births & deaths data, childhood metrics and modelling work. Public data dashboards produced by public health have been highly successful, including the COVID dashboard which is accessed thousands of times each week: https://www.worcestershire.gov.uk/COVIDdashboard

29. Through working with the Integrated Care System (ICS), public health is working to shape population health management, and also gaining access to datasets which have not been accessible to public health in recent years.

Data Management and Insight Strategy

30. The Data Management and Insight Strategy (2021-2023) states the Council's ambition to improve data use, seeking to use data to innovate, boost productivity and improve services to deliver the wider strategic outcomes of our organisation. Data management is a key enabler for the successful operation of the Council.

31. Priority 3 of the strategy is Data Availability. For data to have the most effective impact, it needs to be appropriately accessible, mobile and re-usable. That means encouraging better coordination, access to and sharing of data of appropriate quality between organisations in the public, private and third sectors, and ensuring appropriate protections for the flow of data internationally.

Information Governance Strategy

32. The Council's [Information Governance Strategy (2021-2023)](#) describes the development and implementation of a robust Information Governance (IG) framework needed for the effective management and protection of organisational and personal information. The IG Strategy was ratified by the Corporate Information Governance Board (CIGB) on the 1 February 2021. The delivery of the strategy will fall under the overall control of the Assistant Director of IT and Digital and the Information Governance and Compliance Manager.

Better use of Data

33. The use of data plays an increasing role in designing, delivering and transforming public services to improve outcomes and drive efficiencies within current financial constraints.

34. More data than ever is available to inform digital tools and services and get greater insights into user needs and local places.

35. The LGA is working to get a better understanding about the value of data in public services and encourage local authorities to open up, share and better use data. [Better use of data | Local Government Association](#)

PowerBI Strategy

36. Currently, the Council has an ad hoc approach to PowerBI use. There are pockets of development (including COVID dashboards from Public Health, Commercial dashboards and IT performance frameworks) and a few dashboards in the public domain including demographics and economic assessment.

37. To increase the use and potential of PowerBI, the Council is currently developing a corporate approach to its deployment across the Council, including a proportionate licensing solution (which will facilitate the sharing of reports and dashboards with a wider audience, including elected members and senior managers), and development of a training programme and community of practice to support developers. An initial cohort of developers has recently completed initial training, and a Microsoft Teams site has been established to provide a digital platform for the sharing of intelligence and reference material between those staff that use the software. Both the COVID-19 situation reports, and recovery dashboards are currently delivered or are in development in PowerBI, and a more corporate approach to updating and cascading these dashboards will assist in making better use of these dashboards. Further use cases around better management and reporting against our property, our staff, and our finances will support the Council's respective recovery programmes, and strategies that contribute to the recovery plan, including Smarter Ways of Working, Workforce Strategy, Digital Strategy etc.

38. The approach to developing the PowerBI offer to the Council goes beyond just the visualisation and sharing of data outputs. As part of the above approach, a proof-of-concept data warehouse in Microsoft Azure is being developed, initially focussed around employment data, to serve as a single data source for development of the next generation of workforce reporting in PowerBI, but which will also serve as a template for future data warehousing approaches. Ultimately this is to try and establish the optimal approach to delivering data management, analysis and dynamic reporting, for which

there has been significantly greater demand in recent years. The initial project will be a collaborative approach between ICT, MIAR, and HR / OD and Engagement. It will run alongside the proposed System Enablement programme in HR.

Purpose of the Meeting

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

- consider the information provided in the report
- determine any comments to highlight to the Cabinet Member with Responsibility for Corporate Services and Communication

Supporting Information

Appendix 1: Glossary
Appendix 2: Information Sharing Agreement Register extract - Data Sharing Agreements

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers
Tel: 01905 844965 / 844964, Email: scrutiny@worcestershire.gov.uk

Background Papers

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

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Appendix 1: Glossary

Term	Description
Accountability	Having accountability means that someone can be described as being liable or answerable for the completion of a certain task. Responsibility can be delegated, but accountability cannot.
Analytics	Using data to derive intelligence (it can be predictive or historic). The term predictive analytics has become something of a catch-all term to describe any attempt to use data to provide insight about future events.
Application Programming Interface (API)	A technical interface consisting of a set of protocols and data structuring (API specifications) which enables computer systems to directly communicate with each other. Data or services can be directly requested from a server by adhering to the protocols.
AI Analytics	AI analytics refers to a **subset of business intelligence** that uses machine learning techniques to discover insights, find new patterns and discover relationships in the data. In practice, AI analytics is the process of automating much of the work that a data analyst would normally perform.
Artificial intelligence	Artificial intelligence is **the simulation of human intelligence processes by machines**, especially computer systems. Specific applications of AI include expert systems, natural language processing, speech recognition and machine vision.
Attribute	Any distinctive feature, characteristic or property of a data object that can be identified or isolated quantitatively or qualitatively by either human or automated means.
Authentication	A process that is used to confirm that a claimed attribute of an entity is actually correct.
Authenticity	In the context of information security, authenticity refers to the truthfulness of information and whether it has been transmitted or created by an authentic sender. Authenticity can be achieved, e.g. by digitally signing a message with the sender's private key. The recipient can verify the digital signature with the matching public key.
Authorisation	The process of giving someone or something permission to do something, for example to gain access to services or data.
Bilateral Agreement	Covers agreements between two data-sharing actors, ranging from legal obligations to non-binding agreements of principle allowing them to share data.
Certificate Authority	A trusted third-party entity issuing digital certificates (e.g. X509-certificates) or host services to validate certificates issued.
Confidentiality	In the context of information security, confidentiality refers to the protection of information from disclosure to unauthorised parties.
Consent	Any freely given, specific, informed and unambiguous indication of the data subject's wishes by which he or she, by a statement or by a clear affirmative action, signifies agreement to the processing of personal data relating to him or her.
Credentials	In the context of information security, credentials are used to control access of someone or something to something, for example to

	services, data or other functionalities. The right credentials validate (i.e. Authentication) the identity claimed during Identification.
Data Asset	A data resource, controlled by an organisation to generate revenue, e.g.: a system, application output file, document, database, web page.
Data Consumers	An individual, group, or application that receives data in the form of a collection. The data is used for query, analysis, and reporting.
Data Governance	A system that employs interoperability components (standards and policies) to ensure the acceptable use and high quality of data within a specific ecosystem. Manages the availability, usability, consistency, integrity, and security of the data used.
Data Portability	The ability of data to be easily moved across interoperable applications and domains. The legal right to data portability, granted in some jurisdictions to individuals, can be delivered through a range of technical mechanisms and varies in scope according to the jurisdiction. Our principle of data portability encompasses the ease of both access to and reuse of data.
Data Model	Description of how data can be stored, processed and accessed.
Data Pollution	The abundance of data in the digital environment and the damage this can cause to citizens and businesses
Data Providers	Any person or organisation that makes data available.
Data Self-determination	The capacity of an individual or organisation to control who has access to their (personal) data and under what conditions (see also: Data Sovereignty).
Data Source	A source of data assets that is being exposed to data consumers by data providers. The role responsible for collecting, storing, and controlling personal data which persons, operators, and data using services may wish to access and use.
Data Sovereignty	The capability of an individual or organisation to be entirely self-determining with regard to their data (see also: Data Self-determination).
Data Using Service	The role responsible for processing personal data from one or more data sources to deliver a service.
Delegation	The act of designating someone or something to act for another or to represent others. In a data sharing scheme, this means that one party designates another party to share or consume data or to issue authorisations on their behalf.
Ecosystem	The overall system created by the activities and connections of a set of actors and infrastructure interacting according to a common set of rules. Multiple ecosystems can exist, overlap, and collaborate.
Encryption	Encryption is the process of converting data from plaintext to ciphertext. Decryption is the process of converting data from ciphertext to plaintext. A cryptographic key represents the input that controls the operation of the cryptographic algorithm.
Forecasting	A kind of prediction that uses historical data to identify future trends. Example – whether it will rain tomorrow based on the meteorological data available today.
Governance	A system of rules, practices, and processes used to direct and manage an ecosystem. The four pillars of good governance are transparency, fairness, accountability, and security.
Identity Provider	An intermediary party offering services to create, maintain, manage and validate identity information for parties that share data within a collaborative solution (See also: Collaborative Solution).
Individual	A natural, living human being.

Interoperability	The ability of different systems to work in conjunction with each other and for devices, applications or products to connect and communicate in a coordinated way, without effort from the person.
Levels of Assurance	Within online authentication, depending on the authentication protocol used, different levels of assurance give the server different degrees of certainty about the client's identity. Depending on parameters such as the quality of the registration process, quality of credentials, use of biometrics or multiple authentication factors and information security, an authentication protocol can provide a server with high or low confidence in the claimed identity of the client. For low-interest products, a low level of assurance might be sufficient, while for sensitive data it is essential that a server is confident that the client's claimed identity is valid.
Machine learning	Machine learning is **a method of data analysis that automates analytical model building**. It is a branch of artificial intelligence based on the idea that systems can learn from data, identify patterns and make decisions with minimal human intervention.
Metadata	Information about data that helps describe, structure or administer that data.
Non-repudiation	In the context of information security, non-repudiation refers to the fact that the sending (or transmission) and receipt of the message cannot be denied by either of the involved parties (sender and recipient).
Operator	The role responsible for operating infrastructure and providing tools for the person in a human-centric system of personal data exchange. Opera- tors enable people securely to access, manage, and use personal data about themselves as well as to control the flow of personal data within and between data sources and data using services.
Person	The role of data subject as represented digitally in the ecosystem. Persons manage the use of personal data about themselves, for their own purposes, and maintain relationships with other roles.
Persistent Identifier	A sequence of characters that identifies an entity, usually in the context of digital objects that are accessible over the internet..
Platform	A platform facilitates the exchange of value between two or more parties, with the multiple parties interacting through the platform.
Prediction	Making a statement or prophesy about what is likely to happen in the future (a prediction may or may not rely on past events). Example – the outcome of a football match.
Projection	Calculating numerical values associated with the future. Example – projected population figures.
Provenance	Data origin.
Role	A function or set of responsibilities for a particular purpose.
Scheme	A common set of multilateral agreements that facilitates standardised and decentralised data sharing directly amongst participants.
Structured Data Assets	Data that adheres to a predefined data model which is primarily useful for interpretation by machines.
Trust Framework	A structure that lets people and organisations do business securely and reliably online.
Unstructured Data Assets	Data that does not have a pre-defined data model or is not organised in a pre-defined way, making it primarily interpretable by humans.

Appendix 2: Information Sharing Agreement Register extract - Data Sharing Agreements[1]

Reference	Description
ISP023	Disclosure of information in cases of alleged child abuse and linked criminal and care directions hearings
ISP032	Multi Agency Safeguarding Hub (MASH)
ISP033	Worcestershire Safeguarding Adults Board
ISP037	Community Safety
ISP049	Worcestershire Joint Strategic Needs Assessment Data Sharing Agreement
ISP053	Child Health Information Service (CHIS)
ISP057	Adoption Central England (ACE)
ISP058	Taxi Driver Training Service
ISP061	Worcestershire Safeguarding Children Partnership
ISP071	Child Death Overview Panel
ISP072	Worcestershire Suicide Audit Group
ISP073	Worcestershire Drug Related Deaths Review
ISP074	Worcestershire Joint Protocol for Young People
ISP076	Child Protection Information Sharing for Covid-19
ISP077	Here2Help Worcestershire
ISP078	Non-Shielded Vulnerability Scheme- access to food delivery slots
ISP079	GET Safe Partnership
ISP080	Coronavirus Rapid Data Sharing Track and Trace
ISP081	Outbreak Control Programme (NIMROD)
ISP082	Traffic Penalty Tribunal Appeals
ISP083	Machine learning to support delivery of Adult Social Care (Covid-29)
ISP084	NAAMH Mental Health
ISP086	Pause
ISP087	Local Enterprise Partnership
ISP089	CAMHS SPA Access
ISP091	Collaborative Care Record
ISP093	UK Resettlement Scheme
ISP095	Patient Tracker
MOU004	Exchange of information under the Anti-Terrorism Crime and Security Act 2001 (ATCSA)

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[1] This is an extract from the Information sharing Agreement resister for illustrative purposes.

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 17 JANUARY 2022

WORK PROGRAMME 2021/22

Summary

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

Background

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The suggested 2021/22 Work Programme has been developed by taking into account issues still to be completed from 2020/21, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.

3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.

4. The Corporate and Communities Overview and Scrutiny Panel is responsible for scrutiny of:

- Commissioning, contracts and commerce and ensuring the corporate commissioning cycle works well
- Transformation
- Finance
- Localism and Communities
- Organisation and employees

5. The current Work Programme was discussed by the Overview and Scrutiny Performance Board (OSPB) on 21 July 2021 and agreed by Council on 9 September 2021.

Dates of 2022 Meetings

- 14 February, 2pm
- 17 March, 10am
- 23 May, 2pm
- 6 July, 2pm
- 21 September, 10am
- 14 November, 2pm

Purpose of the Meeting

The Panel is asked to:
- Consider the 2020/21 Work Programme (attached at Appendix 1) and agree whether it would like to make any amendments
- 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 2021/22

Contact Points

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Background Papers

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

- Agenda and minutes of OSPB on 21 July 2021
- Agenda and minutes of Council on 9 September 2021

SCRUTINY WORK PROGRAMME 2021/22

Corporate and Communities Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
17 January 2022	2022/23 Budget Scrutiny		
	Data Sharing and Analytics		Panel Member suggestion July 2021 and will include Information Management, Cyber Security – also systems which capture data to predict service demand (recommendation from Care Work as a Career Scrutiny Task Group).
	Annual update on the Council's energy purchasing arrangement via the West Mercia Energy Joint Committee including the Business Plan		Agreed at October 2021 Overview and Scrutiny Performance Board
14 February 2022	Smarter, Healthier and Greener Ways of Working		Panel Member suggestion July 2021
	Recruitment (vacancy management, challenges the Council face)		Agreed at Agenda Planning 20 December 2021
	Corporate Procurement Strategy		Suggested at 24 September 2021 meeting
17 March 2022	Performance and In-Year Budget Monitoring (Q3 October to December/Period 9)	24 January 2020 11 March 2021 20 July 2021 8 November 2021	
	Customer and Community Engagement		Panel Member suggestion July 2021
	Skills Agenda and Staff Development		
23 May 2022	GDPR/Data protection Overview		Agenda planning October 2021
	Libraries (mobile services, learning at home, library issues – e-books, e-magazines, e-newspapers and effectiveness of promotional campaigns) Museum, Arts and Culture Update		Panel Member suggestion July and September 2021
Possible Future Items			

TBC	Performance of registration of deaths within 5 days	8 November 2021	Agreed by Panel 8 November 2021
TBC	Council Communication	8 November 2021	Agreed by Panel 8 November 2021
Standing Items			
TBC	Budget Scrutiny		
TBC	Councillors Divisional Funding Scheme	20 July 2021	
TBC	Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy (RIPA)		