

Agenda

Overview and Scrutiny Performance Board

Tuesday, 26 April 2022, 2.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

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

DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Overview and Scrutiny Performance Board

Tuesday, 26 April 2022, 2.00 pm, County Hall, Worcester

Membership

Councillors:

Cllr Tom Wells (Chairman), Cllr Richard Morris (Vice Chairman), Cllr Alastair Adams, Cllr Brandon Clayton, Cllr Kyle Daisley, Cllr Mike Rouse, Cllr Shirley Webb and Cllr Richard Udall

Co-opted Church Representatives (for education matters)

Mr T Reid (Church of England)

Parent Governor Representatives (for education matters)

Mr M Hughes

Agenda

Item No	Subject	Page No
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 both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 25 April 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 (previously circulated)	
5	Corporate Plan	1 - 22
6	Update on the Worcestershire Response to Invasion of Ukraine	23 - 30

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

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

Item No	Subject	Page No
7	Health Overview and Scrutiny Committee Scrutiny Task Group Report on Ambulance Hospital Handover Delays	31 - 50
8	Member Update, Work Programme and Cabinet Forward Plan	51 - 60

NOTES

Webcasting

Members of the Board are reminded that meetings of the Overview and Scrutiny Performance Board are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

OVERVIEW AND SCRUTINY PERFORMANCE BOARD

26 APRIL 2022

CORPORATE PLAN

Summary

1. The Leader of the Council and the Chief Executive have been invited to the meeting to update the Panel on development of the Corporate Plan 2022-27. This is a refresh of the existing Corporate Plan and its four key themes of Open for Business, Children and Families, The Environment and Health and Wellbeing.
2. The Draft Plan is attached at Appendix 1.

Background

2. Worcestershire County Council's (the Council) Corporate Plan, 'Shaping Worcestershire's Future 2017-2022', is due to be refreshed. This document has provided a blueprint for the organisation, setting out the core priorities and guiding how the organisation will operate, both internally and with partners across Worcestershire and beyond. It has focused the work on four key priority areas:

- Open for Business
- Children and Families
- The Environment
- Health and Wellbeing

3. The four priority areas have become the bedrock by which the Council does business across the County and has delivered key pieces of work which are important to the people of Worcestershire.

4. Over the last five years, the Council has truly become Open for Business, unlocking key strategic sites at Worcester Six, Malvern Hills Science Park and Redditch Gateway whilst growing the county's economy and providing jobs and opportunities for residents. The delivery of Worcestershire Parkway Station has opened up accessibility regionally and nationally for residents and businesses.

5. Children and Families is at the heart of what the Council does, in recognition of the importance in having a great start in life. The Council has invested in the school estate, providing good-quality educational facilities. Support has been provided to families and investment made in children's social care to protect at risk children where necessary.

6. Delivering growth in a sustainable way has been key to preserving Worcestershire's Environment. The Council has invested in all modes of transport to provide accessibility for businesses, including easing congestion on roads and delivering sustainable and active travel options. The waste to energy plant has also helped to power homes and businesses through waste that could not be recycled.

7. The work to improve the Health and Wellbeing across Worcestershire has seen ever closer working and integration with the NHS and other care providers to ensure people are provided the best, and most cost effective, service. The Council has adopted a preventative model, aimed at empowering people to live longer, healthier lives in their own homes for as long as possible. It is known that this approach has the best outcomes for residents and helps to manage the Council's resources to intervene where critically necessary.

8. Through regular engagement with residents, business and partners, it is known that the four themes set out in the previous plan cover the key areas that people want to see the Council deliver on, and the Council is committed to continuing its strong progress against each area. As such, the Corporate Plan 2022-27 is a refresh of the previous plan, with these areas continuing to be the four pillars by which the Council does business.

9. The refreshed document recognises the significant progress made over the past five years, across all four of the priority areas, and now sets out the plan to deliver for the future. The content of the plan has been updated, setting out the focus to ensure Worcestershire continues to be a thriving County for all.

Open for Business

10. Open for Business will see an expansion to the key strategic sites to deliver more highly skilled jobs and support further business expansion. Alongside this, the Council will continue to invest in unlocking growth at key transport sites including Shrub Hill and Redditch Railway Stations, support partners and deliver further digital connectivity through the provision of gigabit broadband. The Council will also support partners around plans for Future High Street Fund, Towns Fund and Levelling Up proposals.

Children and Families

11. The continued investment into Children and Families will aim to see children's services rated as 'Good', recognising the significant journey of improvement. The Council will continue to invest in the school estate, including the delivery of a new secondary school and extra places to keep pace with development.

Environment

12. The role of the Council is to help preserve and protect the Environment for future generations. The Council has now agreed a Net Zero plan which will focus efforts to reduce the environmental impact even further whilst still enabling the delivery of sustainable growth alongside maintaining a top-quartile quality for roads and pavements. The Council will continue to invest in environmental measures that protect natural environment, enhance our biodiversity and reduce our carbon footprint.

Health and Wellbeing

13. Ensuring good Health and Wellbeing for Worcestershire residents remains a key priority. The Council will work closely with residents and communities to encourage active lifestyles, enabling people to live longer, healthier and happier lives. The Council's work with the NHS and other care partners through the Integrated Care System will help co-ordinate services and ensure residents receive the right care at the right time to meet their needs.

The Council's Journey

14. To deliver against the Council's priorities, the journey to reshape the Council alongside communities and with partners continues. In response to the pandemic, the Council has become an innovative, forward-thinking and flexible organisation. It is intended that work will continue to harness the benefits and efficiencies of working flexibly, reducing the Council's footprint, connecting employees more closely and with the communities and partners it works with.

15. The Council is committed to working closely with its communities, to build local capacity and allow people to be supported in their area. The Here2Help programme is being expanded to provide a single front door of advice and guidance for people, whilst working with voluntary and community groups to strengthen local support.

16. All of this work sits within the 'One Worcestershire' approach to co-ordinating work, investment and priorities across the county. The Council seeks to adopt new ways of working, including co-location and shared services, to embrace a joined-up approach to service delivery that best meets local needs and removes barriers between organisations. The Council also communicates regularly with partners in all of the things it does, to ensure that services do not simply move demand to another organisation – and instead works together to resolve issues as 'One Worcestershire'.

17. The refreshed Corporate Plan ensures that the Council builds on the successes already delivered across the county and looks to focus its efforts on the key areas that matter to communities, businesses and partners.

Purpose of the Meeting

18. The Board is asked to consider the refreshed Corporate Plan 2022-27 and provide comments to the Leader which can then be considered as part of the Council discussion of the Plan on 19 May 2022. The Board may also wish determine whether it would wish to carry out any further scrutiny.

Supporting Information

Appendix 1 – Corporate Plan

Contact Points

Matt Vins, Head of Business Support. Tel: 01905 845910

Email: mvins@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:

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

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Foreword

Our County

Worcestershire has it all. Nestled in the heart of Britain, Worcestershire is home to around 600,000 people. Whether it's exploring the historic City of Worcester, walking up the Malvern Hills or enjoying a day out with the family at the West Midlands safari park, there's something for everyone. Our County with its vibrant urban areas and picturesque rural communities, situated between the edge of bustling Birmingham and the idyllic Cotswolds, present a hugely attractive place for residents to live, people to work or those who visit.

Our continued investment in improving our highway, rail and digital infrastructure is ensuring the County is truly **Open for Business**. Worcester Six, Malvern Hills Science Park and Redditch Gateway are great examples of where we've supported business to grow and create new jobs in the County, and continued investment in our digital offer will ensure our residents are equipped to access future opportunities as we experience a shift in working patterns and value quality of life alongside earning potential.

Worcestershire is already home to a highly skilled workforce, supported by good educational attainment and schools that we continue to invest in and work with. With our vibrant communities, alongside a myriad of exciting attractions and places to visit, we know this makes us a great place for **Children and Families** thrive and achieve their maximum potential.

The County is blessed with an outstanding **Environment** with easy access to beautiful countryside and waterways which are home to many rare and important wildlife habitats and provide great recreational opportunities for our residents to enjoy.

Our country parks, 4,600km public rights of way, and growing number of attractive walking & cycling routes provide ample opportunities for our communities to exercise and support their **Health and Wellbeing**. Our health and social care journey, moving to prevention and promoting independence, is also crucial in supporting people to live in good health for longer and lead fulfilling lives.

We know Worcestershire provides a great quality of life and excellent opportunities for all, but we know we must continue to adapt and harness the benefits of change to maintain this and unlock our future potential. The best way to do this is through our 'One Worcestershire' approach, as public, private & VCS organisations, working together to address the challenges we collectively face and support our residents and businesses.

The Council

Worcestershire County Council delivers an array of services which support our residents and businesses. These include providing social care for some of the most vulnerable in society, helping the next generation get the best start in life through education, investing in our transport network, disposing of household waste sustainably, provision of library services & country parks and supporting health & wellbeing within our communities. We oversee over £1 billion of public expenditure each year and employ 2,672 full-time equivalent staff across the Council and Worcestershire Children's First, making us one of the largest organisations in the County.

Already we have made great strides to become a more financially self-sufficient organisation, with around 80% of our net revenue budget being raised locally through Council Tax and Business Rates. We've grown our income streams, become more commercial and focused on those things that residents & businesses tell us are important and need improving. We now need to work more closely than ever in harnessing the potential of our communities and partnership organisations to maximise our resources and capacity to continue to deliver.

Around 69% of net our budget goes towards providing adult and children's social care. We will always ensure we support society's most vulnerable. To achieve the best possible outcomes, we know we cannot do this alone, and therefore we will work more closely with our communities to build local capacity to enable people to live independently in their local area for longer. We must also ensure we continue to be ambitious for our county and invest in the schools, transport system and employment sites that our growing County needs for our residents and businesses to thrive.

Our refreshed Corporate Plan, which continues with our four key priorities, helps build on the progress we have made over the last five years and sets out our ambitions for our county and the organisation to 2027. We will work even more closely with partners, to continue to build on the 'One Worcestershire' approach to address countywide issues and drive further economic growth across our county whilst ensuring what we do is sustainable and continues to protect the great quality environment we all enjoy in our County. As an organisation we're also working more smartly, with the adoption of flexible and mobile workforce arrangements, which reduces our footprint and supports wider partnership working through the co-location of services. This is an ambitious plan and one we can only achieve by working together with you, our residents, businesses and partners.

Our plan for Worcestershire

Our Corporate plan sets out our priorities for the county and the services we provide. It highlights how the Council will evolve its way of doing business to be able to deliver them and ensure its resources are used to maximum effect. We will continue to grow our income generation opportunities, invest smartly in our county and operate more commercially to reduce costs. We'll be working ever more closely with our partners and communities to maximise local capacity and reduce duplication of resource. We will continue to enhance our engagement with businesses and seek to raise the County's profile further to attract more investment, jobs and opportunities for all.

We will empower our communities to live prosperous, independent lives through building community capacity, developing local resilience and sharing best practice. The Council should only intervene when necessary as we know early action by individuals, families and communities working together can often provide more sustainable solutions than the Council acting alone. Through our Here2Help service we will enable people to build stronger communities which are resilient.

We will work with our schools and education providers to achieve excellence in education and ensure more school places are provided in the right locations to support housing growth. Our health & social care system will work more closely than ever before to deliver services in a more integrated way to improve outcomes for patients and service users. Continued investment in our highways & transport network alongside key employment sites and the regeneration of our towns & City Centre will ensure our residents are able to access better paid and higher skilled employment locally. The plan also ensures we continue to enhance our environment, reduce our carbon footprint on our path to Net Zero and dispose of our waste sustainably.

This plan sets out our vision for how we will achieve this and moves on our journey to be an enabling authority which prioritises investment and support in areas most important to our communities and businesses. Working together we will ensure Worcestershire continues to thrive.

Simon Geraghty

Leader, Worcestershire County Council

Open for Business

Vision and Objectives

Worcestershire's economy is on course to have grown by one third by 2025 from 2015 levels. We've seen significant growth across key sectors with the County Council working more closely with the private sector than ever before and alongside our Local Enterprise Partnership. Being Open for Business is a key priority for the Council to further continue this growth. Ensuring people and places are connected, physically and digitally, is vital to supporting continued economic growth, and unlock a further expansion in high-tech and knowledge intensive industries.

A growing and thriving economy generates wealth for residents and businesses enabling them to fulfil their aspirations. More homes and business growth generates more income through Council Tax and Business Rates for the Council, helping us to invest in those things that residents and businesses tell us are important.

Our plan for growth

A modern and dynamic economy, embracing new technologies and providing businesses and residents with more opportunities, will accelerate our recovery from the pandemic and attract further investment and opportunities to Worcestershire, whilst embracing the changing nature of work. This is key in attracting and retaining a highly skilled workforce locally.

We know we cannot do this alone. Partnership working continues to be the foundation of how we operate and is the reason we are successfully delivering against our 10-year Strategic Economic Plan for the County. Already, since its inception in 2015, we have seen Worcestershire's GVA increase by £2bn, with 34,000 extra jobs and 17,360 new homes. Our ambitions continue to grow, and by working closely with key strategic partners, both within the County and beyond, we will deliver over and above these targets. Our close relationship with the Worcestershire LEP has ensured we've embedded these ambitions into our collective, long-term plan for growth, with the aim of a further 11,500 jobs and an additional £1.3bn GVA by 2030.

We continue to engage and work closely with local businesses to understand their needs and how we can best support them to unlock their growth potential. Our pro-business approach has already paid dividends, with significant growth in strategic investment sites such as Worcester Six, Malvern Hills Science Park and Redditch Gateway. With our strong track record and sector focus on advanced manufacturing, Agri-tech and cyber security, we will seek to attract higher-skilled, better paid jobs and high-growth businesses to Worcestershire and provide the conditions to grow and prosper. We will continue to champion Worcestershire in the region and on the national stage, through Midlands Engine and Midlands Connect, to raise our profile and attract further investment.

We will:

- Enable high-growth start-ups to expand and remain in the County
- Provide direct support, advice and guidance, to businesses seeking to grow and invest
- Improve levels of skills and ensure they match the needs of the future economy
- Invest in physical and digital connectivity to bring business and people together

A Connected County

We are leading the way in the transformation of Worcestershire's connectivity. Having good transport and digital infrastructure is a pre-requisite of attracting and retaining high-tech and knowledge intensive business and building a resilient and dynamic economy for the future.

Our continued investment in transport seeks to better connect our places, our people and our businesses across Worcestershire and beyond. Situated at the heart of the UK motorway network,

and with easy access to airports and strategic rail corridors, we continue to work closely with partners, including Midlands Connect, National Highways, the rail industry and other regional bodies to maximise our geography and strategic assets.

The delivery of Worcestershire Parkway Station has opened up accessibility regionally and nationally for residents and businesses and will support delivery of a new settlement and employment opportunities. Our plans to improve the Cotswold Line will help deliver two trains per hour with reduced journey times and new services to Kidderminster and Droitwich.

We are leading the transformation of key transport gateways in Worcestershire – with the regeneration of Worcester Shrub Hill and Redditch railway stations being the catalyst to deliver mixed-use redevelopment and bring further jobs and opportunities to the County. Our investment along the Worcester Southern Link Road, Pershore Northern Link Road and A38 Bromsgrove, together with future plans for the Wyre Forest routes (A456, A491, A456) and A46 in Evesham, will unlock further investment and reduce journey times for those travelling around the County.

Alongside this, we will prioritise investment in digital infrastructure to provide gigabit capable broadband connectivity to 90% of our homes and business in Worcestershire by 2027, support improvements in mobile telecommunications and continue to explore leading edge digital technologies, such as 5G, for the benefit of the county. Embracing the digital revolution will support Worcestershire's economy for the next generation and maximise opportunities associated with our changing ways of work and life. Delivering gigabit capable digital infrastructure to homes and businesses will enable residents and businesses to embrace flexible working whilst continuing to maximise productivity and improve their quality of life. We will also work with mobile phone operators to improve the signal strength and the capability of mobile networks in our County.

Delivering Strategic Investment Sites

Worcestershire has a strong track-record in delivering key investment sites – including Worcester Six Business Park, Redditch Gateway and Malvern Hills Science Park. Providing more employment land has long been sought after by business seeking to expand in Worcestershire, and these sites have already provided 1,483,208sqft of employment floor space across a broad range of industries. We're committed to delivering the remaining plots at Redditch Gateway together with the Southern Extension of Worcester Six business park and the development of the wider Malvern Hills Science & Technology Park which will provide an additional 1,407,000sqft of employment floor space, bringing more high-skilled jobs to Worcestershire.

Our ambitions for the County mean we will continue to work closely with partners to bring forward further strategic investment sites. These will provide flexible investment opportunities, and cater for major market-led investment, or as high-growth hubs for start-up businesses to expand.

Further investment in our employment sites and town centres is a key priority for the Council and our partners. The successful Towns Fund and Future High Street bids of £20.5m for Kidderminster, £15.6m for Redditch and £37.5m for Worcester will deliver significant schemes. Alongside Levelling Up Funding of £14.5m for Bromsgrove and £17.9m for Wyre Forest this will help regenerate these towns. We will continue to seek funding to support further areas, including Evesham and Droitwich.

Investing in the Workforce

We know that having a high-skilled workforce is vital to supporting economic growth and attracts further investment – particularly in better paid jobs that are a priority to bring to the County to help increase the average salary of our residents. By 2027 we aim to increase the percentage of Worcestershire's 16+ population having Level 3 qualifications or above. Alongside a broad improvement in skills, we will work closely with businesses and the education sector, including

schools and local higher & further education providers, to ensure skills are aligned to the needs of the local economy.

We also want to attract and retain graduates to Worcestershire and reverse the trend of high-skilled people moving to larger cities and the South East. The move towards more flexible working, alongside our investment in transport and digital infrastructure, will support people living in Worcestershire to access jobs across the country. This will also encourage companies to start and grow in our County and we'll work closely with them to support this development.

Our desire to join-up education and business will see us continue to champion work experience and apprenticeship schemes with businesses across the County and invest in young people's futures. We're working in partnership with the LEP to provide the Worcestershire Careers Hub, helping young people prepare for the world of work and bringing education and business closer together to ensure people learn the skills that best prepare them for the future.

How we will measure this:

- 90% of homes to have access to Gigabit capable broadband by 2027.
- Increasing proportion of level 3+ skills amongst 16–64 age group.
- Narrowing the gap in the average salary between us and UK average
- Increase jobs in higher value added sectors - % of jobs.
- Reducing the journey times between economic centres – Birmingham, Bristol, Oxford & London.

Priority – Children and families

Vision and Objectives

Children and young people are Worcestershire's future. Putting children at the heart of everything we do is our "golden thread" as we know the importance of having a great start in life. This permeates throughout all our activity, and informs how we work with partners to achieve the best outcomes for our children and young people. To provide the best possible opportunities we must be part of a multi-agency commitment to invest in our children and young people and ensure our services support them to flourish.

We continue our focus on improving the life experience and outcomes for all children and young people in Worcestershire. We have a clear ambition to provide a good educational offer across Worcestershire to enable children and young people to achieve their full potential. We know this is vital to support their transition to adulthood and being able to live happy, healthy and prosperous lives. Investing in our young people in this way also helps support our other priorities around health and wellbeing and equips our future generation with the skills to secure well-paid and rewarding jobs of the future.

A key priority is also keeping children and young people safe. We work pro-actively to ensure children have a safe and stable family environment as we know the best outcomes can often be achieved within a family setting. Should a child or young person be potentially vulnerable or unsafe, we will continue to act decisively, putting their welfare and safety first and then look to provide a positive care experience for them.

Education – providing the best start in life

Investing in education is vital to provide our children and young people with the best start in life. Whilst this is delivered through a range of different providers, including maintained schools and academies, we will support all schools, educational providers and early years settings to meet high quality standards. We continue to work alongside these providers to develop and promote a first-class educational curriculum and high-quality teaching, enabling the sharing of best practice across the county.

We are committed to ensuring at least four out of every five schools across Worcestershire are rated by Ofsted as 'Good' or 'Outstanding' and will continue to work closely with those others to improve their performance. Already our educational performance across Worcestershire is above the national average, and we are focused on improving this in all areas of the County to give our children and young people the opportunities to thrive. We'll also be focusing on improving outcomes for vulnerable and disadvantaged learners and supporting them to access learning.

We will continue to invest in our schools, ensuring good classroom facilities and learning environments, including the delivery of a new secondary school in Worcester. Our investment in our school estate will deliver more school places ensuring all children are able to access a provision of their choice that meets their needs and to match the needs of our growing county.

Transition from education to employment

To thrive, our children and their families need to have access to economic opportunity, accessible education and employment and to live in an environment that is a good place to live and grow up. The physical and mental health of our younger generation is also key to reducing need and demand in the long term. We will be working to ensure the voice and needs of children, young people and their families are heard across Worcestershire and that we take advantage of opportunities to develop our own services in line with the needs of these groups.

We are committed to supporting our young people transition from education to the workplace. A recent Worcestershire Skills Show was visited by over 6,000 young people from 43 schools and colleges, exploring over 120 Worcestershire employers. We will continue to run events like this to provide young people an opportunity to explore Worcestershire's employment sectors, getting to know its employers and their work, the skills they are seeking, and career entry points.

We recognise the importance of providing high-quality apprenticeships within the county. We will work in partnership to raise the profile of apprenticeship schemes and the positive contributions they have in providing our younger generations with a bright working future. The County Council is a leader in this space, currently employing 150 apprentices directly and supporting a further 140 across the county – providing great career opportunities for local young people.

Keeping Children Safe

Safeguarding is at the heart of what we do. We recognise the value of family life and we aim to ensure all children and young people experience a childhood where they feel happy, healthy and safe, giving them the stable building block to being successful young adults able to make a positive contribution to their communities and society. We will also fulfil our statutory duty to identify vulnerable children in need and those in need of protection, taking effective and timely action when necessary to promote their welfare and protect them from harm.

We will work with our partners to provide early help and family support to children and young people, including those with disabilities and additional needs and those identified as “vulnerable children” at risk of exploitation and or missing in education. We will “enable and promote” parents to care for their own children well, including through our edge of care services, preventing family breakdown or support a return to family care where it is safe to do so.

Where necessary we will continue to intervene to ensure the safety of a child and where children are received into our care we will ensure children and young people have a positive, stable and local care experience achieving timely permanency.

Alongside promoting the role of corporate parents to children and young people in our care, we will work together with our districts, partners and stakeholders to ensure these vulnerable young people have “permanency” in their care arrangement, access to education and training, accommodation and support that enables them to make a positive journey through care, as they transition into young adults.

Measures:

- Better than the national average attainment at GCSE and A-levels
- At least four out of five schools rated Good or Outstanding by Ofsted
- % of children getting their first preference school
- Our Children's Services rated Good by Ofsted
- Higher than average number of young people accessing Education, Employment and Training

The Environment

Vision and Objectives

Worcestershire has an ideal blend of urban and rural environments. 85% of our County is classed as rural, with urban areas having good access to parks, open spaces and public rights of way. Worcestershire includes two Areas of Outstanding Natural Beauty; The Cotswolds and Malvern Hills. There is easy access to the countryside wherever you live in the County, promoting outdoor activities which support healthy lifestyles and attracts visitors from across the country.

Our urban areas, with their rich fabric and strong historic and cultural offers, provide a good quality of life and encourage people to live in, work and visit our County. From the splendour of Worcester Cathedral to the quaint beauty of Bewdley's riverbanks, our towns and cities have something for everyone.

Alongside maintaining our roads and pavements in top quartile condition, moving forwards, we know our role is to help preserve and protect our environment for future generations. The County Council has already halved our emissions over the last decade. Striving to go further we have now agreed a Net Zero plan which will focus our efforts to reduce our environmental impact even further. We will continue to invest in environmental measures that protect our natural environment, enhance our biodiversity and reduce our carbon footprint. We continue to work with partners to protect our communities from the adverse impacts of extreme weather, including flooding, and ensure future developments meet national and local standards and are resilient to the impacts of climate change.

A Greener Future

Our Net Zero Carbon Plan outlines our commitment to reducing the Council's carbon emissions across several areas, including emissions from household waste disposal, council buildings, street lighting and through partnership working with contractors. We are working with key partners such as the NHS, the University and 'blue-light' services to understand our respective net zero strategies and how we can best support each other achieve our green ambitions.

Our investment in transport infrastructure has included provision of Worcestershire Parkway, the first new rail station in the county for 100 years, and major improvements to Kidderminster station. We have a programme to enhance and increase car and cycle parking at stations to meet demand, including new EV charging points. We have secured additional funding for walking and cycling in the county, including plans for Kepax and Hampton bridges, and we're working in partnership with our Borough, City and District councils to secure additional resources through external funding. With this brings the benefit of reducing emissions whilst also contributing to healthier, active lifestyles. We're also investing in the 4,600km public rights of way we maintain to encourage people to explore the beauty Worcestershire has to offer.

To enhance our Environment, we are planting 150,000 trees across the County creating new woodlands whilst also being a pollinator friendly and environmentally conscious Council when working with suppliers and contractors. We are now purchasing 100% green electricity and accelerating our programme to convert our streetlights to efficient LED bulbs. We are also providing advice and grants to help businesses and organisations across the county cut carbon emissions, improve biodiversity and develop and grow low and zero carbon products and services.

We recognise the scale of the net zero challenge, and we will work closely with our partners and residents to achieve our collective ambitions.

Resilience Transport Network

We are committed to improving all modes of transport to the detriment of none. Having good quality roads and pavements is a top priority for our residents and businesses. We will continue to invest in these striving for national top-quartile performance in the condition of our roads and pavements. Recognising the impact of flooding, we will keep investing in flood prevention and mitigation on our highway network.

We are investing in our roads to reduce congestion as this has been identified by residents as another top priority for them. This includes the delivery of the major projects to improve the Southern Link Road in Worcester and A38 in Bromsgrove alongside local improvements in Kidderminster, the A38 at Upton and Bromsgrove Town Centre. These will reduce congestion and improve journey time reliability. Our strategic investment sites will also support electric vehicle charging and active travel, helping to provide more travel choices. We will also work with Midlands Connect and National Highways to improve the A46 in Evesham.

Alongside our investment in roads and pavements we will continue to improve our public transport network across the County. This includes works already delivered and planned to improve rail station accessibility at Blakedown, Droitwich and Alvechurch which will support a multi-modal transport offer for residents and businesses alike. This will be supported by our strategic investment in Shrub Hill and Redditch stations and the continued growth of Worcestershire Parkway station.

Worcestershire aspires to deliver better local bus routes with Ultra-low and Zero Emission Buses within the County. We will continue to support local bus services to ensure our towns and villages remain connected and explore demand responsive travel opportunities to run these more efficiently and effectively for users.

Working with the Environment Agency we will deliver more schemes to prevent and mitigate the impact of flooding, including large schemes at Tenbury Wells and Bewdley.

Reducing our Waste

Our aim is to encourage residents to reduce, re-use, repair, recycle and compost more. By doing this we will use less raw materials and save energy whilst protecting natural resources and reducing carbon emissions. All of this will help us achieve our ambition of being a Net Zero Council by 2050.

New measures introduced through the national Resources and Waste Strategy and new Environment Act 2021 will help transition to a more circular economy and increase waste and resource efficiency. This means major changes to the way in which waste is created in the first place, with new measures to reduce packaging and the way waste is collected, disposed of and treated.

Over the last five years we have made significant progress by diverting waste which can't be recycled to our local Energy from Waste plant rather than to landfill. The facility produces enough electricity to power approximately 32,000 homes. We are committed to working with residents and businesses to reduce the amount of waste produced and increase the amount we re-use, recycle and compost.

As a growing economy, with more businesses and homes forecast, we know the importance of reducing our carbon footprint and ensuring new developments support a sustainable future. We will encourage and grow our communities' capacity to reduce and recycle waste through the right support and provision.

How we will measure this:

- Reduce kg of waste produced per person
- Improve the condition of our roads and pavements to be amongst the best nationally
- Additional increase in the number of homes and businesses protected from flooding
- Reduce Council's carbon emissions towards Net Zero by 2050
- Cut journey times and improve journey time reliability along key rail & road routes.

Health and Wellbeing

Vision and Objectives:

Having good health and wellbeing is the key to enable people to live happy, prosperous and independent lives. Our individual health impacts everything we do in life, so we must continue our journey to support Worcestershire residents to become more active, healthy and self-reliant in managing their health for as long as they can.

The scale of the challenge is significant, and so this must be done with partners, and through unlocking community capacity to champion health and wellbeing and provide local support and opportunities for people to access. We will continue to work closely with the NHS and other health providers to ensure all our residents are aware of ways to support their own health and wellbeing and encourage people to be responsible for their own health outcomes. Through this approach we can help people live more of their life in good health and increase healthy life expectancy.

We will engage with our communities to grow local resilience and to help support them to plan for later life. We know that the best outcomes are often achieved by empowering people to live in their own homes, rather than accessing full-time care, and therefore we will look to support this wherever possible. This includes investing in technology to enable people to live healthily and independently in their own homes for longer and supporting preventative measures to reduce incidents which require NHS or care services such as falls. This will also help manage the demand for our care services, enabling us to focus more resource on preventive measures that support care in the community and within people's own homes.

Living Well in Worcestershire

We want to encourage everyone in Worcestershire to lead a healthy, active lifestyle. This is the bedrock by which people can achieve positive physical and mental health and is fundamental to improving health outcomes across our county. Our Health and Wellbeing Strategy emphasises the importance of good mental health and wellbeing, and the impact that has upon all other areas of our lives. It recognises the importance of empowering people to live well and take responsibility for their own health and wellbeing, with the Council working with partners to grow community networks and link people to support in their local area.

Adopting a healthy and active lifestyle starts from a young age, is closely tied into our focus on ensuring all children and young people in Worcestershire have a great start in life. We will also actively work with our communities to grow local capacity and support networks through an asset-based approach, maximising the strengths of the local area. The assets within communities, such as skills and knowledge, social networks and community organisations, are all building blocks for good health. Our Being Well and Here2Help programmes will further help bring people, volunteers, charities and communities together – all of which have a key role in supporting health and wellbeing provision at a local level. This will also support us to tackle loneliness and isolation and ensure people feel connected and involved in their local area.

We will continue to invest in our natural environment, to encourage residents to use and benefit from the natural assets Worcestershire has to offer. We are also making these more accessible through significant investment in public rights of way and walking & cycling routes which all contribute to supporting people's physical and mental health.

Independent Living and Adult Social Care

We will continue to work with our partners across Worcestershire, including through greater integration between health and social care, to support people to plan for later life. We know that if you act early, you can have the biggest impact on your later years and help support independence for longer without being reliant on direct care services. We have encouraged the use of technology to enable this, through adaptations to people's homes to providing digital solutions that provide reassurance and support to families. We have also been successful in being part of a successful £3.3m funding bid which will see Worcestershire at the forefront of exploring how 5G connectivity can transform health and social care for rural communities.

We are flexible in the types of support we provide and will work with people intensively if they are in a crisis to help them regain control of their life, and, wherever possible, support them to return to independent living. Our approach promotes "strength based" social work and focuses on listening and connecting with people to understand their needs. In doing so, we can reduce the long-term care costs for individuals and reduce the numbers of people entering long term care homes or having very expensive services at home. We will continue to work with our trusted service providers to ensure that we can offer the right services, in the right place, at the right time and which deliver quality outcomes and value for money for our residents and users.

As commissioners of care, we will prioritise opportunities to accelerate the availability of 'accommodation with care', such as Extra Care housing for older residents, and supported living for younger adults with disabilities. This will enable people to maintain their independence and avoid the use of institutional care provision as much as possible which helps support our focus on independence and wellbeing.

Building on the success of Here2Help we will expand our offer, through advice and information in a variety of accessible formats, to enable people to access the support available in the voluntary and community sector. Through this joined-up approach, encouraging personal responsibility for health, maximising community resources and application of assistive technology, we will continue our journey to promote independent living and move away from the traditional care options.

Health & care services when you need them

We are working with partners across the health and social care system to ensure it meets the needs and expectations of our residents and communities. At the forefront of this will be the role of the Integrated Care System (ICS) which will bring our services, those of the NHS, other local government services and third sector organisations together to reshape the provision of health and social care across Worcestershire. This will help realise our ambition to improve the health and social care in Worcestershire and to make it work more effectively and efficiently for residents. This will also have a significant role in improving the health and wellbeing of our population.

We continue to work with our health partners to implement the "Home First" approach aiming to discharge people from hospital, within 24 hours, back to their usual place of residence. We will develop alternative provision for those who require further intensive rehabilitation to enable them to be as independent as possible following a stay in hospital.

There are approximately 81,000 carers, including 66,250 voluntary carers in Worcestershire. It's important to recognise and value carers' vital role in society and continue to support them by working closely with our partners including the voluntary and community sectors. Carers will form a key link within our communities and are vital in enabling the growth of community capacity and

resilience to support independent living. For all this work we'll continue to engage closely with our partners and be guided by evidence in designing services and support structures that meet the needs of our residents and achieve the best possible outcomes with our resources.

How we will judge progress:

- Increase in healthy life expectancy in Worcestershire.
- Increase in the % of people doing 150 minutes of moderate or 75 minutes of vigorous activity a week.
- Increase in the number of people aged 65 or more living independently for longer
- Increase in the number of people living in supported living and or extra care residences
- Minimising the number of people who need to go into permanent residential / nursing placements

What Does This Mean: For you, your family, communities and the Council?

Vision and Objectives

Worcestershire is a fantastic place to be, with beautiful countryside, historic towns and excellent connectivity to the rest of the UK. Whether it's to live, work, visit or invest in, the County has an abundance of opportunity for everyone. We're passionate about enabling people to achieve their full potential, from having a great start in life, to living prosperous, independent lives in thriving communities.

Our community capacity is growing, enabling people to do more for themselves in their local area – supported by family and friends. We know this provides a better quality of life, and better outcomes, for our residents and communities, and helps foster a true sense of 'One Worcestershire'.

Our relationships with our Parish, Town and District Councils have continued to strengthen, which support's the joined-up approach to working closely with our local communities and building local resilience and capacity. We also work closely with the Voluntary and Community Sector (VCS) which is vital in joining-up our offer within our communities. Only by working together can we ensure our communities have the right information, advice and support in place, that is easily accessible, to enable them to become more resilient and self-reliant.

This approach is key to ensuring our limited resources can be focused on those vulnerable people in our society who need support the most. It will also enable us to continue to invest in improving those things you tell us are important and most need improving in the County.

For You, Your Family and Communities

Our journey to reshape our Council alongside our communities continues.

We know our community capacity has grown, supporting people to live happy and independent lives, with access to support from within their community. But there is still more to do. We aspire to work even more closely with you, alongside our key partners, including the Voluntary and Community Sector, to support volunteers and link them together to those that need support.

The successful launch of our Here2Help scheme has shown how committed we are to this and we have expanded the range of resources available. Here2Help will provide support for people of all ages and is available for both residents and organisations to access information, advice, tools and guidance which can help signpost to local support options based on their needs.

A key priority moving forwards is also to expand our Here2Help offer on-line, via telephone and face to face and through Independence Community Hubs – linking closely with our aspirations to enhance digital connectivity throughout our County. This will bring more opportunities for you to access information, advice and service on-line and get face to face support in your local area.

We want to keep inspiring you, our communities and individuals to get involved and help us shape Here2Help and other programmes to ensure they align closely with your needs and those of our communities. Thousands of hours of volunteering are done each year in Worcestershire – and as a key employer within the community, we encourage our employees to undertake volunteering activities across the County. We want to keep growing this resource and will work with you and the Voluntary and Community Sector to do that.

You have a key role in shaping and influencing our priorities moving forwards. We want you to become more involved and engaged with the Council – helping shape our various programmes

and ensuring they deliver for you and the communities you are part of. By designing our offer together, Worcestershire will be an inclusive and supportive place for you, your communities and businesses.

For the Council

Councillors working for you

We are a member-led authority, meaning the people you vote to represent you set the priorities, plans and budget of the organisation. Our 57 Councillors make up the Full Council which meets every two months and sets the budget and policy framework. The Leader and Cabinet provides the political leadership and sets the key plans & policies of the organisation. Overview & Scrutiny committees help review the work of the authority alongside other decision-making committees.

Local Councillors continue to act as leaders for their communities – providing on the ground intelligence to help inform and prioritise the Council's activity. The Divisional Fund and other funding continue to empower local members to invest in their own solutions and ensure local priorities are met.

Councillors are at the heart of how we develop our policies, working closely with our staff and providing scrutiny and challenge to ensure the intended outcomes most benefit our residents and businesses.

Through public roadshows and surveys, the Council engages with large numbers of people each year from communities across the County and this information helps inform decision making.

Our continued focus on engaging with our stakeholders is further enabled through our website and social media platforms. These are a great way to interact and work with our residents – and we are committed to providing more services and solutions through these platforms to enable greater self-service.

By joining all these aspects together, our transformation programme will ensure high-quality outcomes for our residents and businesses, delivered by a highly efficient and effective Council.

Our Council

As we support the transformation of our communities, the pace of our own evolution continues to accelerate. Our model focuses on driving forwards Worcestershire's economic and social development and providing high-quality services whilst maintaining excellent value for money for our residents and businesses.

To do this, we continually strive to innovate and look for the most efficient and effective way to deliver our services to achieve the best outcomes for Worcestershire. Through our 'One Worcestershire' approach we work closely with our partner organisations to understand the best way to support people, whilst removing duplication and inefficiencies. Together (including Worcestershire County Council, District Councils, Schools, Academies, Police, NHS and Fire and Rescue) we represent over 36,700 people across the public sector in Worcestershire highlighting the scale of our organisations and the importance they work seamlessly together.

We seek to adopt new ways of working, including co-location and shared service, to embrace a joined-up approach to service delivery that best meets local needs and removes barriers between organisations. We also communicate regularly with our partners in all things we do, to ensure our services do not simply move demand to another organisation – and instead we work together to resolve issues as 'One Worcestershire'.

Within the Council, we continue to monitor our performance and drive through improvements to our day-to-day operations. It's vital we continue to have a culture that embraces change and

empowers staff to think of even more innovative solutions to the challenges we continue to face – growing demand for services and limited resources. Our preventative approach seeks to resolve issues before they arise which can improve outcomes for service users and reduce costs.

We've grown our commercial and commissioning capacity to keep costs down and ensure the best value for money for our services. We will continue to encourage the use of the local economy in the provision of goods and services, and champion this approach across the whole of Worcestershire's public sector.

The Council will continue to harness the potential of digital solutions and encourage a 'digital by design' approach to the provision of its services. Together with the investment to grow community capacity and in developing digital infrastructure through the provision of faster broadband, we will ensure the Council is at the forefront of the digital revolution and embrace digital solutions for our services – particularly in the way we manage our business – where possible. This will support residents and businesses to self-serve when accessing our services which speeds up the process for them whilst reducing our costs, allowing us to invest in the key priorities of our residents.

Digital technology will also support our management and decision making through the provision of real-time data and trend analysis. This will support our data-driven decision-making approach, ensuring we focus our resources on key areas that will provide the best outcomes for Worcestershire. It'll also help focus us understand and forecast potential demand or identify areas where we can improve our approach.

To deliver against our ambitions transformation programme and continue to deliver great services we must continue to invest in our workforce. Our Workforce Strategy is designed to build an organisation with the personal and collective resilience to drive us to have a high-performance culture, and employees who are valued and supported.

We will also expand our provision of apprenticeships within the Council, providing opportunities for people to forge a career within Local Government and support the Council's succession planning through investing in local people and providing support to our leaders of the future.

Our Finances

We have made great strides to become a more self-sufficient Council through raising our income streams and reducing inefficiencies and costly processes. The delivery of 17,360 new homes since 2015 and business growth of 40% since 2010 has provided us additional income to invest in our county, including supporting our demand-led services and delivering on key priorities that the public tell us is important – such as better roads and pavements.

Our investments into tackling congestion, improving public transport and providing enhanced infrastructure will support the continued growth of our economy, delivering what you want us to deliver whilst providing us more income to invest in Worcestershire. This is the model for our Council of the future.

Alongside our growth in income, we've been rigorous in driving down our costs. Since 2015 we have delivered over £140m of budget savings, including a reduction of £16m through back-office efficiencies and process automation. We will continue to streamline our organisation and reduce cost to allow us to focus our resources in areas of priority for our residents. This will include the rationalisation of our assets where these do not meet a core business function or provide long-term strategic opportunities.

We know the demand for our services, specifically Adults and Children's Social Care, is forecast to increase over the next period, and we have already made record investment into these services that support the most vulnerable in society. Our work to help communities, unlock support at a local level and to enable people to live safely and independently, continues to a vital part of our

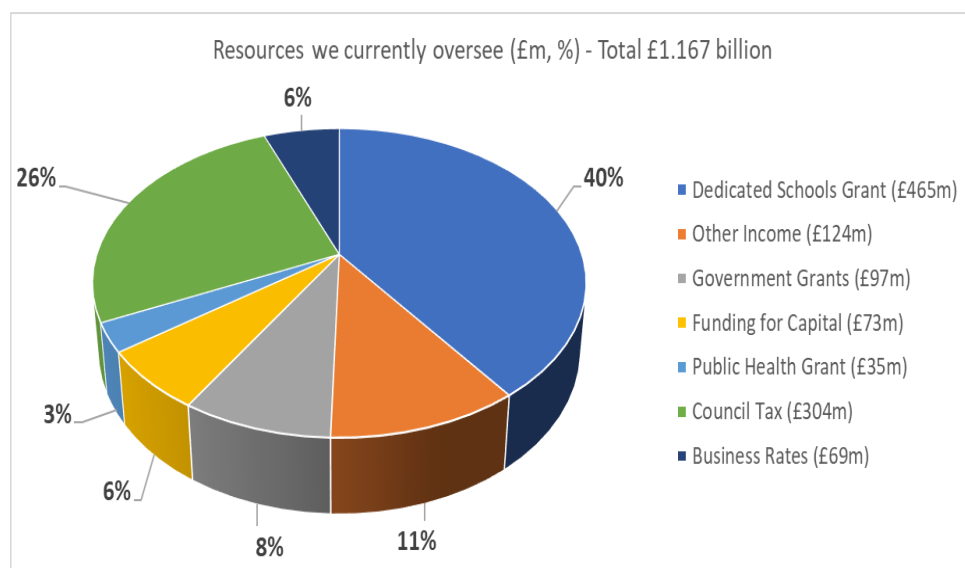
Medium-Term Financial Plan – in reducing that demand for our most costly services, whilst providing better outcomes for the needs of our residents.

Our ambition for the County remains as strong as ever, evidenced by our 3-year capital programme which will help provide an even stronger future for Worcestershire. This includes around £120m of capital funding for significant highway improvements, rail investment and education to improve Worcestershire’s connectivity, ease traffic congestion, and support our growing County.

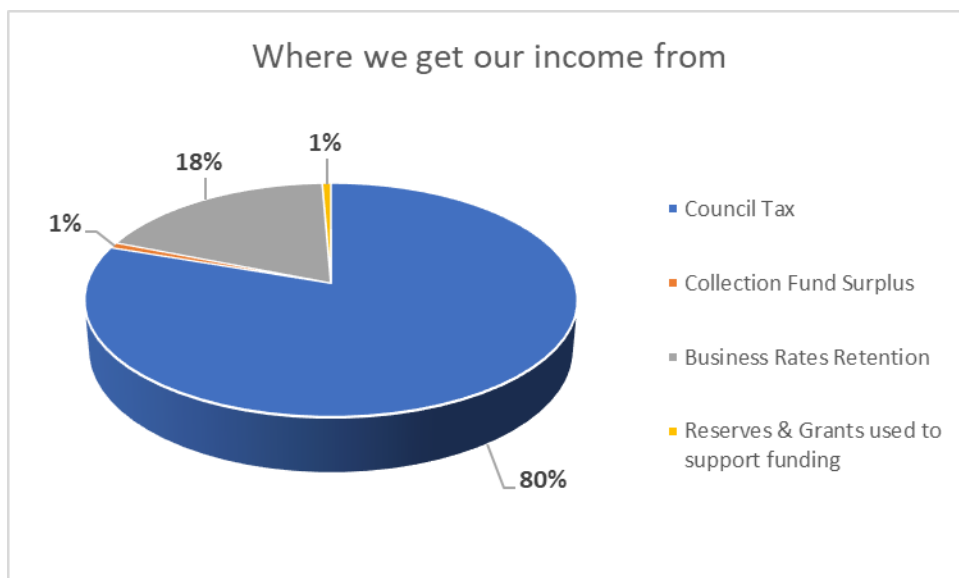
We will continue to work with partners to leverage additional funding into the County to fund our capital and regeneration ambitions. Already we have supported over £87m of central government capital funding through the Getting Building Fund and Local Growth Fund to support the delivery of key investment sites and town centre and high-street regeneration across the County.

By 2027 the Council will be a leaner, more efficient business which will have adopted further digital and self-service solutions to reduce our costs. We will work even more closely with partners as ‘One Worcestershire’ to leverage additional funding for our County, its businesses and its people. Our operating model will evolve as we deliver services more closely with these partners, reducing duplication and inefficiencies and providing a better service for customers. This will be pivotal in being able to review our assets and service processes to drive through further efficiencies whilst not impacting the provision of services to those that most need them.

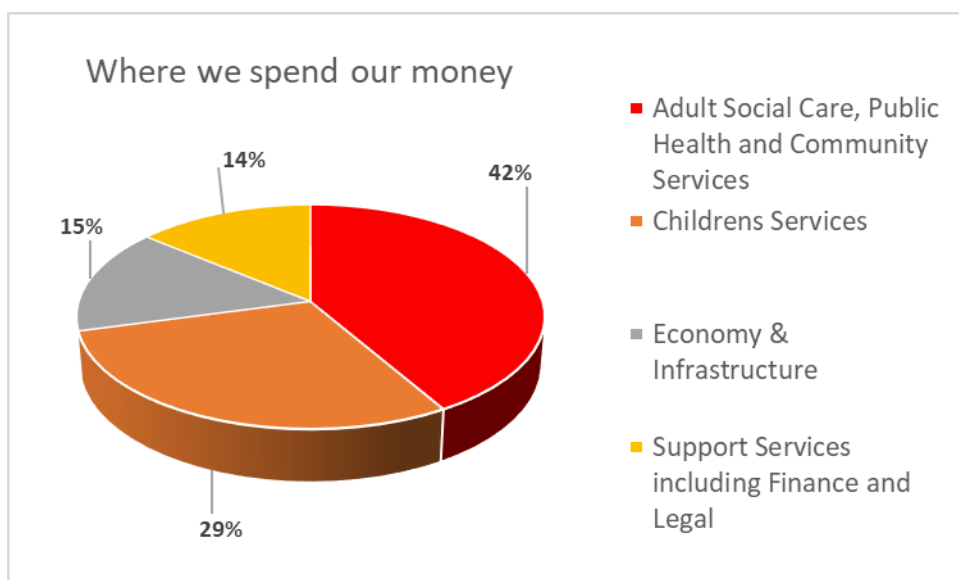
Resources we currently oversee:



Where we get our income from:



What we spend your money on:



How we will measure this:

- Council Tax in the lowest 25% of all County Councils across the UK
- Improving resident's satisfaction with the County
- Lower than average back office \ processing costs
- Higher proportion of our interactions done via cost-effective methods (including internet self-serve, chatbot etc.)
- Reduction in our estate costs and improved efficiency

OVERVIEW AND SCRUTINY PERFORMANCE BOARD 26 APRIL 2022

UPDATE ON THE WORCESTERSHIRE RESPONSE TO INVASION OF UKRAINE

Summary

1. The Board is asked to consider the update provided in respect of Worcestershire's Response to the invasion of Ukraine.
2. The Leader of the Council, Chief Executive and Assistant Director for Communities have been invited to the meeting for the discussion.

Background

3. At its last meeting on 23 March, the Board considered the 24 March Cabinet Report about the Worcestershire Response to the Invasion of Ukraine.
4. The Chairman of the Board attended Cabinet on 24 March to present the Board's comments (attached at Appendix 1).
5. At the 24 March meeting, **Cabinet:**
 - a) **Endorsed the joint 'One Worcestershire' approach to support Ukraine and the Ukrainian people following agreement between the County Council and six District Councils to work together and co-ordinate response;**
 - b) **Approved its participation in the Ukraine Family Scheme and Local Sponsorship Scheme;**
 - c) **Agreed that the Council uses its resources to help the co-ordination of efforts across the County and to work with voluntary and community groups to support local community response; and**
 - d) **Noted the work being done to review existing contracts and investments with our intention to immediately suspend any further investments in Russia and Belarus and review our approach to exit from all of the investments in Russia and Belarus.**

Progress

6. The County Council, District Councils and partners have unanimously pledged to do all they can to support families and individuals arriving in Worcestershire from Ukraine as part of the Homes for Ukraine Scheme and the Ukraine Family Scheme.

7. People arriving from Ukraine will be able to:

- Live and work in the UK for up to three years
- Access healthcare, benefits, employment support, education, and English language tuition.

8. Most of them will be women and children and older people, as able-bodied men aged 18 to 60 are not generally being allowed to leave Ukraine at present.

Sponsors and Ukrainian Guests

9. The UK has seen a surge of support for the Homes for Ukraine Scheme and central Government have been working to gather the data on those who have registered and matching families in order to disseminate the information to local authorities. With over 150,000 people across the UK applying in the first few days, it has taken some time for Government to work through the detail and then cascade information on approved visa applications to Local Authorities.

10. Worcestershire had its first data transfer on Tuesday 22 March 2022, the system is updated daily with new sponsors and guests as and when a match has happened. Current information suggests the following breakdown for Sponsors and Guests across Districts (as of 11 April 2022). This is all subject to change as the process of welcoming Guests to the County is progressed

11. Data as at 11/04/2022 inc. number of children split by school stage

District	No of Host Properties	No of Guests	No of Children by Age Band		
			0-4	5-11	12-18
Bromsgrove	26	62	4	8	13
Malvern	57	147	14	31	21
Redditch	11	25	2	7	2
Worcester	36	80	3	17	13
Wychavon	80	202	15	33	36
Wyre Forest	20	49	6	8	5
Grand Total	230	565	44	104	90

12. The information on sponsors and guests is shared across County and District colleagues daily. This is currently a manual process as the County Council has been the only authority with access to the live data. This has since been challenged and District Councils will be able to sign up to access the central government system in order to access data directly.

13. The Department for Levelling Up, Housing and Communities (DLUHC) are expecting Local Authorities to upload information back to the central system on the five expected checks. Discussions are taking place on how best to update this system. The five checks are:

- I have checked the accommodation exists and can be used as residential accommodation

- I have visited the accommodation and it appears suitable for the proposed guests
- I have initiated Disclosure and Barring Service (DBS) checks
- I have confirmed that the guest(s) has/have arrived in the accommodation
- I have completed safeguarding checks, including visiting the guests in their accommodation and can confirm there are no serious concerns

14. In addition, a local system to Worcestershire has been developed to record activity and actions taken by District and County Councils. This local system will also record information about other members of the sponsors households and whether accommodation, DBS and safeguarding checks have been initiated and completed. This system was shared with Districts, following the signing of an information sharing agreement, during the week commencing 4 April 2022.

Funding

15. The Home for Ukraine Scheme does attract additional funding. £350 per month has been offered to sponsors for up to 12 months (6-month period is the minimum expectation set for sponsors). This “thank you” payment won’t affect any benefit claims sponsors currently have. Sponsors are required to provide suitable accommodation for a minimum of six months; facilitate the guest’s arrival to the UK including transfer to accommodation and signpost their guest to public services (e.g. registering at a GP).

16. £10,500 per person will be provided to Local Authorities accepted under this scheme. There is a top up for education for children aged 2 to 18. The £10,500 payment is the figure for the first year. Details of payments for the 2nd and 3rd years are awaited. The funding is “to provide much wider support to families to rebuild their lives and fully integrate into communities”.

17. The County and District Leaders agreed at their meeting on the 21 March 2022 to treat this funding as a pool, under the joint control of officers from the seven councils. The County Council will use their allocation to fund the DBS Checks, Adult Learning, Co-ordination costs, social care contributions, transport, Here2Help etc. District Councils will use their allocations to fund accommodation checks, the immediate welfare payment of £200 per guest, other welfare support if required, community engagement (potential with a direct employment of a guest), housing requirements etc.

Guidance

18. DLUHC updated the [guidance](#) on the 30 March for councils on the Homes for Ukraine scheme which outlines the role of councils in England in supporting the scheme. The [guidance](#) has some minor changes throughout, although these updates have had little impact on the work already commenced in Worcestershire.

The Welcoming Process

19. The following actions have been taken:

- District Councils have commenced undertaking accommodation checks. A checklist is being used by Districts within their visits to ensure consistency of approach. This checklist is being kept up to date considering any more detailed expectations from central government.
- District Councils have also confirmed arrangements for making immediate welfare payment of £200 per guest as well as setting up the monthly £350 'thank you' payments for Sponsors.
- The DBS checking process has also commenced. Worcestershire County Council will carry out enhanced DBS checks on all 16+ in sponsors households where the Ukrainian Guest group includes an under 18-year-old. All lead Sponsors have been contacted and been invited to attend ID check drop ins at local libraries. Here2Help advisors, Library Staff and Worcestershire County Council's DBS Team are working together to process all of these and to manage any exceptions to this approach.
- For adult only Ukrainian groups a basic DBS check is carried out on sponsors. Sponsors apply directly through [Request a basic DBS check - GOV.UK \(www.gov.uk\)](https://www.gov.uk). On receipt of their DBS certificate, sponsors are being asked to arrange to share these with Here2help advisors/ Worcestershire County Council's DBS Team so they can be verified. Sponsors are able to claim the costs of this back from the Council.
- An initial check of date of births of Guests is being carried out to ascertain whether there are any unaccompanied under 18-year-olds travelling to the UK who will require Children's Social Care intervention. Where this may be the case, contact is being made with the Sponsor to confirm the information and if the under 18 is unaccompanied a referral to Children's Social Care is being made. **(Currently 8 examples)**. DLUHC/HO confirmed on webinar on 31 March that it should not be possible for a sponsor to match with unaccompanied under 18s, but the experience in Worcestershire and in some other areas is that unaccompanied under 18s are arriving. One possible explanation is that the sponsor is matched with a family group but, once visas are issued, there is nothing to prevent individuals within the group travelling. Another explanation may be that there are weaknesses in the application system e.g. that individuals can misstate their age. Local examples are being shared with central government so this can be managed.
- Cultural awareness – within Worcestershire County Council's Adult Learning Team there is a Russian Volunteer, a Ukrainian Volunteer, and a Belarussian member of staff. Between them they are going to co-deliver sessions for Officers (Districts, County Council, wider partners inc. schools) on cultural awareness. It will also be offered to Sponsors as well. The content includes:
 - A little bit of cultural history and the shared culture across Eastern Europe (reinforce unity among people and start to describe the Eastern European community in Worcestershire – community groups, shops, places of worship – whatever can be identified in the timeframe)
 - Something about food – suggested common ingredients that hosts could stock in their cupboard initially and/or a simple recipe that could be made as a welcoming sentiment

- Cultural awareness and politeness – for example, Eastern European cultures don't overly use please and thank you; this can be misinterpreted as rudeness
- Basic language awareness and greetings – a few simple words like “hello”, “my name is...”, “are you hungry?”, “this”, “that”
- A checklist to conduct Safeguarding/Welfare visits when Guests arrive. This will include confirming general information, but also education, language, skills, health requirements and ascertain any additional support they may need in terms of donations from residents and businesses for example clothing and toys.
- Welcome packs are being collated for Guests and Sponsors that contain a wide range of useful local information provided by District colleagues in addition to information provided by the County Council and other partners.
- Information is being gathered of local support, in addition to the support given by the County Council and its partners, that may be available for when the Guests arrive. The already well established [Here2Help service](#) is being utilised to organise and link up those wishing to offer help (individuals and organisations/community groups etc) to those who may need help or advice. Communications have been published encouraging anyone who feels they are able to support in any way to go through Here2Help to register.
- H2H will also become the hub for info when families start to arrive and therefore details of how to access will be included in welcome packs.
- A 'Call-out' has been issued to specifically ask individuals, organisations or services who are in a position to provide practical/emotional support and translation support and are not already registered on the Community Services directory, to register online as soon as possible
- The County Council libraries in each district have also become hubs for residents to find trusted information about how they can help, access information (online access is free and so is access to 100's of usually paid for publications) and will also be locations where Ukrainian families can meet and use our services and we have increased our stock of books that will be useful for our Ukrainian guests.

Purpose of the Meeting

20. Members of the Board are asked to consider the update, provide comments to the Leader and determine whether it would wish to carry out any further scrutiny.

Supporting Information

Appendix 1 - Report from Overview and Scrutiny Performance Board to Cabinet 24 March 2022 Worcestershire Response to Invasion of Ukraine – Scrutiny comments

Contact Point

Samantha Morris, Overview and Scrutiny Manager, Tel: 01905 844963
sjmorris@worcestershire.gov.uk

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:

24 March 2022 [Cabinet](#) Report -Worcestershire Response to Invasion of Ukraine

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

Report from Overview and Scrutiny Performance Board to Cabinet 24 March 2022

Worcestershire Response to Invasion of Ukraine – Scrutiny comments

At its meeting on 23 March, the Overview and Scrutiny Performance Board (OSPB) considered the report to Cabinet about the County Council's response to the invasion of Ukraine and support for the Ukrainian people. The Board is grateful to the Leader and Chief Executive for their attendance at the meeting, detailed presentation and answers to questions.

The discussion at OSPB was wide ranging, but the Board wished to raise the following points with Cabinet:

1. The role of County Councillors in communicating with their residents was viewed as critical and thus the Board recommended that regular updates are provided to all Councillors in a format for easy onward dissemination.
2. Related to this, the Board suggested that information on the Council's website is made very prominent (in the form of a banner) so it can be found quickly via search engines (an example was given that a search for Here2Help currently shows as a site for dealing with Covid which may confuse members of the public).
3. The Board welcomes the 'One Worcestershire' approach between the County and six District Councils working together on a coordinated response and suggests that a clear strategy and vision is articulated for how the County Council and partners are dealing with the Ukrainian issue.
4. The Board was concerned about how the Council and partners will establish which of the refugees are in greatest need of support (particularly those harder to reach).
5. A non-member of the Board suggested that the Council works with military organisations and charities which are likely to have experience of supporting relatives of those serving as soldiers (noting that males between 18 and 60 are not being allowed to leave Ukraine in order to take part in resisting Russian forces). The Vice Chairman of the Board is raising this with the Armed Forces Covenant Group, and the Board suggests this is taken up by those working on support for Ukrainians who come to Worcestershire.
6. The Board appreciated the fluid situation at the moment with many details to be confirmed by Central Government but asked for reassurance that the 'what ifs' mentioned during the meeting are being considered whilst the response is being planned and confirmed.
7. Whilst acknowledging the merits of pooling the £10,500 allocation per person of the local sponsorship scheme, the Board considered that there should be clear allocation and monitoring arrangements in place. It recommends that this should be a person-centred approach, monitored by the appropriate Scrutiny Panel as part of its quarterly financial monitoring.

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD

26 APRIL 2022

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

SCRUTINY TASK GROUP REPORT ON AMBULANCE

HOSPITAL HANDOVER DELAYS

Summary

1. The Board is asked to consider the Health Overview and Scrutiny Committee (HOSC) Scrutiny Task Group Report on Ambulance Hospital Handover Delays. The Chairman of HOSC will present the Report and also provide an update on the recent HOSC discussion of the progress made since November 2021.

Background

2. This scrutiny was carried out on 18 November 2021 by a Task Group of HOSC Members, who met with representatives from West Midlands Ambulance Service University NHS Foundation Trust (WMAS), Worcestershire Acute Hospitals NHS Trust, Herefordshire and Worcestershire Health and Care NHS Trust, NHS Herefordshire and Worcestershire Clinical Commissioning Group and Worcestershire County Council.
3. The Report (attached at Appendix 1) has been shared with all system colleagues to check for factual accuracy purposes and the feedback received indicated that it was an accurate reflection of the discussion.
4. At a recent meeting of HOSC (9 March), an update on the progress made was discussed.

Reasons for the Scrutiny

5. Ambulance hospital handover delays at Worcestershire hospitals was identified as an area for further scrutiny following the attendance of Ambulance Service representatives at a meeting of HOSC in October 2021. The HOSC agreed to look further into the issue of significant ongoing ambulance handover delays to gain a better understanding of the situation and in view of escalating concerns in Worcestershire but also nationally.
6. It was agreed that a Task Group (not in public) of the Committee would be appropriate with system partners around the table, so that Councillors could understand the complexities of the issue from each organisation involved, gather evidence and ultimately report back to partners.
7. The Task Group Report encapsulates the findings and outcomes of that discussion.

Outcomes

8. The scrutiny discussion looked at the problems involved, what was being done to improve the situation and what more was needed. The main areas of the discussion with health and social care partners were around patient flow, the challenge of preventing people coming into the Emergency Department who did not require emergency care but alternative pathways, timely discharge of medically fit patients from acute hospital settings, assessments being completed in a community (rather than an acute hospital) setting, and workforce pressures.

9. The Report recommends a further update to the HOSC in May 2022, and makes a number of recommendations concerning:

- Discharge of medically fit patients by 10am
- Further resources to facilitate patient discharge
- Signposting to appropriate services from the Emergency Department Front door
- Patient assessments
- Monitoring the impact of the 2-hour Community Response Service on Ambulance Handovers
- Monitoring the fragility of the care sector Workforce
- Continuous learning from best practice and what is working elsewhere
- Healthwatch Worcestershire work on urgent care and the Emergency Department
- Education awareness relating to the night-time economy.

Progress

10. The HOSC was pleased to note at its meeting on 9 March that since this matter was last discussed in November 2021 at the Scrutiny Task Group, ambulance handovers and patient flow through the Alexandra Hospital, Redditch had improved significantly, however work in these areas continued at the Worcestershire Royal Hospital and remained an area of significant concern for HOSC.

Purpose of the Meeting

11. The Board is invited to consider the scrutiny report, the update on progress provided by the Chairman of HOSC and agree:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to the relevant Health Partners or the Council's relevant Cabinet Member with Responsibility (as appropriate).

Supporting Information

Appendix 1 – Scrutiny Task Group Report: Ambulance Hospital Handover Delays

Contact Points

Samantha Morris, Overview and Scrutiny Manager - Tel: 01905 844963

Email: scrutiny@worcestershire.gov.uk

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 the Health Overview and Scrutiny Committee on 10 March 2022, 18 October 2021, 27 June 2019, 14 March 2018 and 11 January 2017

All Papers are available on the Council's website: [Weblink to all agendas and minutes](#)

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Health Overview and Scrutiny Committee Task Group

Ambulance Hospital Handover Delays Scrutiny Report (November 2021)

Health Overview and Scrutiny Committee Members:

Brandon Clayton (Chairman), Frances Smith (Vice-Chairman), Sue Baxter, Mike Chalk, David Chambers, Calne-Edginton-White, John Gallagher, Mike Johnson, Adrian Kriss, Natalie McVey, Chris Rogers

West Midlands Ambulance Service University NHS Foundation Trust

Mark Docherty, Executive Director of Nursing and Clinical Commissioning
Vivek Khashu, Strategy and Engagement Director

Worcestershire Acute Hospitals NHS Trust

Paul Brennan, Chief Operating Officer and Deputy Chief Executive
Dr Jules Walton, Medical Director for Urgent Care

Herefordshire and Worcestershire Health and Care NHS Trust

Rob Cunningham, Associate Director Integrated Community Services
Sue Harris, Director of Strategy and Partnerships

NHS Herefordshire and Worcestershire Clinical Commissioning Group

Mari Gay, Managing Director and Lead Executive for Quality and Performance

Worcestershire County Council

Rebecca Wassell, Assistant Director for Commissioning

Overview and Scrutiny Officers:

Samantha Morris (Scrutiny Co-ordinator) and Emma James (Scrutiny Officer)

The Reasons for the Review

1. Ambulance handover delays at Worcestershire hospitals was identified as an area for further scrutiny following the attendance of Ambulance Service representatives at a meeting of the Council's Health Overview and Scrutiny Committee (HOSC) in October 2021. Representatives from West Midlands Ambulance Service University NHS Foundation Trust (The Ambulance Service) highlighted hospital handover delays as a serious concern to the HOSC, and in particular the regular and significant delays at Worcestershire Royal Hospital.
2. The HOSC agreed to look further into the issue of ambulance handovers to gain a better understanding of the situation and in view of escalating concerns in Worcestershire but also nationally.
3. It was also agreed that a Task Group (not in public) approach would be appropriate with system partners around the table, so that councillors could understand the complexities of the issue from each organisation involved, gather evidence and ultimately report back to partners. Representatives were invited

from across the local health and social care sector and this report encapsulates the findings and outcomes of that discussion.

4. Key lines of enquiry for the Task Group were to understand the main reasons for the delays in handing over patients to the two Worcestershire Acute Hospitals, the impact of the delays on all related services, the impact on patient safety, escalation processes, the process for declaring a critical incident and how the system is working together to improve and maintain the situation, and any barriers.

The Problems

Ambulance Handover Delays

5. The Ambulance Service representatives pointed out that problems in urgent and emergency care were ongoing and not just a problem this year; a number of other things had changed and ambulance handovers were just part of the jigsaw. Covid-19 was a factor which had expediated the current handover problems, however the Ambulance Service representatives believed the same situation would have arisen, albeit at a later date. Pressure from Covid patients on Ambulance Services was gauged to be 11% of activity and the biggest risk moving forward was around booster take-up. Until recently, handovers in the West Midlands region were twice the problem of the East Midlands region, and worse than the rest of the country put together, although this was now levelling.
6. In terms of how hospital handovers in Worcestershire had changed, the Ambulance Service representatives advised that in an audit ten years ago, Worcestershire Acute Hospitals NHS Trust (the Acute Trust) had performed the best in the region, with some handovers taking place in under four minutes. Subsequently, there had followed a 'rocky period' over four-five years, but big improvements had been made as a result of considerable efforts by partners, and the Ambulance Service had written to the organisations involved to express their thanks. At the start of the pandemic, handovers in Worcestershire were in a good place and remained so for six months. During the early lockdown periods of the pandemic, handover delays were effectively eradicated, and Worcestershire performed exceptionally well.
7. The Ambulance Service representatives explained how patterns of activity had changed. Previously, the numbers of 999 calls would increase during the day, however any significant delays in the evening and night would have cleared by morning. This was no longer the case and there could still be 300 patients waiting for an ambulance in the morning across the region. January 2020 had been the start of deterioration. Availability of ambulances in the system was diminishing and the growing slide was a concern. It was at the point where any pattern in activity became irrelevant; out of 400 ambulances, none would be available.
8. Around the time of the HOSC meeting ie 18 November at 11am, the highest level of pressure would be reached (level 4), where around 200 people were in need of an ambulance across the region with none, available to send and at a time when staff meal breaks were required. At the time of being questioned, in Worcestershire, there were 38 ambulances with one free. In current times, the Service was never at level 1 and levels 3 or 4 were the norm. In the West

Midlands region there were usually 350–450 ambulances in circulation, with around 250 at night. Calls were categorised so that ambulances were directed appropriately meaning that those of less need would keep being pushed down the list.

9. At level 1, the Service would have access to several hundred paramedics who could be called on if needed. Response times for calls had targets according to the category of need, for example within 7 minutes for category 1, 15 minutes for category 2 and 60 minutes for category 3. Response times for category 2 used to be 50 minutes whereas currently, 15 hours was not unusual for category 3 and 4 calls, such as patients with falls.
10. The current situation was very serious as the Service was running at full capacity, and it was concerning that there was therefore no capacity if a major incident were to occur. In October 2021, 28,000 hours were lost to ambulance handover delays across the region for the month.

Patient Safety

11. The Ambulance Service told the Task Group that the patients most at risk from handover delays are those having to wait for an ambulance to attend because so many ambulances were queuing at hospitals – especially those in the highest categories of need for whom there were no ambulances available, or for whom an ambulance may arrive outside of the medical time window for intervention for conditions such as strokes. Some may not suffer at all from a delay but it was very concerning. The Ambulance Service had a rating system for risks, up to 25, and was now at the point where it was likely that patients would die or come to significant harm because ambulances would not reach them in time.
12. Whilst clearly concerned about patients who required emergency care waiting for hours in ambulances, the representatives from the Ambulance Service and the Acute Hospital Trust reassured the Task Group that there are robust processes in place to monitor them and for concerns about patients to be escalated, therefore those waiting in ambulances being monitored by a paramedic at a ratio of 1:1 were comparatively safe. Nonetheless, all representatives present pointed out that a patient's risk remained increased while they were stuck in an ambulance and the best place for patients requiring emergency care was in a hospital and not in an ambulance, which lacked privacy, heat and food supplies for a patient. Furthermore, the patient at greatest risk of all was the patient waiting for an emergency response, with one not forthcoming due to the level of delays within the system.
13. The current inability to respond to 999 calls because of ambulances queuing at hospitals also led to increased call backs, since people requiring emergency treatment were advised to call back should their condition deteriorate. Additional staff had been hired to answer calls, and resources had been diverted away from the 111 system, further exacerbating the problems. On the busiest day for calls where the Ambulance Services received 6400 calls, around 1600 of those were call backs from patients querying where their ambulance was.
14. If a patient's condition deteriorated whilst waiting outside the hospital, the Ambulance Service and Acute Trust representatives said that processes were robust and that relationships on the ground between the two organisations were

strong. This was mirrored within the Urgent Care staff team, which was not the same at other hospitals. The Emergency Department (ED) staff had good working relationships and escalated any concerns, although clearly it was not good use of their time to go outside the ED.

15. The Medical Director for Urgent Care explained the processes in place for patients in queuing ambulances. When the ambulance arrived, the paramedic would speak to the ED, and patient details entered onto the computer system. Paramedics could also call ahead with any particular concerns. The patient's condition was then checked and recorded every 30 minutes. Whereas previously patients may have been moved to hospital corridors, this was no longer possible due to Covid infection control.
16. The representatives explained that escalation processes were co-ordinated across the system, since it was important not to work in silos.
17. The Ambulance Service's escalation system was called Resource Escalation Action Plan (REAP), which corresponded to other NHS systems, and activity could be predicted on an hourly basis based on historical data, with approximately 95% accuracy.
18. In terms of measures put into place on days when it is known that significant delays were building up with ambulance handovers, the Acute Trust representatives advised that delays were often predictable and patient flow was easily calculated. The Acute Trust triggered a category notification of level 1,2,3 or 4 taking account of the number of ambulances queuing and inpatient capacity, a process used by all Acute Trusts. The escalation process didn't happen in silo, the rest of the support services also needed to escalate to support the flow.
19. The Ambulance Service reported on serious incidents and this had gone up four-fold over the past 18 months. Audits of avoidable deaths were also carried out, and whilst not huge, the numbers were there.

Workforce Fatigue and Capacity

20. Across the board, the Task Group has heard that staffing is a significant concern and the effects of working through the pandemic mean that staff morale, resilience and recruitment is a huge concern. It is a challenge to attract and retain staff and the problems with ambulance handovers are just one of many pressures. The Task Group heard many comments about staff being 'on their knees', unable to take time off and more staff than ever being in tears, including senior staff. It was also highlighted that workforce fatigue meant it was challenging to drive continued improvements and responding to ongoing pressures gave little time to carry out transformational work.
21. The Ambulance Service and the Acute Hospitals Trust spoke about staff who were on the verge of burnout at all levels and felt very emotional about the current pressures including handover delays and being unable to attend to patients in need. In terms of Ambulance Service staff, it was currently not unusual for staff to finish a shift four hours after their shift should have ended and there had been incidents where vehicles had crashed where it was possible that this had been a factor.

22. Recruitment was not cited as a problem for the Ambulance Service - the issue was productivity from staff being stuck in queues. Previously, staff would have attended to a job every 1½ hours, currently they may now only complete one job per shift.
23. For social care staff, the Worcestershire County Council representative highlighted the crisis of the care sector, which was a focus nationally, with a major part of the problem being low pay rates as people could earn more elsewhere, for example working in a supermarket. Care staff had worked incredibly hard with very little recognition. Staff were leaving and there was a huge issue with capacity which could therefore lead to delays in providing support for people coming out of hospital, and people were having to rely on friends and family. The Council had worked hard to provide more care at home and prevent people going into hospital, however over the past month around 600 packages of care had been handed back to the Council as the market did not want to handle it anymore.

Pressures on the Emergency Department

24. The Acute Trust representatives were not aware of any particular factors creating pressures in admissions. Generally, the busiest days of the week were Saturday, Sunday and Monday and issues around alcohol and assaults were more prevalent during weekends. The Herefordshire and Worcestershire Clinical Commissioning Group (CCG) representative explained that speeding up the ED assessment process was difficult since the ED was full to the door. Ideally a patient would have a very rapid assessment and be streamlined away very quickly (within 20 minutes). Due to demand this was not happening quickly enough for this to occur.
25. Congestion within the ED was not helped by its location at the centre of the hospital site (the site at The Alex was better). The Acute Trust had Hospital Ambulance Liaison Officers (HALO) staff who worked between WRH and The Alex hospitals.
26. In terms of medium to longer term plans being considered to address ambulance handovers, with partners, the Acute Trust representatives explained that there was very little room to work with and the pressures were relentless – the ED was too small and completion of expansion was a year away. Only 9 beds were being used for elective care, and everything else for emergencies. This week, seven patients had remained overnight in the discharge lounge; the situation was not sustainable.
27. The Task Group was also advised that while the expanded ED would make things easier and improve the patient experience, it would not solve all of the problems such as patient flow through the rest of the system. The experience of the Ambulance Service representatives present backed up this view, since they had worked with other hospital trusts involved in expansion plans.
28. Commissioners (the CCG) were asked how it had reviewed the situation with ambulance handovers in terms of the level of resources available, and the representative was most concerned about levels of confidence. Diverting people away from the ED was important but difficult to achieve as nationally it had been shown that publicity campaigns such as 'is A&E for me?' did not work and had the reverse effect – which was the experience of all the organisations present.

29. The Ambulance Service representatives agreed that diverting people away from the ED where appropriate would help but they did not feel this was the root of the problem.
30. HOSC members also asked about the recent move of the majority of trauma care from the Alexander Hospital (The Alex) to WRH noting that an additional 19 emergency beds had been allocated. Members were concerned about the potential impact of this additional pressure on the ED at WRH, however the Medical Director for Urgent Care did not feel this would make a difference, but the situation would be monitored daily.

Inappropriate Use of Ambulance Services and the Emergency Department

31. Although most people used health services appropriately, inappropriate calls to 999 were highlighted as a problem and the Ambulance Service suggested that through the Covid pandemic, people had become more dependent, for instance calling for an ambulance for an inappropriate reason or because they were lonely and isolated. Society used services more, with those aged 20-30 using ambulance services twice as much. Excess alcohol also led to more problems. The 111 service was prepared to deal with two million calls a year, however this service too was now under pressure.

Pressures from Covid-19

32. The Task Group asked when pressures on capacity from the ring-fenced Covid wards were likely to improve, and the Acute Trust representatives advised that the trend of Covid-19 patients being admitted to hospital had not decreased and was effectively in the third wave of the pandemic. Compared to previous waves, hospitalisation compared to prevalence of Covid in the community was much lower and the length of hospital stay was much less. However, the majority of those in ITU were unvaccinated under the age of 60. Current modelling suggested Covid figures would start to fall, week commencing 29 November, however this remained to be seen. The effects of increased socialising during October half-term would soon fall away, however there would then be the Christmas period of socialising.

National Mandate to maintain Elective Care

33. Task Group members were aware of the additional pressure this winter to maintain elective (planned) surgery, which was normally postponed allowing services to cope better with additional winter pressures. Asked whether consideration would be given to not following this national mandate, the Acute Trust representatives acknowledged the multiple pressures at play, including numbers of people presenting at the ED, pressures on critical care being exacerbated by the need to separate wards with Covid-positive patients. However, the Trust endeavoured to balance elective care with emergency care and did not feel that pressure to continue elective care was the root cause of problems. There was also merit in maintaining elective care, to avoid cases quickly becoming emergencies. The majority of elective care had been moved from Worcestershire Royal Hospital (WRH), to the Alexander Hospital (The Alex) and Kidderminster Hospital and Treatment Centre.

What is Being Done to Improve the Situation

34. The feedback from the representatives present about what could help to improve the situation included addressing the reason for people coming to the hospital, discharging medically fit patients as soon as clinically possible and informing patients and relatives promptly. It was also important to stop assessments within hospital which should be completed by occupational therapist and Continuing Health Teams in community settings. It was important to be clear about why a patient was in an acute hospital. There were also some issues with partners' access to IT systems across the system in terms of access to discharge data.
35. The Ambulance Service and the Acute Hospital Trust told HOSC members they have good working relationships. In terms of working with stakeholders to improve the ambulance handover situation and the receptiveness of other organisations, the Ambulance Service representatives said that relationships were very good. WRH was the only hospital in the region to invite in the Executive Nurse of the Ambulance Service each month to undertake a walkaround of the hospital with the Acute Trust's Chief Nurse and to jointly talk to both sets of staff about issues and pressures; the Acute Hospitals Trust was exemplar in this respect.
36. All of the organisational representatives expressed their serious concern for the delays in ambulance handovers, in particular the Ambulance Service and the Acute Hospitals Trust, who are most affected. The representatives were aware that and concerned about the fact that patients were at risk from the current situation with ambulance handover delays. The Medical Director for Urgent Care stressed how very concerned the Acute Trust was about the ambulance handover delays and wanted the situation to be fixed. The delays were a symptom of the overloaded system.
37. There was agreement from all of the organisations that patient flow through the hospital system was one of the main areas which needed to improve in order to reduce ambulance handover delays, from diverting people away from the ED if emergency treatment was not required, to discharge of medically fit patients from acute hospital settings as soon as possible. The Task Group was told that significant work had been done, with improvements evident as the Covid-19 pandemic hit, however the system was now overloaded.
38. In general, the Acute Trust was confident that processes were good, and they believed issues to be more with patient flow. The Trust's conversion rate was 26% (numbers of patients coming into hospital versus those coming out) which was good, and in the upper performance levels.
39. Representatives from both the Council and the Health and Care Trust felt that variations in patient flow was an obstacle to ensuring patient transfer within agreed timeframes since the system worked better with a steady flow and was less able to cope with peaks and troughs in demand – this was being worked on across the system, with a good collaborative approach.
40. The importance of managing the public's expectations was also a factor pointed out. The Health and Care Trust representatives explained that since during Covid, many people had been placed in community hospitals according to which sites had capacity, but which may not be their local hospital; the situation was such

that it was no longer possible to accommodate families' preferences as this caused delays in the system.

Reducing the Pressure at the front door (the Emergency Department)

41. There was an acknowledgement of the need to divert people away from the ED where they did not require emergency treatment, however it was also recognised that this was very difficult to achieve. It had been explained that speeding up the ED assessment process was difficult since the ED was full to the door, whereas ideally a patient would have a very rapid assessment and be streamlined away very quickly.
42. Health and Care Trust representatives mentioned that there were regular communications to encourage the public to use Minor Injuries Units (where appropriate) instead of A&E, although changes to opening hours had been necessary during the pandemic, for example to redeploy staff.
43. The CCG representative highlighted the work of the Community Health Services 2-hour Response Team, (provided by Herefordshire and Worcestershire Health and Care Trust), which is key in diverting people from the ED and was now part of the national agenda¹. HOSC members were aware of recent investment in these Teams, which went out to people's homes to prevent hospital admission. Worcestershire was well placed and capacity was being expanded, working with partners. HOSC was aware of difficulties in recruiting staff to this team, however staffing now stood at 50% although not all staff had started yet. Recruitment was continuing and with 70 staff across a mix of roles, while a further 35 staff would start in December/January. Services ran across 7 days a week, from 8am to 8pm and were currently receiving around 17 urgent referrals a day.
44. The Health and Care Trust hoped that 2-hour response teams would work with 40-45 referrals a day and was continually working to improve understanding, for example work with the Ambulance Service to parachute in support where appropriate with a view to receiving referrals directly from the Service. For September/October 2021, the 2-hour Response Team was the second best performing in the region.
45. The Task Group asked whether consideration had been given to patients being off-loaded from ambulances to a 'reception area' manned by doctors and nurses who could oversee patient care in more comfortable and safe surroundings thereby allowing ambulances to leave. However, the Acute Trust representatives did not support this suggestion, since there was no space for such a facility but also there were potentially more seriously ill patients in A&E who had not been assessed, whereas those in an ambulance had been assessed.

Reducing Pressure off the Back End (Discharge of Medically Fit Patients)

46. All organisations across the system agreed that improving timely discharge of medically fit patients would significantly improve pressures on the ED and

¹ NHSE definition: A crisis response is delivered by a community-based service typically provided by a multidisciplinary team to adults in their usual place of residence with an urgent care need (required within two hours), and involves an assessment and short-term intervention(s) (typically lasting up to 48 hours). This is a national standard.

consequently, the delays with ambulance handovers. The Health and Care Trust advised that work was underway to look at this to make discharge planning and processes slicker.

47. HOSC members queried the numbers of patients still on ward 24 hours after becoming medically fit for discharge (figures circulated for the meeting indicated 205 such patients were still on ward for week ending 31 October 2021). The Acute Trust representatives explained that there was a difference between being medically fit for discharge and being able to go home, to being medically fit for discharge but requiring equipment or reablement etc.
48. The Ambulance Service's Executive Director of Nursing and Clinical Commissioning took part in hospital 'walk arounds' with the Acute Trust's Chief Nurse and believed the solution was to further challenge patients remaining in hospital who no longer needed to be there.
49. The Task Group was advised that the daily cost of a patient staying in hospital was around £700-£800 per day. However, HOSC members are also aware that in terms of patients whose discharge had been delayed beyond national targets (stranded and super stranded), performance in Worcestershire was near the top nationally, as a result of investment, although numbers were increasing.
50. Initial patient assessment occurred at an early stage and the Onward Care Team, which was responsible for facilitating onward care, went into hospital wards. A considerable workforce was needed to support this cohort of patients, which was an issue.
51. The organisational representatives present were in agreement that the needs of patients who were medically fit for discharge but required onward care should be assessed in their home environment, however at present needs were quite regularly assessed while patients were in acute hospital beds – a change was needed, with greater focus on treating the underlying cause which had prompted hospital admission, rather than other health and care issues, which should be responded to once the patient had been discharged.
52. The Task Group asked whether there were any specific obstacles to improving discharge of patients who were medically fit and the reasons cited included workforce capacity and a risk averse approach in some staff.
53. Other reasons cited were peaks in flow to the Onward Care Team which caused problems. Community transport had also received considerable investment and was now available until 11pm. In the majority of cases, it was possible to have pharmacy and transport provision in place to enable a patient to leave.
54. In terms of the Council's role in managing patient flow and keeping residents out of hospitals, the representative explained that it was a graduated process and staff would know when a patient was at the point of getting ready to come out of hospital. It was explained that council systems would not know when someone went into hospital, since only 15% would need social care and it would be inappropriate to share personal information at this stage. The process was to alert the Onward Care Team as soon as possible after admission to hospital if a potential need was identified. Covid had disrupted some ways of working, but now Onward Care Teams were back onto hospital wards.

55. The Task Group was advised that the Council's staff worked 7 days a week and time taken to arrange onward care depended on the complexity of the person's needs, for example 1 day for a simple case and 203 days for more complex cases.
56. With regard to suggestions to improve efficiency of processes, for the Council, it was not ideal when a patient was discharged from a setting late in the day and there came a point where it was better for the patient to be discharged the next morning, although this did cause delays. Discharge planning from day 1 in hospital was important, for example to gauge whether a patient may need assistive technology, and earlier planning was something being worked on across the system.
57. The Council representative advised that the process of transferring patients from community hospitals to a care setting for ongoing support was constantly under review, although differences may not be dramatic. Streamlining health discharges had been the focus of work over recent months and Covid had brought a lot of change. Whilst this was working, an obstacle to improvement was capacity since domiciliary care was almost broken and demand had increased dramatically over the previous 4-5 months, from the previous steady increase.
58. The important role of the Onward Care Team was explained in assisting patients' onward care needs. The Teams, which comprised social workers and nurses would be alerted as soon as possible after someone was admitted to hospital if a potential need was identified. The Health and Care Trust could see patient lists being looked at by its Onward Care Team, on a daily basis.
59. Speaking on behalf of the health and care system, the CCG representative reassured the Task Group that while there had previously been a huge problem with patients moving into care homes from acute hospital settings, this was no longer the case, since they would transfer to community hospitals.
60. Review of processes for transferring patients into community hospitals was a continuous process and managers were involved in calls every day to assess workload, with further checkpoints during the day to assess patients, 7 days a week. From personal experience of being on call at weekends, the Health and Care Trust's representatives knew that Covid made work so much more challenging and praised the Health and Care Trust's capacity management team which was constantly reviewing patients' status and whether they were ready to be discharged and maximising use of the community hospital estate.
61. Ambulance Service representatives pointed out that pushing to discharge someone late in the day was not necessarily helpful to the patient or staff.
62. The Task Group was reassured that the issue of determining whether someone's needs would be funded by health or social care was never an obstacle to discharging a patient as this would be finalised after their discharge.
63. The Ambulance Service representatives explained that the number of ambulances in circulation at any one time was being changed until handover delays were more under control. There would now be around 370 - 380

ambulances available in the west Midlands Region across 24 hours, whereas normally there were 350 - 450 during daytime and around 250 at night.

64. It was also important to fix the 111 Service, and considerable investment had been put in, with staff recruited in July and tangible improvements should be seen by Christmas.
65. The Acute Trust and CCG representatives said there was no clear evidence that increased numbers of people coming to the ED was due to them being unable to access face to face GP appointments. The CCG told us about early plans for hubs to give extra capacity and work to divert people to 111 to be able to book appointments. However, access to GP appointments was not felt to be a factor and there were 20% more appointments available now than in 2019/20, with half of them in Worcestershire being face to face.

What more is needed?

66. The main areas of the discussion with health and social care partners were around patient flow, the challenge of preventing people coming into the ED who did not require emergency care but alternative pathways, timely discharge of medically fit patients from acute hospital settings, assessments in a community setting, and workforce pressures.
67. Task Group members observed that discharge and admission of patients takes a lot of resource and that improvements in these areas would mean shorter hospital stays, more discharges and admissions, and therefore there will be a greater pressure on resources.
68. The CCG representative acknowledged that there was still work to do in terms of slicker working practices and checklists to improve prompt discharge of patients who were medically fit, whether it is to a community hospital or home. Discharging patients earlier in the day before 10am is also important as this prevents bottlenecks in the middle of the day, as had been shown to work well before. Some assessments are still being done in acute hospitals, which needs to change.
69. Working with partners such as the Health and Care Trust, the CCG said there were some big things on the table, in terms of doing things differently, which were being considered in view of the ongoing pressures being faced.
70. When asked what one thing was needed to bring ambulance the situation with handovers under control, the CCG representative highlighted the need for a stable, fresh workforce and staff having the time to transform the situation.
71. The Ambulance Service told us that availability of wraparound services 24 hours a day, seven days a week would be really helpful especially over the festive period. All of the organisations told us that staff worked across 7 days a week, and some were looking at evenings and nights.

The National Picture - Experiences of what is working in other regions

72. The Ambulance Service's Executive Director of Nursing and Clinical Commissioning was a member of several national groups. From experience, Walsall Hospital Trust seemed to cope in a way which other Trusts were unable to, although it was unclear whether this came from a change in culture but the nurses in the ED were extremely quick to get people through the system. In general hospitals which were coping better were smaller Trusts with less acute care. Walsall was mentioned and the fact that their patient flow works well. Stoke only transferred a third of 999 calls to hospital. The Acute Trusts representatives and the CCG representatives advised that they had looked at the hospital examples referred to, and the Acute Trust participated in peer reviews.
73. It may be that rural areas required different solutions, and the representatives cited the example of Scotland where people in rural areas accepted long waits. In terms of preventing hospital admission in the first place, schemes such as New Zealand's befriending service were referred to, which proactively identified vulnerable people living alone, especially over holiday periods. However, representatives also highlighted the work of Neighbourhood Teams and social prescribing in Worcestershire, as well as the tremendous effort from the voluntary sector.

Recommendations

74. The Task Group has identified a range of measures that could be put in place to help improve the situation. It is recommended that the Health Overview and Scrutiny Committee receives an update on the progress against the recommendations adopted and progress to improve ambulance hospital handover delays in 6 months' time from this report, in May 2022. The recommendations are:

Recommendation 1 – Discharge of Medically Fit Patients by 10am

Discharging patients who are medically fit for discharge earlier in the day will free up much needed bed space and improve patient flow, it is recommended that for those patients who are medically fit to leave hospital, an early discharge target of 10am is set and monitored accordingly.

Recommendation 2 – Extra Resources to Facilitate Patient Discharge

It is recommended that consideration be given to allocating additional resources to the areas which support discharge of patients and onward care, in order to facilitate the 10am focus on patients who are medically fit for discharge. It is acknowledged that a significant amount of resource has recently been invested to support discharge, however it is understood that improving patient flow provides a cost saving on unnecessary patient stays in hospital at around £700-800 a day per patient.

When the update on the Task Group's recommendations is received in 6 months' time, it would be helpful to include data relating to how the resources are achieving the relevant outcomes, including length of time taken to discharge patients, according to their condition or onward care needs.

Recommendation 3 – Signposting to appropriate Services from the Emergency Department Front Door

Whilst appreciating that there is evidence to suggest that publicity campaigns about the circumstances when it is appropriate to A&E can be counterproductive, the Task Group nevertheless thinks that educating the public and signposting to the most appropriate services is worthwhile. Therefore, the Task Group recommends that when people present at A&E they should be signposted at the front door to the most appropriate service if it is not A&E.

The Task Group also recommends that opening hours and services eg X-ray facilities available at the County's Minor Injury Units are standardised so that members of the public develop confidence in using them and there is an awareness of opening times and services offered.

Recommendation 4 - Patient Assessments

Providing hospital staff have established that the basic needs of a patient are in place to enable them to go home safely or to onward care eg transport, family/carer, immediate medicines, it is recommended that detailed assessments take place outside of the acute setting either on the day of discharge or the following day at the latest.

Recommendation 5 – Monitoring the Impact of the 2 Hour Community Response Service on Ambulance Handovers

It is recommended that in order to assess the impact of the 2 Hour Community Response Service on Ambulance Handovers, targets relating to the number of patients who would have otherwise needed to go to the ED should be set and monitored accordingly.

In addition, the Committee requests a report back in May 2022 both on the progress of the Service target monitoring and long-term viability.

Recommendation 6 – Monitoring the fragility of the Care Sector workforce

The Task Group recommends ongoing monitoring of the situation with workforce fragility and fatigue through the Council's meetings of the Health Overview and Scrutiny Committee, as well as the Adult Care and Well Being Overview and Scrutiny Panel.

Following a Scrutiny Review of Care Work as a Career by a Task Group of county councillors in 2020, regular updates have been provided to Scrutiny on the care market and on the Council's work to promote care work as a career. The most recent update was to the Adult Care and Well Being Overview and Scrutiny Panel in September 2021.

Recommendation 7 – Continuous learning from best practice and what is working elsewhere

Acknowledging the sharing of best practice to date, the Task Group encourages ongoing research of areas where new ways of working have helped with the priority areas identified (patient flow, workforce, prompt patient discharge, alleviating pressure on the ED).

Recommendation 8 – Healthwatch Worcestershire work on Urgent Care and the ED

The HOSC is aware that Healthwatch is starting a piece of work on Urgent Care and the ED, to gather feedback from patients to understand their reasons for attending A&E, what factors contributed to this choice and what, if anything, can be done to influence patient's choice to attend A&E and provide the public with better information about the urgent care services available. Health colleagues are therefore asked to take on board the outcomes and any recommendations from this work.

Recommendation 9 – Education awareness relating to the night-time economy

It was highlight to the Task Group that there was an increase in alcohol related incidents, during the night-time economy, particularly at weekends, which led to an increased demand on services (especially in 20-30 age group). Whilst appreciating the diversity of Worcestershire's night-time economy and the freedoms of almost 24hour access to alcohol, this should not adversely impact the healthcare system.

It is therefore recommended that partners work together to educate and inform the public about responsible use of drink and reducing drug related harm, which could help reduce demand on healthcare services. This includes Public Health, the Police and District Councils to review public health campaigns and licencing and communications as necessary.

Conclusions

The Task Group found the scrutiny discussion about ambulance handover delays extremely helpful and informative. The brief insight gained into the working lives of staff working in the health and care system is sobering and in setting out this report, Task Group members are very mindful of the immense pressures on staff across the sector over such a prolonged period of time. Task Group Members are extremely grateful to the representatives for their time and input to this exercise, but also to all health and social care staff for their ongoing contribution through unprecedented pressures.

There are escalation processes in place (which are triggered accordingly) when there are delayed ambulance handovers, however it is clear that there are no quick fixes to the current situation and it is concerning that whilst there is also consensus about the areas where improvements can be made, the system is extremely pressurised. It is important to note that prior to the pandemic, significant work had been done by partners to improve pressures on ambulance handovers, which was having a positive impact.

Information provided by System Partners

The Task Group has been provided with the following information from Health Partners for consideration:

- Summary Report provided by NHS Herefordshire and Worcestershire Clinical Commissioning Group, Worcestershire Acute Hospitals NHS Trust, Herefordshire and Worcestershire Health and Care NHS Trust and Worcestershire County Council (as at 12 November 2021)
- Presentation (including data) provided by NHS Herefordshire and Worcestershire Clinical Commissioning Group, Worcestershire Acute Hospitals NHS Trust, Herefordshire and Worcestershire Health and Care NHS Trust and Worcestershire County Council (as at 12 November 2021)
- Information provided by West Midlands Ambulance Service
- Examples of Media Articles
 - Lives at risk from 'unacceptable' ambulance waits - BBC News
 - Worcester patient died after five-hour wait in ambulance - BBC News
 - People's Experiences of leaving hospital during Covid-19 (March 2020-April 2021) – Healthwatch Worcestershire (Summary August 2021)

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD

26 APRIL 2022

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 and consider whether it would wish to make 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 – Shirley Webb
- Children and Families Overview and Scrutiny Panel – Kyle Daisley
- Economy and Environment Overview and Scrutiny Panel – Alastair Adams
- Corporate and Communities Overview and Scrutiny Panel – Mike Rouse
- Health Overview and Scrutiny Committee (HOSC) – Brandon Clayton
- Crime and Disorder – Richard Udall

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 9 September 2021

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 2022 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: OSPB 2022 Work Programme
- Appendix 2: Forward Plan (available at 13 April 2022) [Forward Plan 2022](#)

Contact Point for the Report

Samantha Morris, Overview and Scrutiny Manager - 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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Overview and Scrutiny Performance Board – 2022 Work Programme

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
26 April 2022	Corporate Plan	2016	To be considered by Cabinet 21 April 2022
	Update on the Worcestershire Response to Invasion of Ukraine		
	Health Overview and Scrutiny Committee Scrutiny Task Group- Report on Ambulance Hospital Handover Delays		
	Member Update, Work Programme and Cabinet Forward Plan	Each meeting	
25 May 2022	Worcestershire Minerals Local Plan (development plan document)		To be considered by Cabinet 26 May 2022
	Review of Overview and Scrutiny Work Programme	30 September 2021	To be endorsed by Council in July 2022
	Member Update and Cabinet Forward Plan		
29 June 2022	Future of Redditch Library		To be considered by Cabinet 1 July 2022
	Member Update, Work Programme and Cabinet Forward Plan		

Date of Meeting	Agenda Item(s)	Date of Last Report	Notes/Follow-up Action
20 July 2022	Worcestershire Children & Young People's Plan 2022 – 2024		Policy Framework Report – to be considered by Cabinet
	Annual Crime and Disorder Meeting	21 October 2021	
	Quarterly Performance and In-Year Budget Monitoring - Feedback from Scrutiny Panels (Q4 January to March)	March 2022 (Quarterly)	
	Member Update, Work Programme and Cabinet Forward Plan		
29 September 2022	Annual Update from Worcestershire Local Enterprise Partnership (LEP) (2022 Update to include the WLEP's Energy Strategy)	30 September 2021	
	Member Update, Work Programme and Cabinet Forward Plan		
Possible Future Items			
TBC	Draft Scrutiny Report: Developer-Funded Highways Infrastructure and Section 278 Technical Approval	28 November 2018	Task Group started October 2021
TBC	Draft Scrutiny Report: Children and Adolescent Mental Health Services (CAMHS)		Task Group started December 2021
TBC	Draft Scrutiny Report: Education, Health and Care Plans (EHCPs)		
TBC	Draft Scrutiny Report: Elective Home Education	10 December 2019	Scrutiny Task Group paused due to COVID-19

Date of Meeting	Agenda Item(s)	Date of Last Report	Notes/Follow-up Action
TBC	The levelling up agenda and the impact on Worcestershire (including the Towns funding allocated to Worcester and Redditch)		Suggested at 30 September 2021 Meeting
Crime and Disorder	Update on Community Speed Watch Schemes	17 November 2021	In 6 months' time (May 2022)
	Safety of Worcestershire Parks and open spaces (Crime and Disorder)		Suggested at 30 September 2021 Meeting
	Community Safety Partnerships (Crime and Disorder)		Suggested at 21 October 2021 Meeting
TBC	Income Generation		Suggested at 17 March 2020 meeting
TBC	Update on Trading Standards (including reporting mechanisms)		Suggested at 22 July 2020 meeting
Standing Items			
Each meeting	Member Update, Work Programme and Cabinet Forward Plan	Each meeting	
November/January	Budget Scrutiny		
March (Q3) July (Q4) September (Q1) November (Q2)	Quarterly Performance and In-Year Budget Monitoring - Feedback from Scrutiny Panels		
April	Review of Overview and Scrutiny Work Programme		To be endorsed by Council in May

Date of Meeting	Agenda Item(s)	Date of Last Report	Notes/Follow-up Action
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April	Annual Update from Worcestershire Local Enterprise Partnership (LEP) (2022 Update to include the WLEP's Climate Strategy)		
July	Annual Crime and Disorder Meeting		
As necessary	Call-ins		
As necessary	Commissioning work for Scrutiny Panels		
As necessary	Establishing Scrutiny Task Groups (agreeing Terms of reference and Reports)		
As necessary	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		

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.
<u>Corporate Plan 2022 - 2027</u>	21 April 2022	4
<u>Pershore Education Planning Area Review Consultation Responses</u> Key Decision	21 April 2022	5
<u>Decision on the Proposal to Amend the Age Range of Chawson Community First School from 5-9 to 3-9 Following Public Notice 5-9 to 3-9</u> New Entry CMR Decision	9 May 2022	6
<u>Worcestershire Minerals Local Plan</u>	26 May 2022	7-8
<u>Worcestershire Safeguarding Adults Partnership Annual Report</u>	26 May 2022	9
<u>Full Business Plan for the A38 Corridor, Bromsgrove Route Enhancement Programme</u> Key Decision	1 July 2022	10
<u>Future of Redditch Library</u> Key Decision	1 July 2022	11
<u>A44 South Worcestershire Corridor</u> Key Decision	21 July 2022	12
<u>North West Worcestershire Corridor (NWWC)</u> Key Decision	21 July 2022	13
<u>'Called In' Decisions or Scrutiny Reports</u> Potentially Key Decision	Within the plan period	14
<u>Notices of Motion</u> Potentially Key Decision	Within the plan period	15

All entries will be for decision by Cabinet unless otherwise indicated

