Agenda

Corporate and Communities Overview and Scrutiny Panel

Wednesday, 13 July 2022, 10.00 am
County Hall, Worcester

All County Councillors are invited to attend and participate

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

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.

Simon Mallinson Head of Legal and Democratic Services July 2012   WCC/SPM summary/f

![worcestershire county council logo]

Corporate and Communities Overview and Scrutiny Panel
Wednesday, 13 July 2022, 10.00 am, County Hall, Worcester

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

Agenda

Item No	Subject	Page No
1	**Apologies and Welcome**	
2	**Declarations of Interest and of any Party Whip**	
3	**Public Participation** Members of the public wishing to take part should notify the Assistant Director for Legal and Governance in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Tuesday 12 July 2022). Enquiries can be made through the telephone number/e-mail listed in this agenda and on the website.	
4	**Confirmation of the Minutes of the Previous Meeting** Previously circulated	
5	**Work Programme** (Indicative timing: 10.05am – 10.15am)	1 - 6
6	**Update on Libraries Strategy and Transformation (post COVID-19)** (Indicative timing: 10.15am – 11.00am)	7 - 18
7	**Performance and 2021/2022 Year End Budget Monitoring** (Indicative timing: 11.00am – 11.40am)	19 - 50
8	**The Council's Software for Adult Social Care/Childrens Services (Liquidlogic)** (Indicative timing: 11.40am – 12.15pm)	51 - 66

Item No	Subject	Page No

NOTES

Webcasting

Members of the Panel are reminded that meetings of the Corporate and Communities Overview and Scrutiny Panel 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

worcestershire
c o u n t y c o u n c i l

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
13 JULY 2022

WORK PROGRAMME

Summary

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

Background

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The 2022/23 Work Programme has been developed by taking into account issues still to be completed from 2021/22, the views of Overview and Scrutiny Members and other stakeholders and the findings of the budget scrutiny process.

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

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

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

5.   The overall scrutiny work programme was discussed by the Overview and Scrutiny Performance Board (OSPB) on 29 June 2022 and will be agreed by Council on 14 July 2022.

Dates of Future 2022 Meetings

- 21 September at 10am
- November – date to be confirmed

Purpose of the Meeting

6. The Panel is asked to consider the 2022/23 Work Programme and agree whether it would like to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

Supporting Information

Appendix 1 – Corporate and Communities Overview and Scrutiny Panel Work Programme 2022/23

Contact Points

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

Background Papers

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

Agenda for Overview and Scrutiny Performance Board 29 June 2022

Agenda for Council on 14 July 2022.

SCRUTINY WORK PROGRAMME 2022/23

Corporate and Communities Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
13 July 2022	Performance and In-Year Budget Monitoring (Q4 Outturn January 2022 – March 2022)	17 March 2022 8 November 2021 20 July 2021	
	Update on the Libraries Strategy/transformation (post Covid-19) – to include the E-Library		Panel Member suggestion July and September 2021
	Liquidlogic		Panel member suggestion February 2022
21 September 2022	Performance and In-Year Budget Monitoring (Q1 April – June 2022)		
	Performance monitoring of comments, compliments and complaints	8 November 2021 20 July 2021 11 March 2021	
	Gypsy/Traveller Services		Panel member suggestion March 2022
	Community Engagement (Here2Help)	24 September 2021	
	West Mercia Energy Joint Committee Business Plan	17 January 2022	
November 2022	Performance and In-Year Budget Monitoring (Q2 July – September 2022)		
	Update on the Procurement Strategy		
	Update on the Councils Strategy for Museums, Arts and Culture		
January 2023	Scrutiny of 2023/24 Budget		

March 2023	Performance and In-Year Budget Monitoring (Q3 October - December 2022)		
Possible Future Items			
TBC	Performance monitoring of comments, compliments and complaints	8 November 2021 20 July 2021 11 March 2021	
TBC	Data Analytics - Power BI Strategy - Instant Atlas - Framework for publicly accessible data	17 January 2022	
TBC	Update on the Council's Policy on Support for Refugees - to include details of the re-matching process.	23 May 2022	Agreed by Panel 23 May 2022
TBC	How the Council Supports Volunteers and Volunteering		Chairman suggestion April 2022
TBC	Worcestershire One Public Estate		Agreed by Panel 14 February 2022
TBC	Electric Vehicle charging points on the County Council Estate		Agreed by Panel 14 February 2022
TBC	Performance of registration of deaths within 5 days	8 November 2021	Agreed by Panel 8 November 2021
TBC	Council Communication	8 November 2021	Agreed by Panel 8 November 2021
TBC	Countryside Parks and revenue opportunities		Agreed by OSPB 29 June 2022
Standing Items			
November/January	Budget Scrutiny		

	Annual update on the Council's energy purchasing arrangement via the West Mercia Energy Joint Committee including the Business Plan	17 January 2022	Agreed at October 2021 Overview and Scrutiny Performance Board
TBC	Councillors Divisional Funding Scheme	20 July 2021	
TBC	Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy (RIPA)		

This page is intentionally left blank

worcestershire
c o u n t y c o u n c i l

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
13 JULY 2022

UPDATE ON LIBRARIES STRATEGY AND TRANSFORMATION (POST COVID-19)

Summary

1. The Panel has requested an update on Worcestershire County Council's Strategy and transformation for libraries, post COVID-19, including the E-library.

2. The Cabinet Member with Responsibility for Communities, the Assistant Director for Communities and the Head of Service for Libraries, Archives and Archaeology have been invited to the meeting.

Background

3. This report has been requested from the Panel as part of its agreed work programme. It provides an overview of progress implementing Worcestershire's Library Strategy and the Library Service's response to and recovery from the COVID-19 pandemic.

Issues for the Panel to Consider

4. The Report provides information on:
   - The achievement of expected medium term financial plan efficiencies
   - The introduction of Libraries Unlocked at Droitwich and Stourport Libraries
   - The Library Service's response and recovery to the COVID-19 pandemic.

Worcestershire's Library Strategy

5. A Library Strategy for Worcestershire was written in 2019/20 following formal public engagement, a Local Government Association (LGA) Library Peer Challenge and the creation of a Library Needs Assessment.

6. The Strategy, which sets out a medium term vision for the service and a context for future service transformation, received Cabinet approval in December 2019 and a transformation programme was put in place to deliver both the ambitions of the Strategy and outstanding Medium Term Financial Plan (MTFP) efficiencies of £285k. The Library Strategy is available www.worcestershire.gov.uk/libraries

Library Transformation Programme

7. The library transformation programme included a range of initiatives: the creation of a strategic communications and engagement plan to increase awareness and participation in libraries; a library management re-structure and review of frontline

staffing; a review of service support staffing; a strategic review of library premises to identify opportunities for generating further premises income or efficiencies and the implementation of an open library service delivery model to future proof the library network while increasing library accessibility and retaining access to valued staff support.

8. Some delays were experienced to libraries' transformation plans as a result of the COVID-19 pandemic; notably to a strategic review of library premises to identify opportunities for sharing library space and the introduction of early adopter open libraries. However, other transformation projects were implemented with minimal delay and all outstanding MTFP efficiencies were achieved over 2020/21 and 2021/22.

9. A Library Manager restructure was completed in October 2020, only 3 months later than planned, delivering a more efficient library cluster structure and three new posts critical to the delivery of the Library Strategy; a Library Service Development Manager post to drive the expansion of libraries' service offer in line with council priorities; a Library Communications post to build library profile and grow audiences and a Library Resource Manager post to lead the development of library technology, digital content and book stock to meet changing community needs and expectations. The restructure delivered £173k efficiencies without the need for staff redundancies.

10. A review of frontline library staffing followed the implementation of the management restructure to right-size library teams in response to changes to the library cluster structure. This review saw a small reduction in frontline posts of 1.4 full time equivalent (FTE); again delivered without the need for staff redundancies; while improvements to the management of staff resources across library clusters supported a 50% reduction in relief pool budget in 2021/22.

11. In response to reductions in workload arising from changes to Council-wide and service-specific operational practices, three posts were deleted from libraries' service support team during a review in 2021/22, resulting in 2 redundancies.

12. The successful delivery of the Library Strategy depends on strong communications to raise the internal and external profile of the breadth of the library offer and its benefits, and to promote wider library engagement. Following a successful bid to Libraries Connected, a consultant was secured to support the creation of a strategic communications and engagement plan for Worcestershire Libraries. While some progress has been made in raising the profile of library services, the delivery of the plan has been hampered by ongoing recruitment challenges and staff sickness in relation to the new Library Communications Manager post.

13. Place Partnership Ltd, and subsequently the Council's property team, have explored opportunities for property re-modelling options at Droitwich Library and Rubery Library. Discussions with Wychavon District Council over the potential for shared use of Droitwich Library building have been paused pending the completion of a One Public Estate review of Worcestershire properties and investigations into the feasibility of refurbishing or rebuilding Rubery Library on the wider site at Rubery are ongoing.

14. Following stage 4 lifting of COVID restrictions in July 2021, plans have been

progressed to implement 'Libraries Unlocked', Worcestershire's new open library service delivery model, at two early adopter libraries in Droitwich and Stourport. The new service went live on 6 June 2022 bringing an 85% increase in opening hours at both libraries, while retaining valued staff support for customers throughout the week. Initial responses to the service have been positive with 731 customers signing up in the first two weeks following go-live.

15. Worcestershire's aspiration for Libraries Unlocked is to provide a programme of community and partner led activities during Libraries Unlocked opening hours to promote wider community engagement in the library. Business and Intellectual Property Centre (BIPC) Business Breakfasts were hosted at both libraries in the first two weeks of going live and BIPC Business Drop-ins have also been scheduled. At Droitwich Library weekly Police Community Support Officer (PCSO) drop-ins and a weekly Knit and Natter social connecting group have been scheduled in Libraries Unlocked hours. Work continues to build the Libraries Unlocked offer and discussions are taking place with local Scout and youth groups to encourage better use of the library as a venue for hosting community activity out of hours.

Libraries' Covid response and recovery

16. Worcestershire Libraries responded positively and flexibly to the Covid pandemic, with strong support from both Libraries Connected, the sector body for public libraries, and the Council's Public Health and Health & Safety teams.

17. Much of Libraries work in response to the pandemic has aligned with the ambitions of the Library Strategy; developing new services to connect people, build their resilience and support the recovery of their independence and prosperity; playing a key role in the delivery of the Council's Here2Help offer and achieving funding to extend the library offer to meet community need.

18. A new Digital Library Hub was set up on library webpages within 3-4 weeks of the start of the first lockdown, providing new digital library services, accessible from home and aimed at addressing challenges posed by the pandemic. Many services, including weekly Bounce & Rhyme sessions for children, readers groups and coding clubs were moved online and new services were introduced including online Library Connect Bubbles providing opportunities for residents to connect safely over shared interests, a Digital Champion call back service to help those needing help using technology, business webinars and streamed cultural events.

19. With restrictions on book borrowing in place, some book funds were diverted to increase e book and e audiobook collections and subsequent increases in Worcestershire's digital library membership and e issues outperformed national averages.

20. Around 60 library staff and managers were re-deployed to co-ordinate and deliver Here2Help support across the county; transferring their customer support skills to residents needing the most support during the pandemic and building valuable knowledge of wider community service provision.

21. Libraries later became venues for hosting Covid test centres and distribution points for Covid test kits.

22. By engaging with staff and working closely with Health & Safety, libraries re-opened after the first lockdown with minimum fuss and very little delay. Worcestershire's approach compared very favourably with the national picture where libraries in many authorities remained closed for computer access or fully closed for large parts of the pandemic.

23. With the exception of the first lockdown in early 2020, Worcestershire Libraries remained open for computer access throughout the pandemic, in line with recognition from national government of libraries' significant role in providing free access to computers and the internet for those without access at home. At the end of 2020/21, despite Covid restrictions, 5,736 people had made almost 37,000 library computer bookings.

24. Over the same period, 25,500 people borrowed 488,000 books through libraries' Reserve and Collect book ordering service and, subsequently, Browse and Borrow service. There were 279,000 library visits.

25. During the pandemic, take-up of digital library services increased substantially with a 289% increase in digital membership, a 90% increase in issues of e books/magazines, a 91% increase in the use of online reference sources and over 16,000 attendances at online digital events and activities. E issues have remained at raised levels following the pandemic.

26. A successful bid for Good Things Foundation funding enabled libraries to gift digital devices to eligible, digitally excluded residents. This included the gifting of 23 devices to Learning Disability Service Users with ongoing support to recipients provided by Libraries' network of volunteer Digital Champions.

27. In the period following stage 4 lifting of Covid restrictions in 2021, many face-to face services have returned to libraries with a focus on supporting recovery from the pandemic. Social connecting groups have returned to libraries, offering varied opportunities for residents to connect socially over a shared interest. School visits have returned, encouraging reading for pleasure in children who have missed out on education, alongside a busy programme of early years activities that support school readiness. Digital Champions are back in libraries along with job clubs, business events, business support drop-ins and NHS and other partner drop-ins. Meeting room hire has also returned.

28. In October 2021 Worcestershire Libraries launched six new BIPCs at the county's six main district libraries, including The Hive, increasing access to free or low-cost business resources and services at a local level with a focus on supporting business recovery and business start-up.

29. Four young people were placed in library Kickstart roles while further partnership working with the Department for Work and Pensions, this time through the Council's Skills & Investment team, will see the launch of a Youth Hub in The Hive in July 2022, providing employment support and wider support for 18 – 24s.

30. A successful Arts Council bid for Libraries Improvement Funding at the of end 2021 has provided funds for investment in videoconferencing facilities in library meeting rooms to enhance the library meeting room hire offer and boost income

generation; and in live streaming technology to develop and increase the reach of libraries' digital service offer.

31. At the end of May 2022 library visits had recovered to 58% of pre-pandemic levels, with book issues at 77% and new library members at 65%. The number of library-based events and activities had recovered to just over 50% of pre-pandemic levels, with attendance at a similar level. Worcestershire's recovery rates compare favourably with national trends, with the exception of book issues which have been recovering below national averages. Further analysis of library issues is being undertaken to shape a recovery plan.

32. Appendix 1 tracks key library indicators from April 2019 to May 2022 and provides pre-Covid comparisons.

33. Further comparisons with national indicators of post pandemic library recovery show that the number of Worcestershire library computer users in May 2022 was 42% of pre-pandemic levels, compared to a 40% national average; while the number of attendees at library events was over 8,500, compared with 6,200 nationally.

34. A 44% reduction in the number of library volunteers from 2019/20 to 2021/22, coupled with a fall in the availability of library relief staff, has reduced the resilience of some frontline services, including those in community supported libraries. This mirrors a national trend in public libraries and calls for a new approach which attracts volunteers from a wider range of age groups and puts more emphasis on articulating the 'reward' for volunteering.

35. An exit survey of over 12,300 library visitors was conducted in Worcestershire over a week in April 2022, providing a snapshot of why residents are visiting libraries post pandemic. While 56% of library visits were for book borrowing or computer use, 44% were for other uses, with 12% attending a library event or activity, 9% visiting a co-located service, 7% using study desks and 4% meeting friends and socialising.

36. A comparison of the age profile of active library users pre and post pandemic shows an increase in the activity share of 0-4s and 5-12s from 18% to 23%; an increase in the activity share of 18-24s from 11% to 15% and an increase in the share of 65-74s from 10% to 13%. All other age groups maintained or showed a drop in share of activity, with the biggest falls being in the 25-49 and 50-64 age groups.

37. Further surveys will be undertaken during 2022/23 to monitor who is returning to libraries and for what reasons and which groups are not returning and why. This information will be used to tailor services and target communications to optimise the breadth of community engagement in libraries post pandemic.

Libraries Transformation Programme – Next Steps

38. Next steps in library transformation will be made in response to continuing financial pressures and will reflect approaches identified in the Library Strategy 2020 - 2025. They will focus on:
   a. Planning for further roll out of Libraries Unlocked
   b. Seeking community support for lower need libraries
   c. Seeking opportunities to generate income or deliver efficiencies from library premises, including new library co-locations.

39. Other key service priorities in 2022/23 include:
    a. Working with partners to develop library services that meet community need:
        i   extending the current library offer for schools to align with school priorities
        ii   exploring opportunities for a device lending scheme in libraries to promote and support digital literacy & inclusion
        iii identifying a model for sustaining BIPC Worcestershire business support services beyond March/June 2023
    b. Encouraging the return of customers to libraries through the right service offer and strong communications
    c. Extending the reach of library services to a wider audience, including digitally excluded residents, through more flexible opening hours and targeted communications
    d. Implementing a new print solution that supports printing from customers' devices and generates income
    e. Procuring and implementing new meeting room and events booking systems to enhance the customer experience, support income generation and free up staff capacity.

Purpose of the Meeting

40. The Panel is asked to:
    - consider and comment on the information provided
    - determine whether there are any specific key areas of scrutiny within the Library Services they would wish to consider further
    - agree any comments to forward to the Cabinet Member

Supporting Information

Appendix 1 – Key library indicators from April 2019 to May 2022 including pre-Covid comparisons

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

Hannah Perrott, Assistant Director Communities
Telephone: 01905 843658 Email: hperrott@worcestershire.gov.uk

Background Papers

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

- Agenda and Minutes of the Corporate and Communities Overview and Scrutiny Panel on 10 December 2019 available here

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

Libraries: Visits and Book Issues
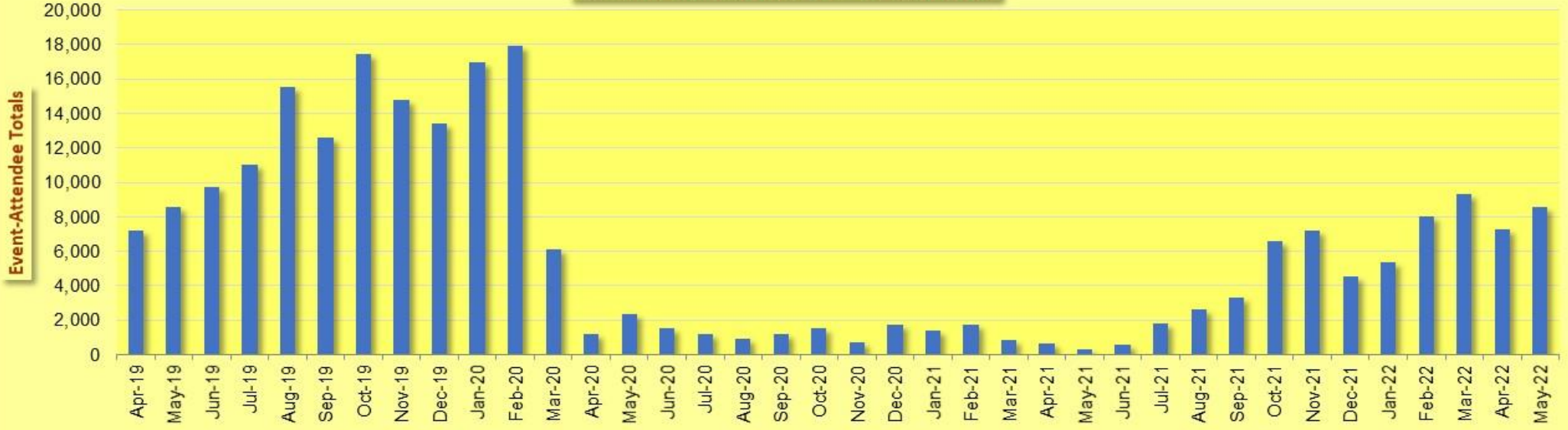## Monthly totals, April 2019 to May 2022

Legend: Visits — Book Issues — E-Issues

Libraries: Computer Users
Monthly totals, April 2019 to May 2022

Libraries: Event Attendees
Monthly totals, April 2019 to May 2022

Libraries - Visits: Pre-Covid Comparisons

Monthly local and national visits totals as percentages of totals 2 years before (April and May 2022 compared with 2019)
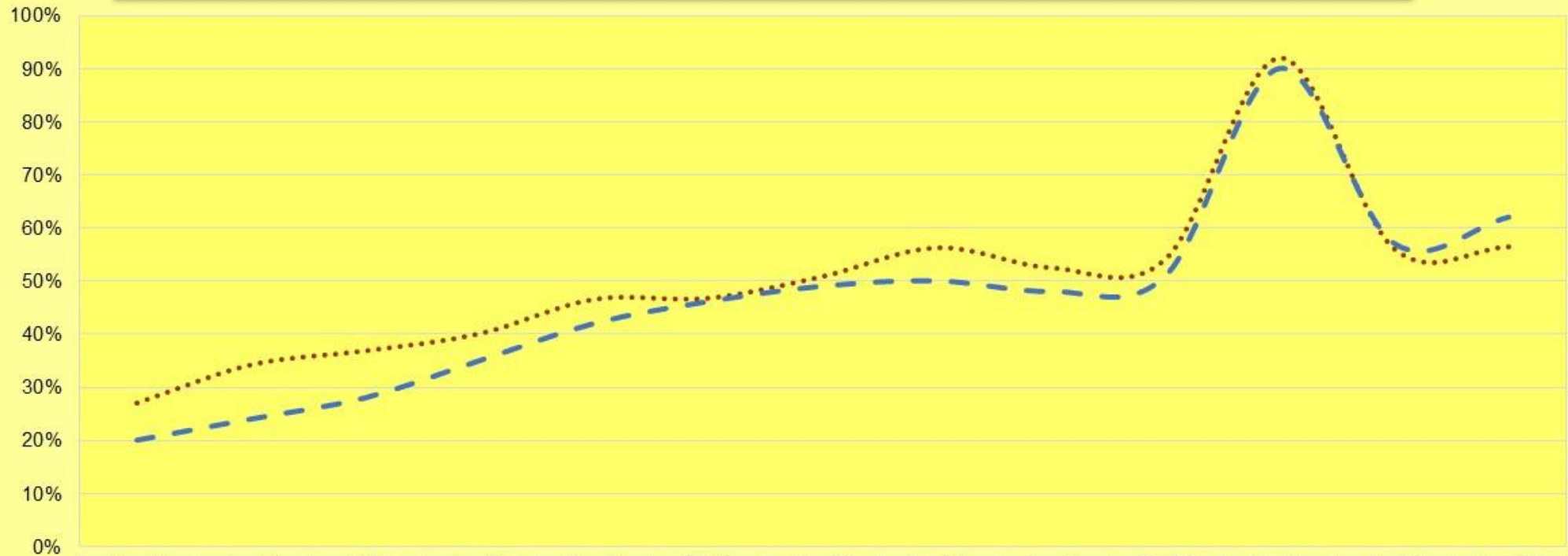
	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
•••••• Worcs	27%	34%	37%	40%	47%	47%	51%	56%	52%	54%	92%	56%	56%
— — Eng.	20%	24%	28%	35%	42%	46%	49%	50%	48%	51%	90%	57%	62%

source for national data: monthly Libraries Connected Activity Survey

Libraries - Issues (Books): Pre-Covid Comparisons

Monthly local and national book-issues totals as percentages of totals 2 years before (April & May 2022 compared with 2019)

	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
•••••• Worcs	60%	63%	73%	73%	76%	76%	72%	72%	75%	75%	101%	65%	69%
— — England	42%	62%	60%	68%	74%	76%	75%	79%	71%	83%	104%	73%	70%

source for national data: monthly Libraries Connected Activity Survey

Libraries - Issues (E-Stock): Pre-Covid Comparisons
Monthly local and national e-issues totals as percentages of totals 2 years before (April & May 2022 compared with 2019)
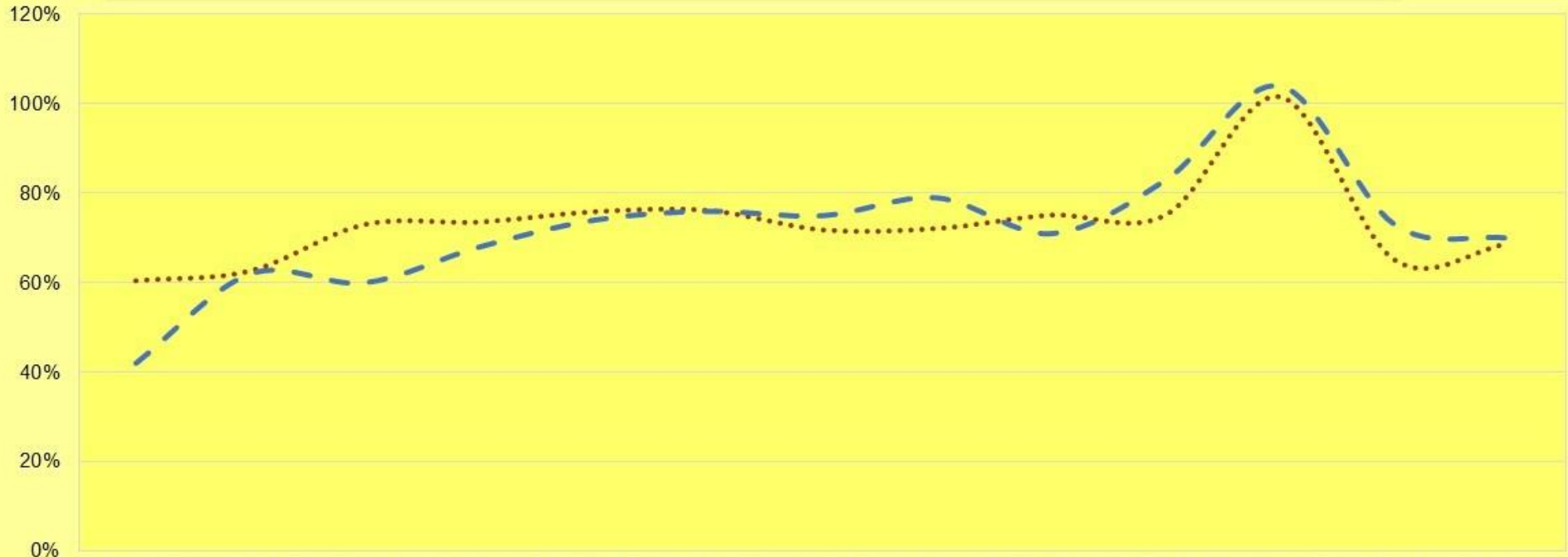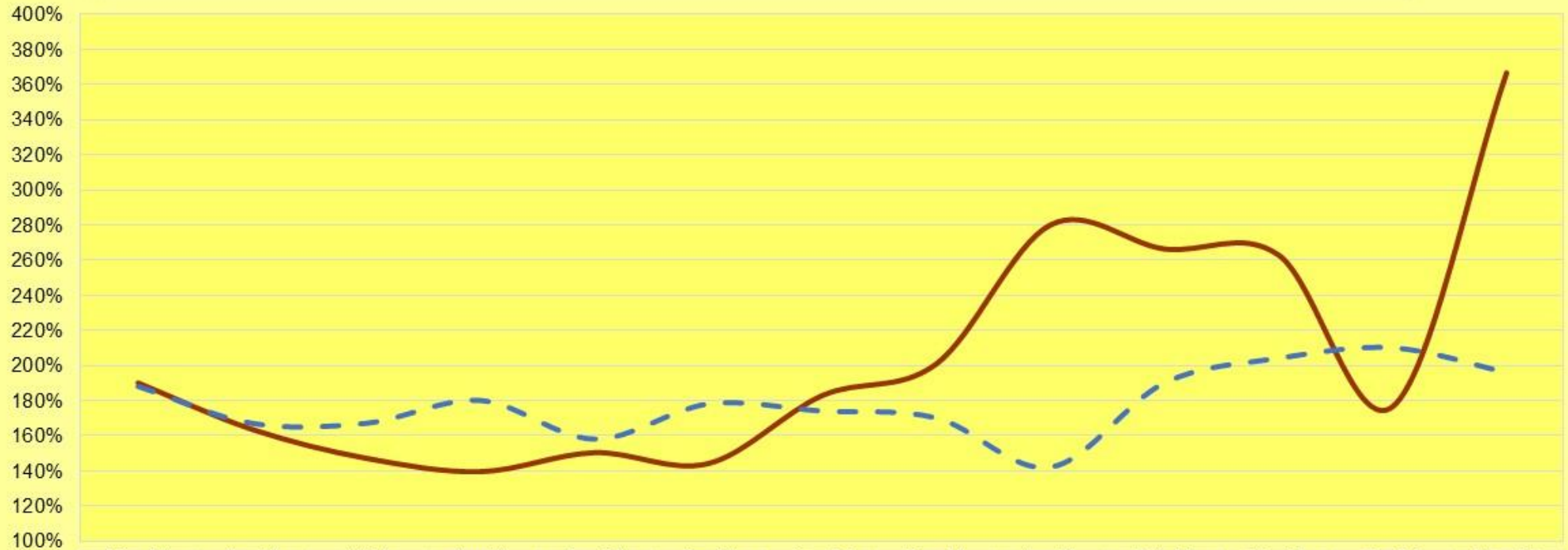
	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Worcs	190%	163%	147%	139%	150%	144%	183%	201%	280%	266%	263%	176%	366%
England	188%	167%	167%	180%	158%	178%	174%	170%	142%	190%	204%	210%	196%

source for national data: monthly Libraries Connected Activity Survey

This page is intentionally left blank

worcestershire
c o u n t y c o u n c i l

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 13 JULY 2022

PERFORMANCE AND 2021/2022 YEAR END BUDGET MONITORING

Summary

1.   The Panel will be updated on performance and financial information for services relating to Commercial and Change, and Community Services.

2. The Cabinet Members with Responsibility for Communities and for Corporate Services and Communication, the Strategic Director for Commercial and Change, the Strategic Director for People, the Assistant Director for Communities and the Head of Finance have been invited to attend the meeting in order to respond to any queries from Panel Members.

Performance Information

3.   The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.

This is reported to Cabinet and is also available on the Council's website.

4.   Attached at Appendix 1 is a dashboard of performance information relating to Quarter 4 (January to March 2022). It covers the indicators from the Directorate level scorecard and those from the corporate scorecard and other management information (as appropriate) which relate to services relevant to this Scrutiny Panel's remit.

5.   The intention is for the Scrutiny Panels to consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further scrutiny or areas of concern.

Financial Information

6.   The Panel also receives in-year budget information. The information provided is for Quarter 4 2021/22 year end and is attached in the form of presentation slides at Appendix 2. Further detail on the year-end budget information which was presented to Cabinet on 1 July 2022 can be found at Agenda for Cabinet on 1 July 2022

Purpose of the Meeting

7. Following discussion of the information provided, the Scrutiny Panel is asked to determine:
    *   any comments to highlight to the Cabinet Members at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 20 July 2022
    *   whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 – Corporate and Communities Performance Information Dashboard
Appendix 2 – Budget Monitoring Information for Quarter 4 2021/22 year end

Contact Points

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

Background Papers

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

*   Agendas and minutes of the Corporate and Communities Overview and Scrutiny Panel on Agenda and minutes of the Corporate and Communities Overview and Scrutiny Panel on 17 March 2022, 8 November, 24 September, 20 July and 2 February 2021, 24 January, 21 July, 9 September and 18 November 2020

*   Agendas and minutes of the Overview and Scrutiny Performance Board on 22 July, 23 September and 19 November 2020 and 3 February, 21 July 2021 and 23 March 2022

All agendas and minutes are available on the Council's website here.
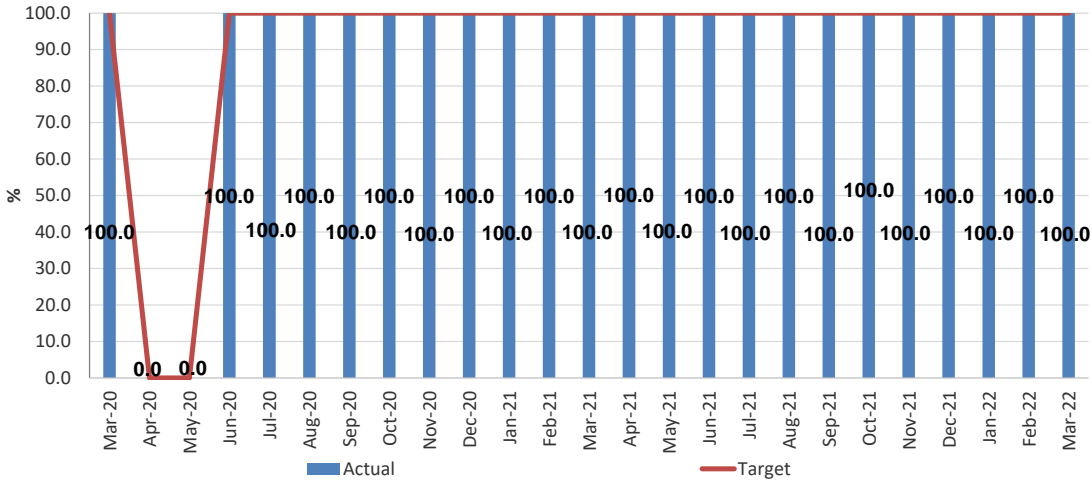
This page is intentionally blank

Registration and Coroner's					
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	Anyone contacting the service in quarter 4 to register a birth was offered a convenient appointment within 5 working days. The facility for the public to book birth appointments on-line was restricted for three weeks in July last year, but was made fully-available again in August and has remained so since then.	In the wake of the expiry of the Coronavirus Act on 24th March, diary-management and appointment-availability monitoring has been maintained to accommodate any procedural changes that may ensue.	The service will follow all national guidelines in respect of the registration of births and will keep residents informed of any changes via the website, social media, and local media.
Ceremonies (marriages and civil partnerships)	No Status	N/A	March's ceremonies total of 124 is the highest calendar-month figure since October's 212 and the highest March total since 2018's 126. The figures for the last few months indicate traditional demand patterns have quickly re-established themselves, there being fewer ceremonies in the winter months, followed by an increase from March onwards, building towards the summer months' peak. The 2021/2022 financial-year ceremonies total (1,952) was 3½ times that for 2020/2021 (564), 10.9% greater than 2019/2020's 1,760, and also exceeded the totals for 2018/2019 (1,868) and 2017/2018 (1,844).	The volume of notice-of-marriage appointments continues to be monitored and couples are still advised to liaise with their venue (the number of ceremony attendees at venues may still be limited) and are being told about the new registration procedures they must follow to comply with the Civil Partnerships, Marriages and Deaths Act, which came into force in May 2021. The summer months should see Approved Premises' figures rise, especially as from April all approved premises in England and Wales will be able to offer ceremonies outdoors without being restricted to using a permanent structure.	Any further changes to national and/or local regulations and guidance will be publicised via the website, social media, and local media and during the course of discussions with couples.

Registration and Coroner's

GRAPH

Birth Registration Appointments Within 5 Working Days

Legend: Actual (blue bars), Target (red line)

Values shown: Mar-20: 100.0, Apr-20: 0.0, May-20: 0.0, Jun-20: 100.0, Jul-20: 100.0, Aug-20: 100.0, Sep-20: 100.0, Oct-20: 100.0, Nov-20: 100.0, Dec-20: 100.0, Jan-21: 100.0, Feb-21: 100.0, Mar-21: 100.0, Apr-21: 100.0, May-21: 100.0, Jun-21: 100.0, Jul-21: 100.0, Aug-21: 100.0, Sep-21: 100.0, Oct-21: 100.0, Nov-21: 100.0, Dec-21: 100.0, Jan-22: 100.0, Feb-22: 100.0, Mar-22: 100.0

Ceremonies (marriages and civil partnerships)

Values shown: Mar-20: 38, Apr-20: 0, May-20: 0, Jun-20: 0, Jul-20: 35, Aug-20: 127, Sep-20: 124, Oct-20: 136, Nov-20: 15, Dec-20: 119, Jan-21: 3, Feb-21: 1, Mar-21: 4, Apr-21: 74, May-21: 130, Jun-21: 184, Jul-21: 271, Aug-21: 350, Sep-21: 253, Oct-21: 212, Nov-21: 111, Dec-21: 112, Jan-22: 52, Feb-22: 79, Mar-22: 124

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	No Noticeable Change	General Register Office requires annual user surveys to be held, but due to the COVID-19 pandemic, discretion has been given to each Registration Service to judge the best time and method to undertake its next exercise. Current demands on the service mean it is likely to be later in 2022 before they are conducted. In the last survey (November 2019), 93% of people rated the service as 'very good', the remaining 7% rating it as 'good'. The overall 100% satisfaction matches 18/19's out-turn, although the 'very good' percentage has risen by one percentage point.	Each survey provides statistical summaries and user feedback, allowing areas for improvement to be identified and worked on during the course of the coming year. However, monitoring of comments received from the public on a day-to-day basis continues and where necessary, responses and actions ensue.	The confirmed result and detailed report will be made available to the public. As in previous years, feedback will inform the Service Plan.
Death registration appointments within 2 working days	Green	No Noticeable Change	The Coronavirus Act ended on 24th March and was not extended. From the 25th, face-to-face registrations of deaths resumed, the General Register Office making it clear that, with the lapsing of the Act, it would no longer be legal to register deaths over the telephone. The change did not impact on appointment availability, which remained at 100%. Prior to the 25th March, full appointment availability for on-line registration of deaths had also been maintained.	Essentially, the procedures in place prior to the pandemic have been restored. However, in anticipation of the increase in workload that the restored procedures would entail, staff have been trained so that they can undertake a variety of roles, ensuring greater service resilience. In addition, Registration Offices' hours across Worcestershire are being adjusted to offer late nights on various days to meet customer requirements.	Local arrangements and practices will be reviewed in the light of any further central government and General Register Office guidance and feedback from staff and service users.

GRAPH

Registration Service - Customer Satisfation

Year	Actual
2013/2014	97.1
2014/2015	98.1
2015/2016	97.0
2016/2017	100.0
2017/2018	99.0
2018/2019	100.0
2019/2020	100.0

Legend: Actual (blue), Target (red)

Death Registration Appointments Within 2 Working Days

Month	Actual
Mar-20	99.2
Apr-20	100.0
May-20	100.0
Jun-20	100.0
Jul-20	100.0
Aug-20	100.0
Sep-20	100.0
Oct-20	100.0
Nov-20	100.0
Dec-20	100.0
Jan-21	100.0
Feb-21	100.0
Mar-21	100.0
Apr-21	100.0
May-21	100.0
Jun-21	100.0
Jul-21	100.0
Aug-21	100.0
Sep-21	100.0
Oct-21	100.0
Nov-21	100.0
Dec-21	100.0
Jan-22	100.0
Feb-22	100.0
Mar-22	100.0

Legend: Actual (blue), Target (red)

Page 25

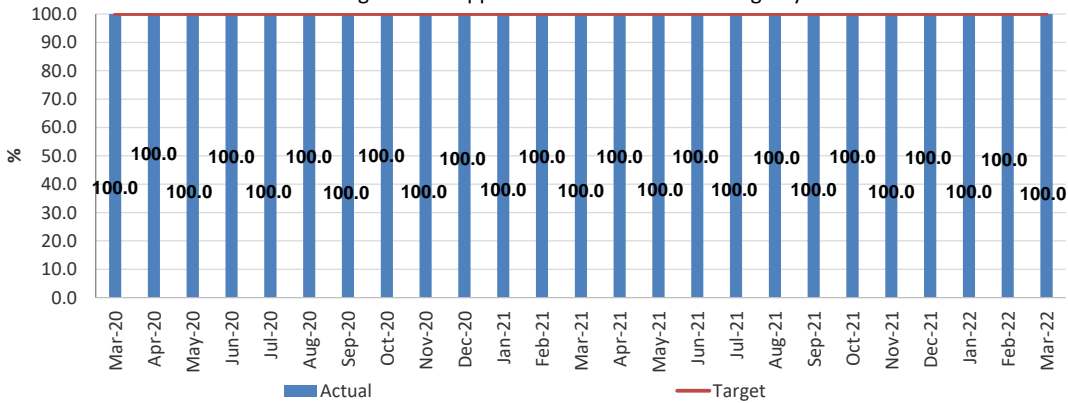| INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	No Status	No Noticeable Change	All couples seeking a marriage/civil partnership notice appointment in quarter 4 were offered one within 10 working days. The lifting of the last limits on attendee numbers on 21st June 2021 led to a sharp increase in partnership requests received, but ceremonies figures over the last few months indicate a return of the traditional seasonal pattern: fewer ceremonies in the winter; a steady increase from March; a busy summer peak.	As summer approaches, there has been an exceptionally high number of enquiries from couples seeking to book a registrar to attend their ceremony. Accordingly, a queueing system has been introduced and, as the service website makes clear, responses to all requests will be in order of date of receipt. The aim is to reply to all such requests within 10 working days, but couples are being advised the wait experienced may be slightly longer.	Guidance and web pages will be updated to inform residents of how any future changes to national guidance or local procedures that will impact on the booking and/or staging of ceremonies.
Registration of deaths within 5 days	Red	Deteriorating	Although the percentage of March's 381 deaths registered in 5 days (77.4%) was below February's 82.3%, the return to in-person death registrations in the wake of the expiry of the Coronavirus Act on 24th March was not a major contributory factor. Worcestershire's percentage for 2021/2022 was 71.7%, above the equivalent figures for the West Midlands (66%) and England (59.5%). Deaths registered in the county in 2021/2022 totalled 4,234, down 15.5% compared with 2020/2021's 5,011. Regionally, the number of deaths registered fell by 16.6% and nationally there was a 15% fall.	General Register Office (GRO) makes no allowance for weekend, bank-holiday or any other planned/unplanned closures when calculating this indicator's out-turn, making their 90% target very difficult to achieve. The return of face-to-face registration of deaths appointments means pre-pandemic procedures have been restored, but staff have been trained so they can undertake a variety of roles, giving greater service resilience. Registration Offices' hours are also being adjusted to offer late nights on various days. Work continues with GPs, Practice Managers, and hospitals to ensure prompt processing of paperwork. Procedures are in place to deal with deaths reported on Day 4 or after.	Monitoring of monthly out-turns to continue as a means of gauging the effectiveness of the measures outlined in 'Current Activity'. Local procedures will be revised if any changes to the guidelines or local reviews make such adaptations necessary.
Still-birth registration appointments within 2 working days	Green	No Noticeable Change	As long as the required paperwork was in place, in quarter 4 nobody had to wait more than two days for a telephone appointment. At the end of each working day, there was always appointment availability on the next working day. Appointments were booked for either the same day the request was received or the next day, provided the required information was supplied.	Quarter 4's arrangements remain in place. Daily monitoring of appointment calendars continues and staff have been trained so they can undertake a variety of roles, ensuring greater service resilience. In addition, Registration Offices' hours across Worcestershire are being adjusted to offer late nights on various days to meet customer requirements.	Local arrangements and practices will be reviewed in light of any changed General Register Office guidance and/or feedback from service users and staff.

GRAPH

Marriage/Civil Partnership Notice Appointments Within 10 Working Days

Legend: Actual (blue bars), Target (red line)

Values: Mar-20: 100.0, Apr-20: 0.0, May-20: 0.0, Jun-20: 0.0, Jul-20: 100.0, Aug-20: 100.0, Sep-20: 100.0, Oct-20: 100.0, Nov-20: 100.0, Dec-20: 100.0, Jan-21: 100.0, Feb-21: 100.0, Mar-21: 100.0, Apr-21: 100.0, May-21: 100.0, Jun-21: 100.0, Jul-21: 100.0, Aug-21: 100.0, Sep-21: 100.0, Oct-21: 100.0, Nov-21: 100.0, Dec-21: 100.0, Jan-22: 100.0, Feb-22: 100.0, Mar-22: 100.0

Registration of Deaths Within 5 Days

Legend: Worcs (blue bars), Target (red line), West Mids (dotted), England (dashed)

Worcs values: Mar-20: 76.0, Apr-20: 81.5, May-20: 92.4, Jun-20: 93.0, Jul-20: 83.2, Aug-20: 81.8, Sep-20: 71.9, Oct-20: 79.8, Nov-20: 85.2, Dec-20: 76.7, Jan-21: 87.1, Feb-21: 91.4, Mar-21: 81.2, Apr-21: 67.6, May-21: 62.8, Jun-21: 43.0, Jul-21: 68.5, Aug-21: 80.6, Sep-21: 74.0, Oct-21: 71.3, Nov-21: 70.6, Dec-21: 80.1, Jan-22: 74.9, Feb-22: 82.3, Mar-22: 77.4

Still-Birth Registration Appointments Within 2 Working Days

Legend: Actual (blue bars), Target (red line)

Values: Mar-20: 100.0, Apr-20: 100.0, May-20: 100.0, Jun-20: 100.0, Jul-20: 100.0, Aug-20: 100.0, Sep-20: 100.0, Oct-20: 100.0, Nov-20: 100.0, Dec-20: 100.0, Jan-21: 100.0, Feb-21: 100.0, Mar-21: 100.0, Apr-21: 100.0, May-21: 100.0, Jun-21: 100.0, Jul-21: 100.0, Aug-21: 100.0, Sep-21: 100.0, Oct-21: 100.0, Nov-21: 100.0, Dec-21: 100.0, Jan-22: 100.0, Feb-22: 100.0, Mar-22: 100.0
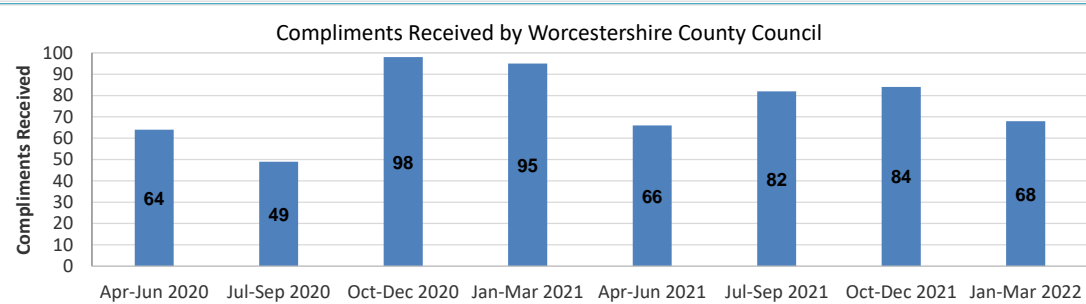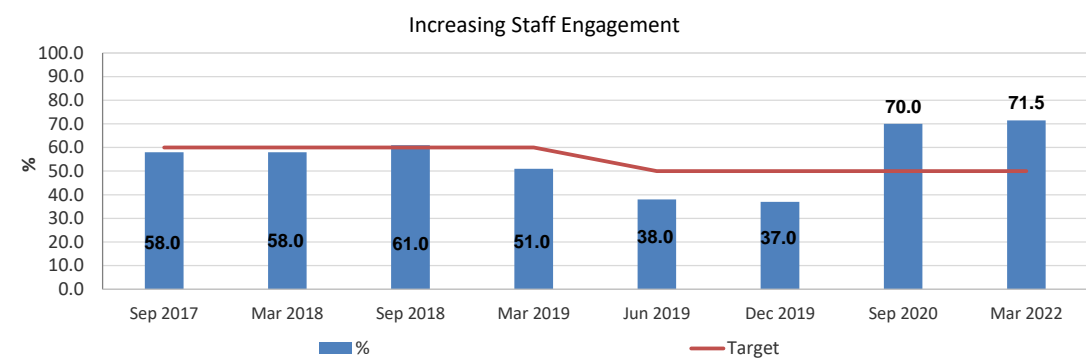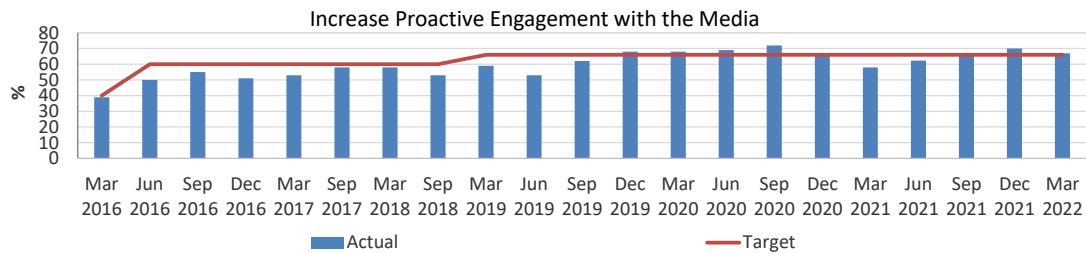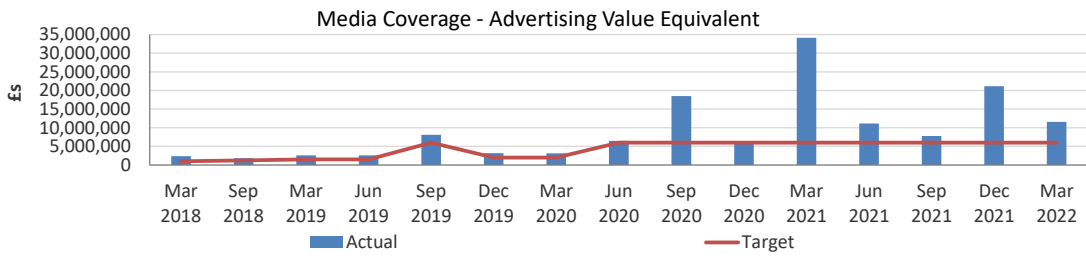
Communications and Consumer Relations

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Advertising Value Equivalent calculated from media coverage from a basket of external publications	Green	Improving	The annual target is £6 million. Delivery remains well-above that level, the figure for quarter 4 of the 2021/2022 financial year being almost £11.6 million.	Focus on effective media relations and proactive planning.	Proactive media.
Increase proactive engagement with the media	Green	No Noticeable Change	A slight fall occurred during quarter 4 of 2021/2022, the final out-turn of 67% being three percentage points lower than the end-of-quarter-3 figure of 70%. Performance remains above the 66% target level, however, and the long-term trend is upward.	There is an emphasis on proactivity to showcase the County Council. Daily focus, weekly creative brainstorms, increased planning.	Continued focus on all media channels.
Increasing staff engagement	Green	Improving	The staff survey that ran from 7th February to 7th March inclusive had a 71.5% response rate, the best to date. Staff have been thanked for participating. The previous-highest response rate was 70% for the previous survey in September 2020. The extended gap between surveys was due to the County Council's COVID-19 response.	Survey responses are currently being processed ready for production of a summary report.	Actions will be put in place to respond to the themes raised in the survey, aligned to our Workforce Strategy. Staff will continue to be kept updated and the intention is to publish and share the results and next steps towards the end of April.
Compliments received	No Status	N/A	68 compliments were received in the January-to-March quarter, down 19% compared with the number received in the preceding three months and 28.4% less than the 95 received in January, February, and March 2021.		
Stage 2 Children's Social Care complaints completed inside 65 days	Red	Deteriorating	In quarter 4, there were 2 Stage 2 complaints over time. Both were being investigated by the same officer, who advised an ongoing health issue made completion of reports very difficult. Consumer Relations Unit assisted with the typing of the reports to expedite completion, but this still led to a significant delay.	Stage 2 investigations are managed by the Consumer Relations Unit. Investigations can be subject to delays due to factors outside their control, but measures are in place to provide resilience and minimise the risk of delays or, where delays do occur, to minimise their length.	

Communications and Consumer Relations

GRAPH

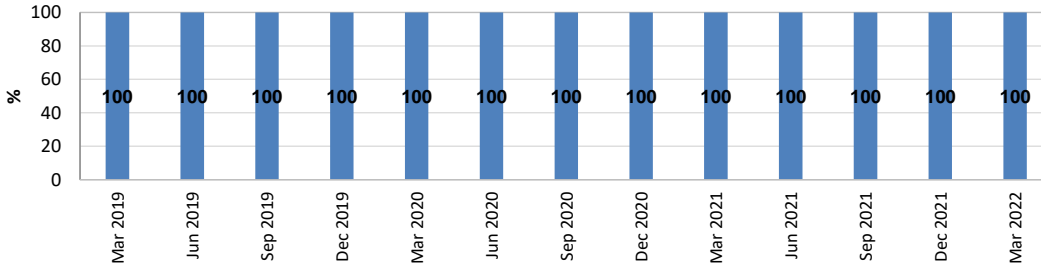## Media Coverage - Advertising Value Equivalent

Increase Proactive Engagement with the Media

Increasing Staff Engagement

Compliments Received by Worcestershire County Council

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

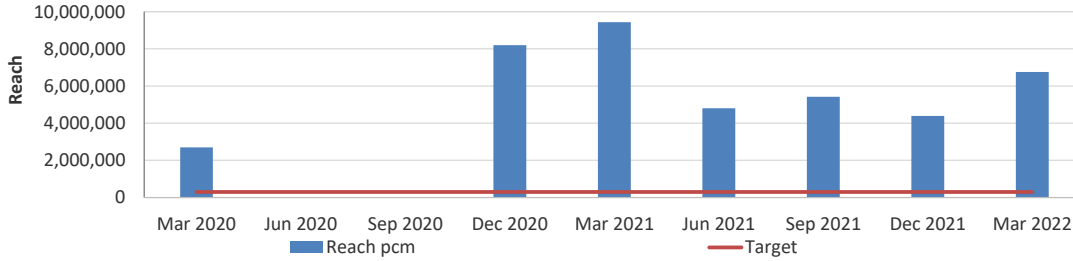| INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Amber	Improving	Stage 2 investigations are managed by the Consumer Relations Team. The overall out-turn for January, February, and March was 78%, a marked improvement on the preceding quarter's 33% and the best quarterly figure since the 82% attained in the second quarter of 2017/2018. Of the 9 Stage 2 complaints handled in the January-to-March quarter, 7 were internal reviews of FOIs.	Complaint responses can exceed completion limits due to a variety of reasons, such as the need to collate responses from a variety of external bodies and individuals. Not all of these reasons are completely within the County Council's control. Monitoring of timeliness of completions continues and reasons for late completions are investigated.	Monitoring will continue of response times, time needed to identify sources of information, workloads, and resilience due to annual leave.
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	All reports submitted in the last quarter of 2021/2022 were on time, maintaining the customary 100% level of performance in respect of this measure.	N/A	N/A
Traffic across social-media channels	Green	Improving	All recent quarters' out-turns have been well above target of 300,000, including 2021/2022 quarter 4's figure of 6,750,000. The indicator was not reported during the height of the pandemic I 2020.	Consistent and regular social media engagement continues.	Continue to prioritise community growth.

GRAPH

Stage 2 Corporate Complaints Completed in 25 Days
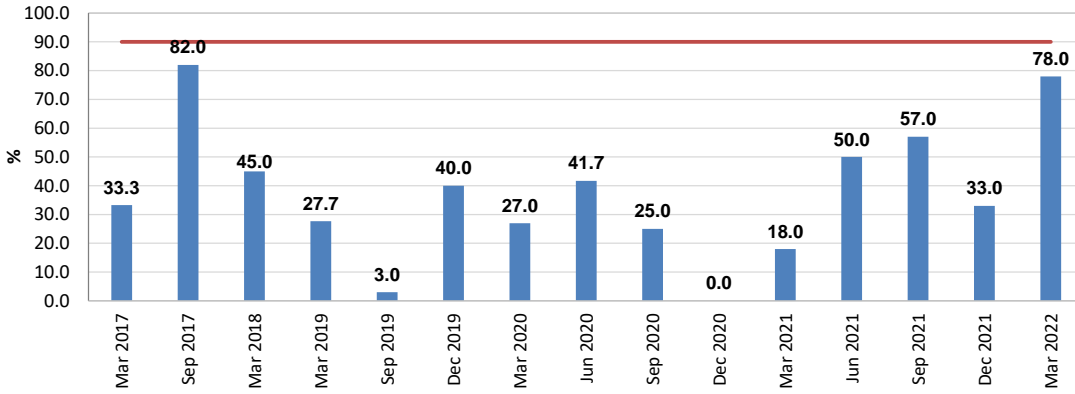
Date	%
Mar 2017	33.3
Sep 2017	82.0
Mar 2018	45.0
Mar 2019	27.7
Sep 2019	3.0
Dec 2019	40.0
Mar 2020	27.0
Jun 2020	41.7
Sep 2020	25.0
Dec 2020	0.0
Mar 2021	18.0
Jun 2021	50.0
Sep 2021	57.0
Dec 2021	33.0
Mar 2022	78.0

Strategic Leadership Team Complaint Reports Provided on Time

Date	%
Mar 2019	100
Jun 2019	100
Sep 2019	100
Dec 2019	100
Mar 2020	100
Jun 2020	100
Sep 2020	100
Dec 2020	100
Mar 2021	100
Jun 2021	100
Sep 2021	100
Dec 2021	100
Mar 2022	100

Traffic Across Social-Media Channels

Reach pcm · Target

			Management Information Analytics and Research		
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
All HR Strategic Leadership Team/ Directorate Leadership Team reports completed on time	Green	No noticeable change	All HR reports have been produced and reported to deadlines and to a high quality.	We continue to seek customer feedback as a means of improving the package of reports we produce for our customers.	A review of the content of the reports will be undertaken to ensure the reports meet customer requirements.
Balanced Scorecard reported on time	Red	No noticeable change	March 2020 is the latest formal update of the Balanced Scorecard (BSC). Reporting was paused due to COVID-19 response requirements, but a 2020/2021 end-of-year performance summary was presented to Performance Board in June 2021.	Indicators are being reviewed and updated in the new performance-management system. 2021/2022 quarter 4 performance reports are being used to demonstrate the functionality of the new reporting system as well as providing end-of-financial-year information.	New performance management approaches will continue to be developed in 2022/2023. Indicator framework under development to report against refreshed Corporate Plan's priorities.
Customer Satisfaction with Management Information & Analytics team	Green	No noticeable change	The most recent survey result is from the summer 2021 and demonstrates the team has maintained a high level of customer satisfaction throughout the pandemic.	Completion of survey and production of report, which will include qualitative feedback as well as an overall satisfaction rating.	Reviewing customer feedback and any suggestions for improvements to services, to be followed by implementation of agreed improvement actions and inclusion of satisfaction data in future performance reports.

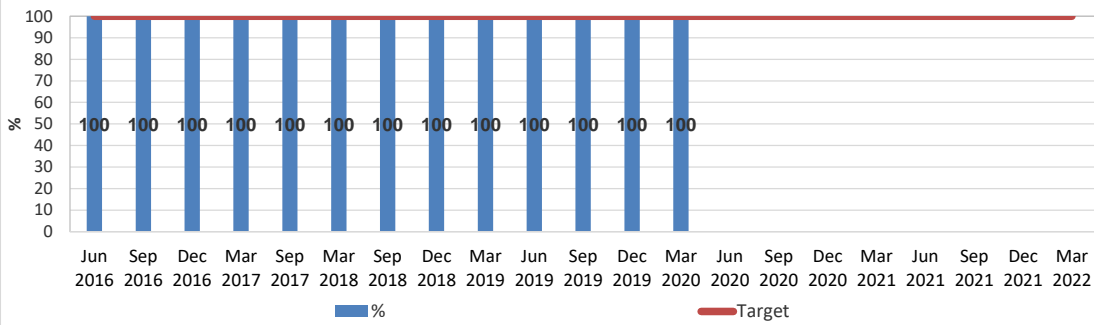## Management Information Analytics and Research

GRAPH

Strategic Leadership Team/Directorate Leadership Team Reports Completed on Time

Values for all bars: Mar 2018 = 100, Sep 2018 = 100, Mar 2019 = 100, Jun 2019 = 100, Sep 2019 = 100, Dec 2019 = 100, Mar 2020 = 100, Jun 2020 = 100, Sep 2020 = 100, Dec 2020 = 100, Mar 2021 = 100, Jun 2021 = 100, Sep 2021 = 100, Dec 2021 = 100
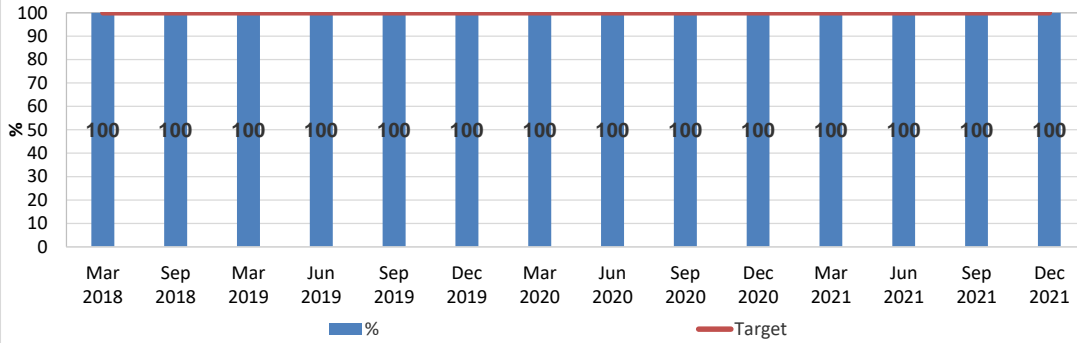
Legend: % — Target

Balanced Scorecard and Risk Register Reported on Time

Values for all bars: Jun 2016 = 100, Sep 2016 = 100, Dec 2016 = 100, Mar 2017 = 100, Sep 2017 = 100, Mar 2018 = 100, Sep 2018 = 100, Dec 2018 = 100, Mar 2019 = 100, Jun 2019 = 100, Sep 2019 = 100, Dec 2019 = 100, Mar 2020 = 100

Legend: % — Target

Customer Satisfaction with Management Information & Analytics team

Values: Jun 2017 = 100, Sep 2018 = 100, Jul 2021 = 100

Legend: % — Target

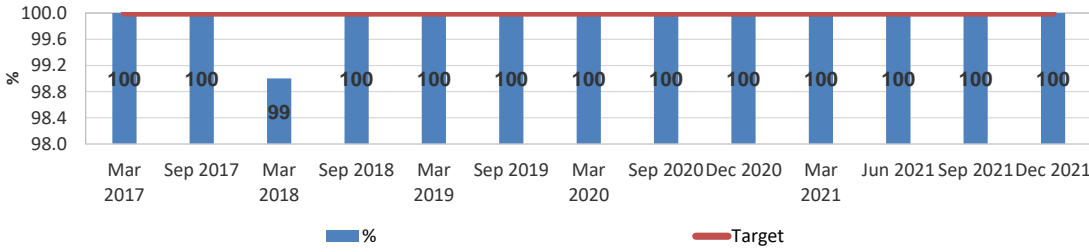| INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Maintain the public performance information on the Worcestershire County Council Website - published every six months	Red	No noticeable change	March 2020's Balanced Scorecard is the most recent on the County Council's website, reporting being paused due to COVID-19 response requirements. This indicator is therefore red-rated, although performance summaries were presented to Performance Board, Scrutiny Panels, DLTs, etc. throughout 2020/2021 and 2021/2022.	Indicators are being reviewed and updated in the new performance-management system and new performance-management approaches are being developed. 2021/2022 quarter 4 performance reports are being used to demonstrate the functionality of the new reporting system as well as providing end-of-financial-year information.	New Indicator framework under development to report against refreshed Corporate Plan's priorities. Future uploads to the website of corporate-level Scorecard summaries will be as per corporately-agreed requirements.
Statutory returns completed on time	Green	N/A	All returns completed on time or within agreed extension period.	We are working with DfE and schools to understand upcoming statutory reporting requirements for education in light of COVID-19 guidance.	Continue to monitor. Indicator updated at end of quarters 2 and 4.
Statutory returns meeting quality requirements	Green	No noticeable change	No issues with returns to date	We are working with DfE and schools to understand upcoming statutory reporting requirements for education in light of COVID-19 guidance.	Continue to monitor. Indicator updated at end of quarters 2 and 4.

GRAPH

Maintaining Public Performance Information on the Worcestershire County Council Website
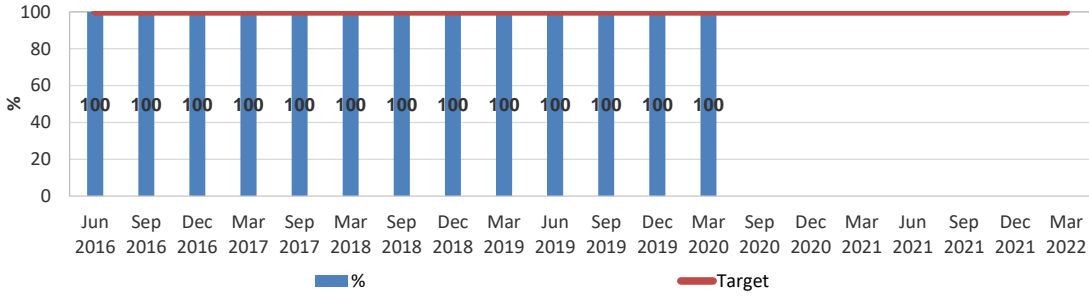
Jun 2016: 100, Sep 2016: 100, Dec 2016: 100, Mar 2017: 100, Sep 2017: 100, Mar 2018: 100, Sep 2018: 100, Dec 2018: 100, Mar 2019: 100, Jun 2019: 100, Sep 2019: 100, Dec 2019: 100, Mar 2020: 100

Legend: % — Target

Statutory Returns Completed on Time

Mar 2017: 100, Sep 2017: 100, Mar 2018: 100, Sep 2018: 100, Mar 2019: 100, Sep 2019: 100, Mar 2020: 100, Sep 2020: 100, Dec 2020: 100, Mar 2021: 100, Jun 2021: 100, Sep 2021: 100, Dec 2021: 100

Legend: % — Target

Statutory Returns Meeting Quality Requirements

Mar 2017: 100, Sep 2017: 100, Mar 2018: 99, Sep 2018: 100, Mar 2019: 100, Sep 2019: 100, Mar 2020: 100, Sep 2020: 100, Dec 2020: 100, Mar 2021: 100, Jun 2021: 100, Sep 2021: 100, Dec 2021: 100

Legend: % — Target
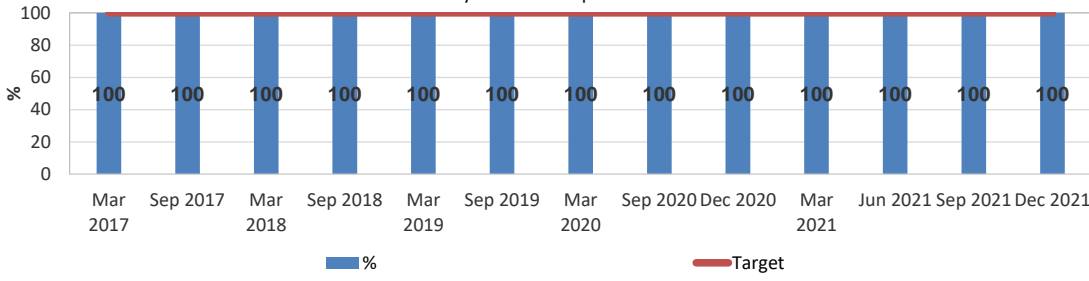
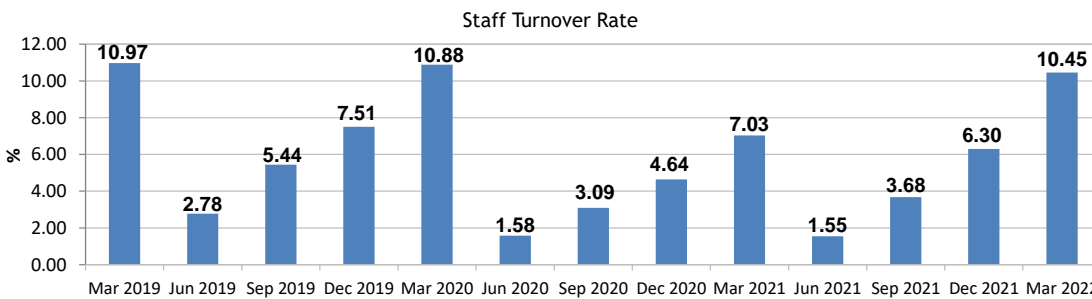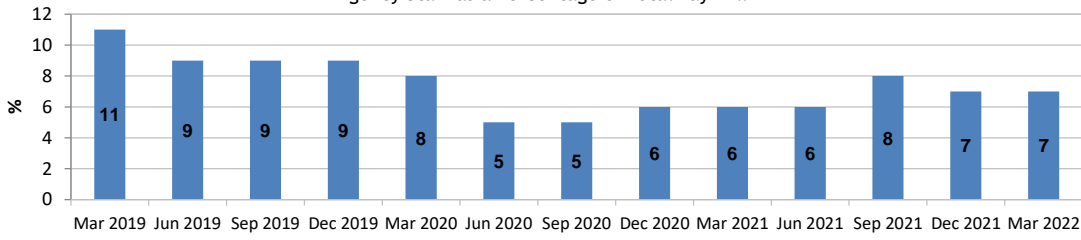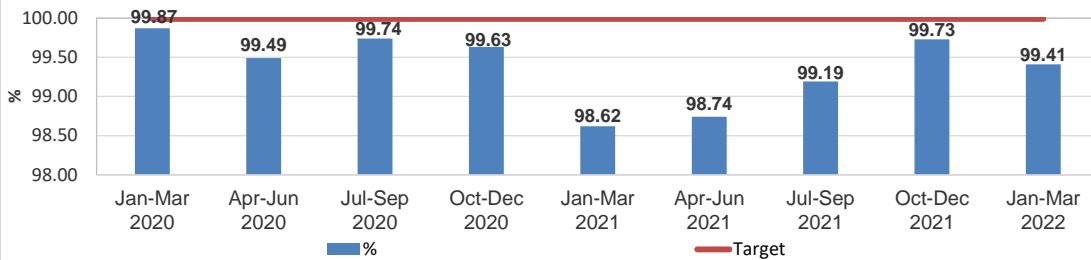| HR, ICT and Corporate Information Governance Team					
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full-Time Equivalents	N/A	N/A	FTEs at the end of the 2021/2022 financial year equated to 1,848.84, down 0.2% from 1,853.02 at the end of December 2021. Changes in headcount from quarter to quarter will always reflect some of the initiatives active at any one time (e.g. TUPE in/out, recruitment drives).	Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.	
Sickness Rates	Red	Deteriorating	By the end of the 2021/2022 financial year, there had been an average of 7.95 days sick per person [FTE] in the financial year. The equivalent figure at the end of 2020/2021 was 6.00; at the end of 2019/2020, it was 8.10. The target is 7 days.	Monitoring and management of sickness absence continues. Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.	
Days lost through long- and short-term sickness	N/A	N/A	Long-term absences are episodes of 21 or more calendar days. 2021/2022's quarter 4 long-term absences totalled 1,791, down 54.2% compared with quarter 3's 3,914 days. Short-term absences in 2021/2022 quarter 4 (774.50) fell 25.5% from 1,039.50 days in quarter 3.	Monitoring and management of sickness absence continues. Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.	
Staff turnover rate	N/A	N/A	This relates to leavers in the financial year as a percentage of the workforce. The final 2021/2022 figure of 10.45% was higher than 2020/2021's 7.03%, but below the year-end out-turns for 2019/2020 (10.88%) and 2018/2019 (10.97%).		

HR, ICT and Corporate Information Governance Team

GRAPH

Employees - Actual Full-Time Equivalents

Dec 2021: 1,853.02
Mar 2022: 1,848.84

FTEs Total — Target

Sickness Rates

Dec 2018	Mar 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022
6.09	7.68	2.07	4.10	6.02	8.10	1.71	0.48	0.47	6.00	2.02	3.87	6.55	7.95

FTEs Total — Target

Days Lost Through Long- and Short-Term Sickness

	19/20 Q1	19/20 Q2	19/20 Q3	19/20 Q4	20/21 Q1	20/21 Q2	20/21 Q3	20/21 Q4	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Long-Term in Qtr	3,583.66	3,667.54	2,997.80	4,609.00	2,155.00	2,276.00	3,116.00	932.00	3,040.50	2,723.50	3,914.00	1,791.00
Short-Term in Qtr	1,245.02	1,088.65	1,614.33	291.50	374.00	526.00	391.00	513.00	619.50	792.50	1,039.50	774.50

Long-Term in Qtr ■ Short-Term in Qtr - - - Long-Term in Financial Yr ······ Short-Term in Financial Yr

Staff Turnover Rate

Mar 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022
10.97	2.78	5.44	7.51	10.88	1.58	3.09	4.64	7.03	1.55	3.68	6.30	10.45

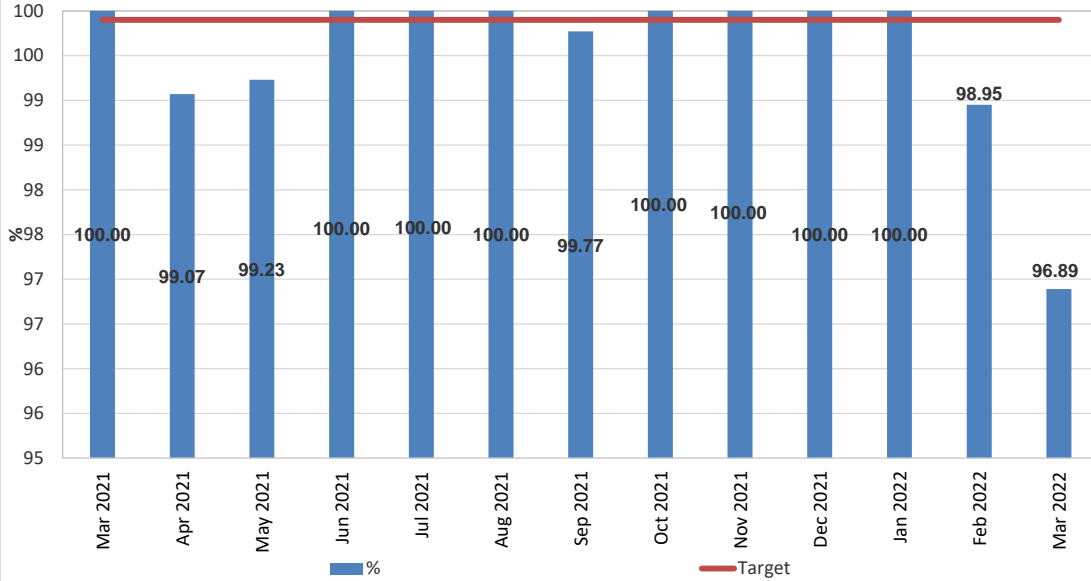| INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Cost of agency staff as a percentage of the total pay-bill	N/A	No Noticeable Change	Agency spend at the end of each quarter as a percentage of the total pay bill. Since 1st October 2019, the figure has excluded WCF. 2021/2022's final figure was 7%, unchanged from the end of quarter 3 and down from 8% at the end of September last year.		
ICT - Local Area Network (LAN) Availability	Amber	No Noticeable Change	Availability in the January-to-March quarter was 99.41%. The figure for the whole financial year was 99.48% (2020/2021: 99.37%.) The target is for 99.99% Local Area Network uptime across all sites, so the last two quarters' out-turns were both slightly below target.	LAN infrastructure availability across all sites is based on a 24x7x365 business need. Monitoring of network hardware (switches) is achieved via the SolarWinds application. Instances where the cause of non-availability is beyond WCC control are included in calculations.	
ICT - Critical Application Availability	Amber	Deteriorating	The target is for 99.90% uptime for all critical applications. Full availability was maintained throughout October, November, December, and January, but there was some downtime in both February and March February's dip was attributable to network issues and a problem with Liquid Logic; March's was a more protracted issue in relation to the Capita ONE system. All of the problems have been resolved. The impacts of any issues relating to critical applications are monitored through the logging of Priority 1 support calls.	This PI details systems identified as critical to front line services and their overall availability based on a 24x7x365 business for Social Care, Symphony (the Library management information system), Jadu (Website), Outlook/Exchange (E-mail), and telephony. This includes the critical business applications themselves as well as all underpinning infrastructure required to deliver access to the application. The indicator is calculated by considering total downtime of a critical application for all users which will have an associated Priority 1 incident.	
Corporate Information Governance Team - FOI/EIR and SARs	Green	FOI/EIR - No noticeable change SARs - No noticeable change	This covers timeliness of responses to Freedom of Information requests, the preparation of Environmental Impact Reports, and responses to Subject Access Requests. FOI performance was above-target in each of the quarters of the 2021/2022 financial year. During the course of 2021/2022, SARs performance regained the above-target status it lost during the course of the pandemic year of 2020/2021.		

GRAPH

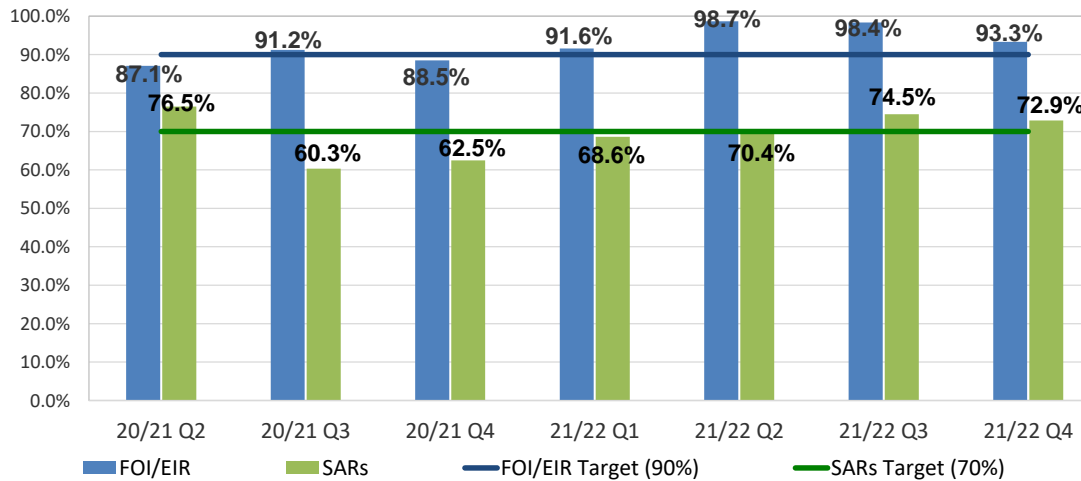## Agency Staff as a Percentage of Total Pay-Bill

Mar 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022
11	9	9	9	8	5	5	6	6	6	8	7	7

ICT - Local Area Network (LAN) Availability

Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-Jun 2021	Jul-Sep 2021	Oct-Dec 2021	Jan-Mar 2022
99.87	99.49	99.74	99.63	98.62	98.74	99.19	99.73	99.41

Legend: % (blue), Target (red)

ICT - Critical Application Availability

Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022
100.00	99.07	99.23	100.00	100.00	100.00	99.77	100.00	100.00	100.00	100.00	98.95	96.89

Legend: % (blue), Target (red)

CIMU - FOI/EIR and Subject Access Requests (SARs)

	20/21 Q2	20/21 Q3	20/21 Q4	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
FOI/EIR	87.1%	91.2%	88.5%	91.6%	98.7%	98.4%	93.3%
SARs	76.5%	60.3%	62.5%	68.6%	70.4%	74.5%	72.9%

Legend: FOI/EIR (blue), SARs (green), FOI/EIR Target (90%), SARs Target (70%)

Communities

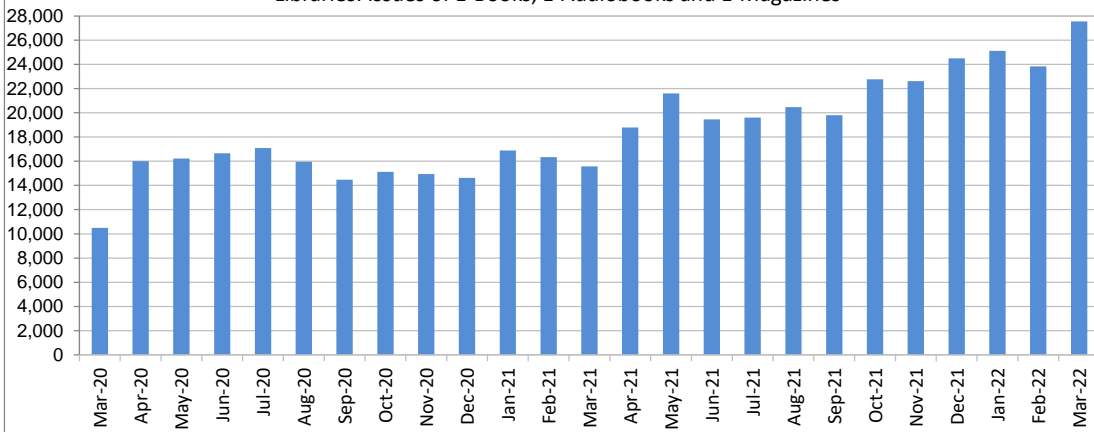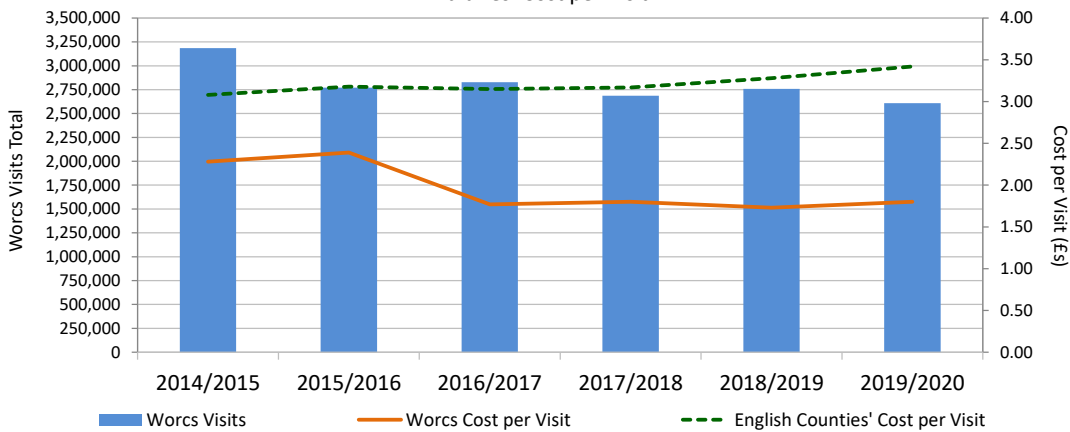| INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits Library Issues	No Status	Visits - N/A Issues - N/A	March's countywide visits total of 130,723 equated to 92% of the county's March 2020's 142,079. March 2022's issues total of (128,096) was 1.1% greater than March 2020's figure of 126,658. Available national benchmarking data from Libraries Connected suggests that, compared with two years previously, the county's visits total for March was above the national level of 50% and the issues total was higher than the national level of 79%.	Libraries are now providing the full range of on-site services. These include meetings of social-connecting groups, children's activities, adult learning courses, digital support, and employability sessions. Libraries are also now home to Worcestershire Business & Intellectual Property Centre, giving free advice, information, and resources to businesses. 2022's Customer Voice Survey responses are being analysed as a means of informing service planning and promotional activities.	Actions to increase access to libraries will include trialling periods when entry is controlled by membership cards. Local events and activities (e.g. Summer Reading Challenge) will be promoted to increase participation. The opt-in e-mail service will keep members better informed about new library services and plans for the Service's future, as well providing a feedback facility.
Library Issues: e-books, e-audio books, e-magazines, and e-newspapers	No Status	E-issues increasing	2021/2022's final e-issues total was 266,167, up 40.2% compared with 2020/2021's 189,909. March's e-issues total of 27,554 is the highest ever calendar-month e-issues total. E-newspapers became available for loan at the start of April 2021 and generated 83,089 (31.2%) of 2021/2022's e-issues. A total of 7,727 different people borrowed at least one e-item in 2021/2022. The active e-borrowers total for 2020/2021 was 8,262.	Efforts continue to promote the e-library, such as by setting up Borrowbox displays in libraries and highlighting the Digital Library Hub on the Library Service website. This provides a one-stop shop for e-services. March's Digital Hub page-views total of 9,136 took the total for the 2021/2022 financial year to 104,667, a monthly average of 8,722. Work is ongoing with the e-book and e-audiobook supplier to expand the range of titles and the number of available copies of already-held titles.	Monitoring of e-issues and the number of active users (including new users) will continue as a means of tracking the appeal to residents of the e-collections and the effectiveness of promotional campaigns, as well as providing evidence to support any review discussions with the service providers (BorrowBox for e-books, Overdrive for e-magazines, Press Reader for e-papers).
Cost per library visit	No Status	No noticeable change	Confirmation of the 2020/2021 and 2021/2022 figures is awaited, the relevant finance figures from the Public Library Statistics having not yet been published by CIPFA. Worcestershire's 2019/2020 figure of £1.80 was seven pence more than 2018/2019's figure, but 47.4% below the figure for all English local authorities (£3.42) and 42.7% below the figure for the County Council's Performance Family (£3.14).	Monitoring of visits and net expenditure can be used to provide a guide to each year's out-turn, although the indicator is usually only reported annually once year-end figures have been confirmed.	Cost per visit (net expenditure divided by visits) was once a National Indicator, but can continue to be reported as the relevant data is collated and published annually by CIPFA. Comparisons with other local authorities' figures will be possible upon publication of the relevant finance information in the Public Library Statistics.

Communities

GRAPH

Libraries: Visits and Issues

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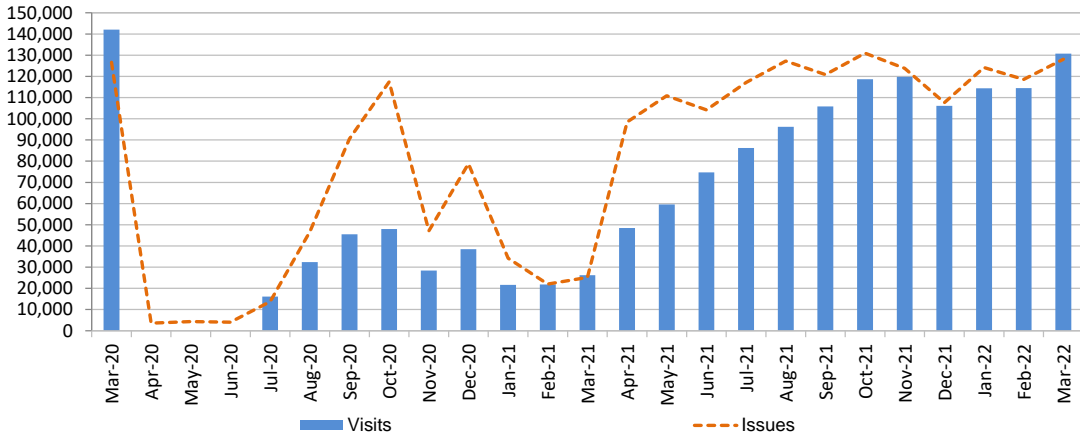
Libraries: Issues of E-Books, E-Audiobooks and E-Magazines

Libraries: Cost per Visit

Legend: Worcs Visits, Worcs Cost per Visit, English Counties' Cost per Visit

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Museum Visits	No Status	N/A	County Museum's overall total for 2021/2022 was 18,506 (94.8% of 2019/2020's 19,501). The Museums Worcestershire share of 2021/2022's admissions income was £41,774, which was 95.7% of 2019/2020's £43,641. Schools admissions income (£1,562) was at 39.1% of the 2019/2020's £3,999. School bookings only really resumed in the autumn term and did not attain the previous years' levels due to schools' COVID-19 concerns.	County Museum's 2022 information leaflet is available in a variety of formats. It showcases the partnership with the Hartlebury Castle Preservation Trust, providing details of all the buildings on the site, the grounds themselves, and the activities and live events the County Museum and the Trust are staging between them. Site accessibility information, ticket prices, how to book group visits, and this year's events programme also feature.	Work will continue with the Hartlebury Castle Preservation Trust to further promote the whole site, accredited by the Visit England Visitor Attraction Quality Scheme for the high standard of the museum and visitor experience. The Trust will stage outdoor film screenings and concerts. County Museum staff will continue to run events and undertake outreach visits to schools.
Countryside Standards Achieved	Amber	Deteriorating	The percentage of Site Standards met at the end of the quarter 4 of the 2020/2021 financial year was 81%. The pronounced drop from quarter 3's 88% related in the main to encroachments identified in January at Hartlebury Common. Letters were sent to the offenders. Preventative measures have been put in place and repairs undertaken. Winter storms did not cause as much damage to sites' trees as had been anticipated, but remedial works were required.	The repairs undertaken at Hartlebury and the preventative measures put in place there should address the problem and it is anticipated the next inspection will confirm that performance has recovered. The positive impacts of the work done to address the issues arising out of quarter 4's tree inspections should be picked up in the next inspection. The regular programme of inspections, groundworks, and repairs should ensure signs and notices, buildings, site furniture, and trails are well-maintained,	Sites' usage should increase, given settled, clement spring and early-summer weather. The schedule of regular inspections will identify any issues arising from increased usage, but any issues or concerns raised by visitors will be monitored and addressed as necessary.

GRAPH

Museums Worcestershire Visits
(County Museum, The Commandery, Worcester City Museum and Art Gallery)

All Museums closed in April and May 20220 and throughout January-to-March 2021 Quarter

Legend: Overall (bars), County Museum (dashed line)

Countryside Site Standards Achieved

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
%	88	83	86	81	83	88	87	88	86	81

Legend: % (bars), Target (line)
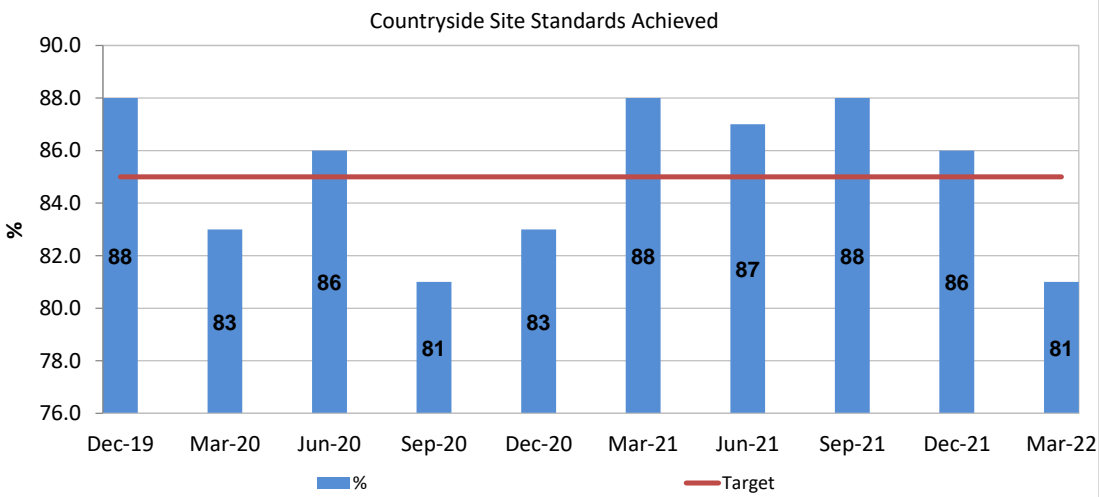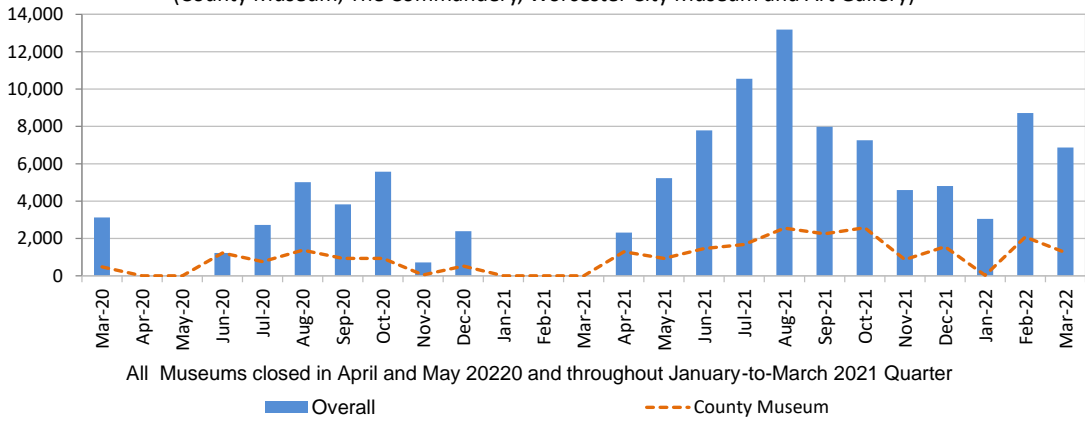
This page is intentionally left blank

Corporate and Communities Scrutiny Panel

13 July 2022

Quarter 4
Forecast Outturn 2021/22

worcestershire
county council

Q4 Financial Position – COACH & CEU

COACH & CEU	2021-22 Gross Budget Q4	2021-22 Net Budget Q4	2021-22 Forecast Outturn Q4	2021-22 Actual Variance Q4	2021-22 Forecast Variance Q3	2021-22 Forecast Variance Q2	2021-22 Forecast Variance Q1
	£'000	£'000	£'000		£'000	£'000	£'000
COACH - Management	580	222	204	-18	10	-2	-6
Legal and Democratic Services	8,154	5,168	5,399	231	136	20	-55
Commercial Management	3,441	979	774	-205	-205	1	3
Property Services	8,744	359	-434	-793	-4	43	44
Digital, IT and Customer Services	9,429	737	729	-8	52	-4	7
Transformation & Change Team	311	0	0	0	0	0	0
TOTAL COMMERCIAL & CHANGE	**30,659**	**7,465**	**6,672**	**-793**	**-11**	**58**	**-7**
Engagement & Communications	1,006	366	255	-111	-78	-42	-46
Health & Safety	357	24	25	1	-14	-19	-43
HR-Core	4,375	332	206	-126	42	5	-81
Financial Services	5,605	1,418	1,417	-1	0	0	0
Chief Executive	439	434	422	-12	-6	-8	-8
TOTAL CHIEF EXECUTIVE UNIT	**11,782**	**2,574**	**2,325**	**-249**	**-56**	**-64**	**-178**

www.worcestershire.gov.uk

worcestershire county council

Key Headlines COACH

The Q4 year end position for COACH is an improvement to that reported at Q3, with an underspend of c£0.8m.

The favourable movement is due to one off savings relating to cleaning, reactive and planned maintenance and utility savings which have been delivered by reduced usage of properties through the pandemic

In summary the other key variations to budget are

- Overspend within Legal Services due to additional pressures which has required additional agency costs, specifically within the commercial legal team.

- Underspend within Business & Executive Support due to in-year vacancies and additional one-off income supporting the Research function (shown in Commercial Management).

worcestershire
county council

CEU underspent it budget by £249k which is also an improvement to Q3.

The key variances relate to

- Underspend in HR relating to the temporary suspension of the Talent Management Programme
- Underspend within Contents & Communications due to a combination of reduced staffing costs and additional income from one-off grants and capital funding

worcestershire
county council

Q4 Financial Position – Communities

Communities Revenue Forecast	2021-22 Gross Budget Q4	2021-22 Net Budget Q4	2021-22 Forecast Outturn Q4	2021-22 Actual Variance Q4	2021-22 Forecast Variance Q3	2021-22 Forecast Variance Q2	2021-22 Forecast Variance Q1
	£'000	£'000	£'000		£'000	£'000	£'000
Strategic Libraries	12,453	4,268	4,187	-81	139	139	0
Museum Services	776	657	657	0	-2	-1	2
Archives & Archaeology	3,649	1,514	1,511	-3	83	96	95
Greenspace & Gypsy Services	1,841	196	288	92	43	0	0
Community Services Leadership Team	207	207	217	10	7	-2	-2
Registration & Coroner	2,212	881	644	-237	0	0	0
Public Analyst	69	2	16	14	0	0	0
Trading Standards	871	122	122	0	-14	-5	-12
Communities and Partnerships	14,628	2,768	2,224	-544	-265	-265	-265
TOTAL COMMUNITIES	**36,706**	**10,615**	**9,866**	**-749**	**-9**	**-38**	**-182**

Key Headlines Communities

The year end position is an improvement to Q3 with an underspend of c£0.7m

Key variances are:-

- Children's Commissioning & Partnerships – Budget for staffing not utilised in year as staff seconded to work on the impact of the pandemic, thereby funded by one-off covid grant

- Children's Services Buildings and Pensions - Underspend on the cost of delivering building maintenance and savings relating to under-occupancy

- Additional building maintenance, fly tipping and sewerage issues within Gypsy Services

- Underspend in libraries due to a one-off insurance rebate and reduction in facilities costs which have mitigated the loss of rental income at the Hive

- Increased income in Registrations for wedding ceremonies

worcestershire
county council

worcestershire
c o u n t y c o u n c i l

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
13 JULY 2022

THE COUNCIL'S SOFTWARE FOR ADULT SOCIAL CARE/ CHILDRENS SERVICES (LIQUIDLOGIC)

Summary

1. The Panel has requested an overview of Liquidlogic, which is the software used by Worcestershire County Council (the Council) for managing and recording Adult and Children's social care data alongside financial management and reporting capability via the Data warehouse.

2. The report includes the background to software provision and the benefits of using Liquidlogic.

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

Background

4. [Liquidlogic](#) is a provider of software for local authority social care. Liquidlogic's social care software is built on a modern platform that is flexible, intuitive, and secure.

5. Liquidlogic was purchased by the Council to replace the legacy Framework-I system from Servelec Corelogic, which would no longer be supported by the supplier after 2019. Development of new functionality in Framework-I ceased around 2013 as the supplier focused on its next generation system. The lack of Framework-I development prevented the Council from using the case management system to modernise and support service development and improvement to include the Alternative Delivery Model[1], 3 Conversations[2] and information sharing with Health. The Council was looking for a supplier that was able to support its vision for Children's social care, enhance its strength-based approach in Adult social care, improve financial transactions and analysis, and enable the digital transformation programme.

6. Since the implementation of Liquidlogic in Adults (LAS) in November 2019 and Childrens (LCS) in March 2020, the systems have supported the People Directorate and Worcestershire Children First (WCF) to deliver the Council's ambition and determination to deliver an excellent service to Worcestershire's families. Liquidlogic has equipped practitioners with appropriate technology; and will also enable in time Worcestershire's

---

[1] Alternative Delivery Model for Worcestershire County Council's Children's Services led to the creation of Worcestershire Children First
[2] The 3 Conversations (3Cs) is a strengths-based approach to providing services that work collaboratively with people seeking support, including carers.

social care services to be more mobile and dynamic in their engagement with Adults, children, their families and information sharing with key partner organisations.

Overview of the Liquidlogic Implementation Project

7.   Following a competitive tender process, Liquidlogic was awarded the contract based on a 50/50 split between quality and price. The Council was particularly drawn to Liquidlogic's user interface and unique graphical functionality such as Atom, which allows users to see a person's existing personal and professional relationships.

8.   The contract between the Council and Liquidlogic was signed on 28 September 2018. The programme initially focused on the move to the new case management system with some service operational improvements. The subsequent phase brought about alignment with the Council's Digital Strategy, improved information sharing with the Council's key business partners, and implementation of additional modules.

	Children's	Adults	Finance (ContrOCC)
Core Functionality	Liquidlogic Children's System (LCS) CSE Workspace Legal Workspace CP-IS Early Help Module Children's Data Warehouse	Liquidlogic Adults System (LAS) Adults Data Warehouse	Adults Contracts and Payments Adults Charging License Children's Full Contracts and Payments License Data Warehouse
Additional Functionality	Signs of Safety Forms Children's Mobile Application Children's Portal GroupWork (For Children's Centre Management) Delegation Portal Children's Number Loader Gazetteer integration SAML integration G-5 Data Extracts to CAP (Out Systems)	Adults Mobile Application PDS[3] Integration (with the NHS Spine[4]) Adults Portal Integration with WCC Adults Portal G-6 Exporter – Hourly Extracts G-16 Adults Number Loader EMIS integration with LAS Delegation Portal for Adults	Adults Provider Portal Children's Provider Portal Generic Web Services API's (for interfacing with the corporate financial system) On-line Financial Assessments (OFA) Billing Module – Debt Management Landscape – Prediction tool for social care provision using current and future trends

9.   Implementation of the Social Care Case Management System was achieved within 12 months for Adults (LAS) and 15 months for Childrens (LCS), as well as their complimentary social care finance systems, ContrOCC. Of particular note is that

---

[3] The Personal Demographics Service (PDS) is the national electronic database of NHS patient details such as name, address, date of birth and NHS Number, which includes demographic information.

[4] The NHS central 'Spine' is the digital central point allowing key NHS online services and allowing the exchange of information across local and national NHS systems.

Childrens went live during March 2020, at the start of the pandemic, and it is to the credit of all staff involved that they were able to achieve this.

10. In line with Council ICT policy of cloud first, the solution was externally hosted by Liquidlogic, allowing for improved performance, security and business continuity.

11. Migration to Liquidlogic required improved data quality due to the methodical nature of the system, ensuring that each step is completed before moving on to the next. The migration also provided an opportunity for data cleansing, so the data loaded was more accurate.

Liquidlogic Adults' Social Care System Software (LAS

12. The Liquidlogic Adults' Social Care System (LAS) is designed to be used by social workers, professionals in partner agencies such as health, care providers, the third sector, service users, and carers.

13. LAS provides flexible and comprehensive functionality to enable the management of the core care pathway, provider management, financial management.

Liquidlogic Children's Social Care System Software (LCS) and Early Help (EHM)

14. Worcestershire Children's First has worked with Liquidlogic to ensure the functionality supports day to day Children's social care practise and work with partner agencies to support children, young people and their families to deliver our service. This was recognised by Ofsted in the July 2021 iLACS[5] visit.

15. The Early Help module is used by our family support teams in the delivery of Early Help, our Vulnerable Learners Team in education, and current plans are to use EHM instead of Capita for Special Education Needs and Disabilities (SEND).

Social Care Finance Software (ContrOCC)

16. Finance is an integral component of social care case management. Liquidlogic works in collaboration with Oxford Computer Consultants (OCC), a provider of financial software in social care, to provide integrated finance modules (ContrOCC).

17. The ContrOCC social care finance module (for Adults and Children) is designed to meet the specialist needs of finance professionals in social care. For finance officers: configurable finance functionality is designed around their requirements. Social workers and managers continue to plan and provision services using their familiar case management system. The financial impact of every decision is known before a commitment is made.

Client and Provider Portals

18. Partner Portals for professionals making referrals to Children's social care, early help, and LADO[6] have been implemented. These enable partner agencies and professionals to engage securely with system data via a portal so they can contribute to workflow and processes.

---

[5] Ofsted's framework and guidance for inspecting local authority services for children (ILACS)
[6] Local Authority Designated Officer

19. **Children's Client Portal:** Currently WCF are developing the transfer of Education, Health and Care Plans (EHCP) out of Capita into Liquidlogic, which will include the use of the portals in the development of EHCP plans for children and young people with both partner agencies and families.

20. **Adult Self Service Client Portal:** The portal enables Adults and carers to access information and provide signposting to the support they need. The portal is configured to enable Adults to determine whether they are likely to qualify for local authority support, both in terms of needs and financial eligibility. Adults can contact the Council online and inform them of their care requirements. The portal is fully integrated with the back office social care system and, as a result, a history of portal interactions is held against a client's record, eliminating the need for the practitioner to manually transfer information from a portal to the case management system and saving time.

21. **Childrens Social Care Provider Portal:** WCF use the portals for professionals to make safeguarding referrals to Childrens social care, request for early help family support, make position of trust referrals to the LADO, fostering enquiries and requests for information. A visual image of the Children's portals is included in Appendix 2.

22. **Adult Social Care Provider Portal:** This facilitates online interaction with suppliers, enabling them to receive purchase orders online and submit actuals back which leads to automatic electronic payments. The information displayed is a mirrored view of what is held in the main ContrOCC finance system. A visual image of the Adult's portals is included in Appendix 3.

23. **MASH Portal**: For Childrens Services the secure MASH[7] portal is accessed by the Harm Assessment Unit, police, youth justice, probation, education, drug and alcohol services, Adults safeguarding, and health. Police also have a separate portal within Liquidlogic which allows them to send police referrals to both Childrens social care and early help family support supporting their volume and demand and ensuring that the right information goes to the right place for decision making.

24. As a user, be that a professional or a member of the public, the portals are accessed via the Council website and only one login is required to access the desired portal functionality. External partners include the police, schools, colleges, Health, GPs, hospitals, ambulance services, court officers, probation, housing, drug and alcohol services and partners who are external to Worcestershire who may need to refer into children or Adults services.

Data Protection Compliance (UK GDPR)

25. A full Data Protection Impact Assessment (DPIA) was completed to support Liquidlogic project and ensure data protection, and compliance with the data protection principles, was woven into the deployment of the software.

26. The data quality work required to enable the successful migration of data into Liquidlogic improved the accuracy of the data held and identified the information that needed to be transferred over to the new system (and therefore the information that is no longer needed so could be deleted).

27. The ability to apply retention periods and calculate the date a service user's records should be destroyed so records are deleted in a timely manner and in line with the

---

[7] MASH – Multi Agency Safeguarding Hub

Council's retention policies. This functionality is supported by workflow processes to validate the calculated retention dates, so records aren't deleted before they need to be (for example to enable compliance with the request from the Independent Inquiry into Child Sexual Abuse to pause deletion of certain types of records until their inquiry ends).

28. The separate LCS, EHM and LAS modules assists the deployment of the 'need to know' principle as access permissions to Children's and Adult's social care data can be managed separately.

29. The client and professional portals offer secure mechanisms for the receipt of information and referrals and reduces any potential risk of information being sent to the wrong recipient or not being actioned by relying on email or postal processes.

30. Liquidlogic has supported better mechanisms for appropriate information sharing between organisations, including direct access for approved third-parties for specific purposes (e.g. to deliver Mental Health services) and the Integrated Care Record.
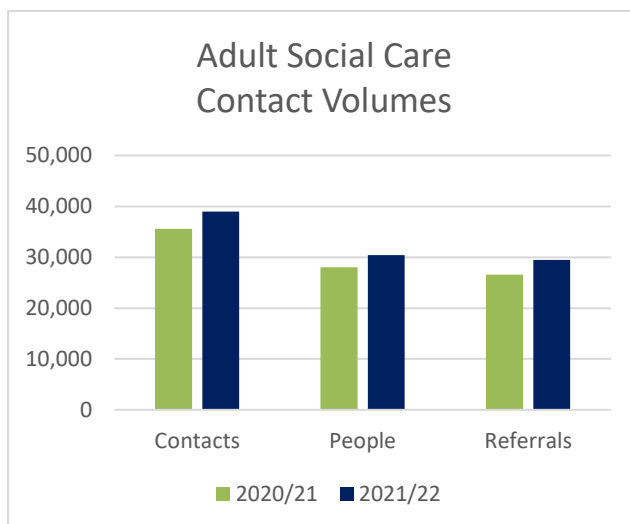
Data and Statistics

31. The LADO portal was launched in March 2021, then went officially live from 1 April 2021 onwards. Between 1 April 2021 to 31 March 2022, 413 referrals were received through the LADO Portal.
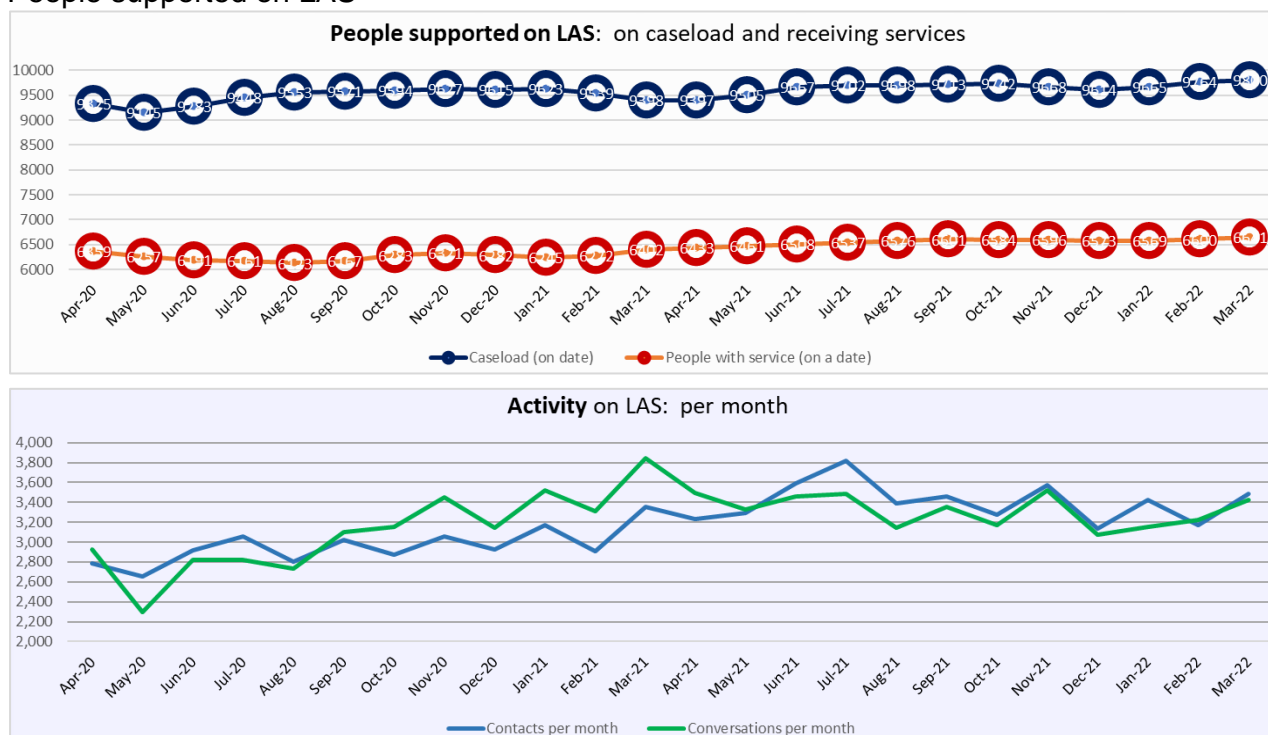
32. For referrals to Children's social care, 14,221 contacts were received from 1 April 2021 to 31 March 2022, which equates to an average of 1,185 per month.

33. WCF Early Help Family Support Team received 11,239 requests for services, averaging 1,022 per month.

34. The data below shows the trend for area teams since 1 Dec 2019, shortly after the implementation of LAS.

People supported on LAS

People supported on LAS: on caseload and receiving services

Caseload (on date) — People with service (on a date)

Activity on LAS: per month

Contacts per month — Conversations per month
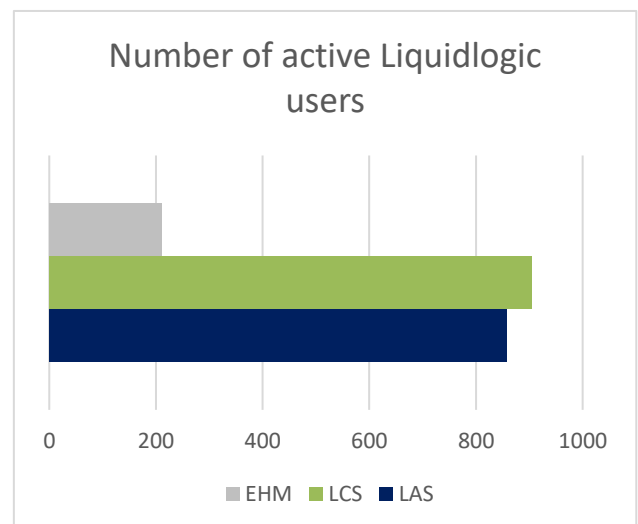
Governance and the SCCM[8] Steering Board

35. Following implementation of Liquidlogic for Finance, Adult and Children Services, a further phase of case management system development was agreed to:
   i. Implement additional (see section 8 for details) system functionality within the Adult and Children Services case management and finance systems aligned to the Council's strategic transformation agenda.
   ii. Implement contract management to review and monitor system performance and any associated system downtime, including operational impact.
   iii. Ensure systems are fully interoperable and aligned with UK Government standards, and with all other Council business systems that touch social care commissioning, practice, and service delivery.
   iv. Ensure the data held in the social care case management systems meets quality standards that fulfil the Council's obligations to its residents under all information governance regulations and legislation.
   v. Ensure the programme is aligned with other major projects where there are inter-dependencies or impacts (directly or in-directly).

36. The programme is led by the SCCM Steering Board, which now meets quarterly to set direction, secure resources, manage overall risks and ensure objectives are achieved. Delivery is executed through the governance structure below.

---

[8] Social Care Case Management

Senior Leadership Team

SCCM Steering Board	Audit Quality Assurance

Worcestershire Children First Prioritisation Board	People Directorate Change Board	IT and Digital Liquidlogic Support Team

Benefits Achieved

37. The Liquidlogic project delivered a sustainable, resilient, and secure web-based Case Management System that can adapt to changing government legislation and guidance for example, DoLS[9] and the Social Care Charging Reform[10].

38. Liquidlogic now supports staff in maintaining accurate, timely and comprehensive case records, facilitate robust management oversight and improve performance management and quality assurance.

39. The following benefits have been achieved:

Category	Benefit
Productivity and Efficiency	Managers can maximise the use of available resources through more accurately matching care needs and provision and support reviews, both scheduled and unscheduled, to ensure needs are met
	Client-related data is captured electronically at source and is entered only once
	The ability to make decisions on referrals in 24 hours in Children Services
	A costed care plan enables accurate forecast of future care spend commitment
	Information can be extracted directly from the case management system to support multi-agency needs-based planning e.g., Integrated Care Record
	A structured workflow and standardised processes is under pinned by policies and regulations that ensure improved compliance

---

[9] The Deprivation of Liberty Safeguards (DoLS) procedure is designed to protect a person's rights if the care or treatment they receive in a hospital or care home means they are, or may become, deprived of their liberty, and they lack mental capacity to consent to those arrangements.

[10] The Social Care Charging Reform (Care Cap) will introduce a lifetime limit on how much individuals will have to pay towards their care costs.

	Workload management is a core aspect of the system enabling workers and managers to identify priority work and re-assign case tasks where necessary
	Professionals have one user account and can send information to both Adults and Children's Services
	for children's the improvement in the ability to make decisions on referrals in 24 hours FWI comparison to LL data as the system has done this and Enabled the Council to manage a greater demand during Covid at the same time through reduced duplication and ease of data entry
	If a professional sends information to the wrong place in error, it can be added it to the system and shared with the correct team
Security	Security profiling enables multiple agencies to use the system appropriately
	Implementation of Single Sign-on to improve both security and user experience
	User profiling enables more granularity and auditing of access to the system to meet user needs.
Data Protection	Better mechanisms for appropriate information sharing between organisations, including direct access for approved third-parties for specific purposes
	Implementation of a retention policy and deletion of records
	workflow processes to validate the calculated retention dates, so records aren't deleted before they need to be
	The security model enforces data protection requirements
KPIs and Reporting	Senior managers can directly view the performance of the services and of individual teams against key indicators and planned progress
	ContrOCC enabled accurate payment and recording of Covid grants, often at short notice
	Management Information and Analysis teams have been able to use ContrOCC data to establish clear financial reports that have streamlined Budget Monitoring around Social Care Placements
	Service transformation through the use of 'best practice' processes
	Improved supplier relationships have been achieved from quicker cash flow processing
	Compliance with statutory requirements around practice and legislation

	The self-service provider portal improves communication and service for those in need, whilst at the same time helping the Council reduce costs and save time
	Managers can use financial reports and care trend analysis to contain care costs within agreed budgets
	Managers have easy access to high quality information and reports
	Timeliness of accurate and reliable information that supports commissioning and management decision
	Enabled further development of manager self-service reporting and deployment of dashboards to enable improved understanding of performance across services
	Introduction of key 'mandatory fields' to improve data quality. Mandatory fields have been designed to provide a careful balance between recording essential information and not creating a recording burden for staff or preventing urgent work from progressing
	Improved data quality and accuracy of data
Ease of access	Provider portals enable partner agencies and professionals to engage securely with system data via a portal so they can contribute to workflow and processes.
	Improved access for clients to access information via the portals
	The Children's Client Portal provides access to EHCP plans for children and young people for both partner agencies and families.
	The Adult Self Service Client Portal enables Adults and carers to access information and provide signposting to the support they need.
	Improved accessibility for practitioners in the field using their tablet devices and web based Liquidlogic system

Liquidlogic Roadmap

40. The SCCM Steering Board oversees the ongoing development of the system. The programme of work includes:

      i.   Integrated Care Record[11]: Liquidlogic will enabling a user to view health data within the system and enable health partners to view social care data in their health system(s) and apply consent and permission rules where appropriate.

---

[11] An Integrated Care Record (ICR) is a way of bringing together the various electronic records of a person's care. It takes information directly from existing systems used by health and social care organisations and presents it in a structured, easy-to-read format for health and care professionals.

ii. Social Care Charging Reform Programme: The need to be able to receive and process requests for all residents, including self-funders, for care needs and financial assessments and development of Care Accounts will be further supported through development of Liquidlogic and Controcc linked to the Social Care Charging Reform Programme.

iii. Adult Social Care Client portal: The ambition of the corporate Customer Experience Programme is to transform the way in which customers access services and information, and improve the end-to-end customer journey, including enabling as much service delivery through self-service. The first phase of the Customer Experience Programme is focused on Adult Social Care, which initially will see the Adult Social Care Client portal become live. This will enable efficiency for professionals and the Adult Social Care (Hear2Help) front door and social workers – where emails and telephone calls will be reduced / eradicated and professional referrals will come through online via the portal.

iv. Special Education Needs and disabilities: SEND is being migrated from Capita to the Early Help Module. The Education, Health and Care Plan will have a new portal developed.

v. Social Care Charging Reform (Care Cap): The statutory requirement to deliver CareCap in Adult Social Care will be implemented.

vi. Deprivation of Liberty Safeguards (DoLS): Legislation changes to Liberty Protection Safeguards (LPS) for Adults and Childrens' services will be implemented.

vii. Client Finance Portal: the portal will be live in 2022 to support the CareCap delivery.

41. For an overview of future developments please see Appendix 1: Liquidlogic and ContrOCC Roadmap

Purpose

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

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

Supporting Information

- Appendix 1: Liquidlogic and ContrOCC Roadmap
- Appendix 2: Liquidlogic Children's portal
- Appendix 3: Liquidlogic Adults portal
- Appendix 4: Glossary

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers

Tel: 01905 844965 / 844964, Email: scrutiny@worcestershire.gov.uk

Background Papers

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

Appendix 1: Liquidlogic and ContrOCC Roadmap

Worcestershire LL & OCC Roadmap
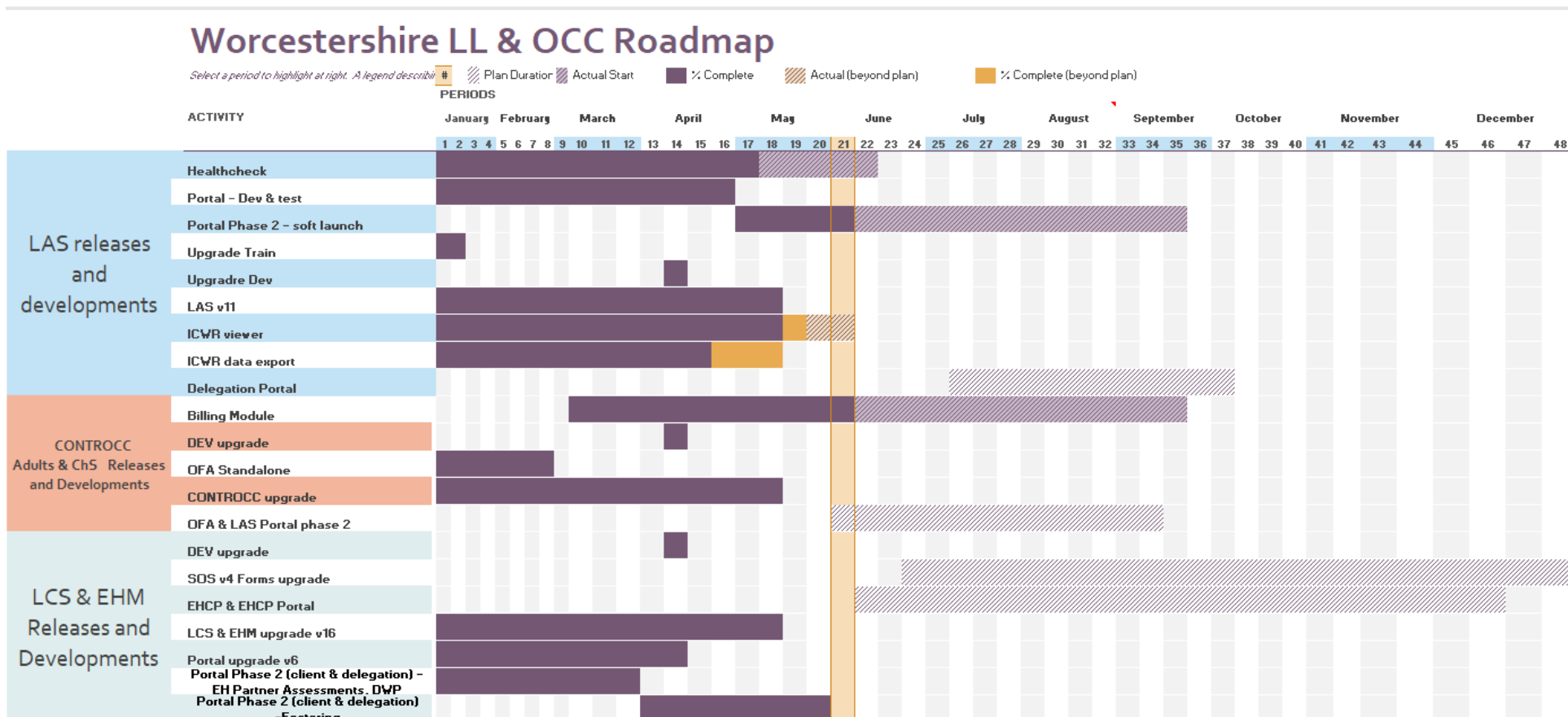
Appendix 2: Liquidlogic Children's Portal

Accessing the Portal

Children, young people and families

Our aim is to work with parents, carers and young people together and to offer advice and support before a situation reaches crisis point. We also work in partnership with, and may refer you to, other services and community groups, including education, health, housing, benefits agencies and the police that can help support you.

Schools

Are you worried about an adult who works with children?

The Family Hub

Early help family support

Request services from early help family support

Refer to Children's Social Care

Contact us

Get Safe

Care leavers

Fostering and kinship

Education health care plans

SEND Local Offer

Appendix 3: Liquidlogic Adults Portal

Home / Adult Social Care / Portal Home

Welcome to Worcestershire County Council

I am a member of the public >

I am a professional >

The above is the landing page for the Adults Portal which is currently under development with a soft launch planned for early June.

By clicking **I am a member of the public** tile the user is taken to the screen below where they can select and launch either an online referral form or access links to refer to Children's social care/online financial assessment.

Any form/referral created on the portal integrates directly into the LAS system.

Home / Adult Social Care / Portal Home / I am a member of the public

I am a member of the public

Support Needs >

Carer's Support Needs >

Children's Services Referral >

Financial Assessment >

If the **I am a Professional tile** is clicked the below options become available and as with the member of the public forms/referrals there is full integration into LAS.

Worcestershire County Council

Home | My Account | Recover a form

Home / Adult Social Care / Portal Home / Professionals

Professionals

✎ Professional Referral to Adult Social Care ❯	⚠ Raise a Safeguarding Concern about an Adult ❯
👤 Police Referral ❯	⚠ Raise a Care Quality Concern ❯
🛡 Liberty Protection Safeguards ❯	👥 Carer's Support Needs ❯

The individual links to each of the tiles will be available to click through from on the existing Adult Social Care and Safeguarding webpages on the WCC website where users will be able to view other options available to them before directed to the portal.

Appendix 4: Glossary

Term	Description
3 Conversations (3Cs)	3 Conversations (3Cs) is a strengths-based approach to providing services that work collaboratively with people seeking support, including carers
CAP	
CareCap	
CP-IS	Child Protection Information Sharing
ContrOCC	
CSE	Child Sexual Exploitation
DoLS	Deprivation of Liberty Safeguards
EHCP	Education, Health and Care Plan
EHM	Early Help Module
iLACS	Ofsted's framework and guidance for inspecting local authority services for children (ILACS)
ICR	Integrated Care Record. Joined up, coordinated health and social care that is planned and organised around the needs and preferences of the individual, their carer, and family. Sometimes referred to as the ICWR (Integrated Care and Wellbeing Record)
Integrated Children's System (ICS)	ICS provides a conceptual framework, a method of practice and a business process to support practitioners and managers in undertaking the key tasks of assessment, planning, intervention and review.
LADO	Local Authority Designated Officer
LAS	Liquidlogic Adult Services
LCS	Liquidlogic Childrens Services
LPS	Liberty Protection Safeguards
MASH	Multi Agency Safeguarding Hub
NHS Spine	The NHS central 'Spine' is the digital central point allowing key NHS online services and allowing the exchange of information across local and national NHS systems.
OCC	Oxford Computer Consultants (OCC), a provider of financial software in social care
OFA	On-line Financial Assessment
PDS	The Personal Demographics Service (PDS) is the national electronic database of NHS patient details such as name, address, date of birth and NHS Number, which includes demographic information.
SCCM	Social Care Case Management
SEND	Special Education Needs and Disabilities
Social Care Cap	The cap is a lifetime limit of £86,000 on how much individuals will have to pay towards their care costs.
WCC	Worcestershire County Council
WCF	Worcestershire Children First