Worcestershire County Council

Agenda

Corporate and Communities Overview and Scrutiny Panel

Thursday, 19 January 2023, 10.00 am
County Hall, Worcester

All County Councillors are invited to attend and participate

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DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?
- **Register** it within 28 days <u>and</u>
- **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.

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

Corporate and Communities Overview and Scrutiny Panel
Thursday, 19 January 2023, 10.00 am, Council Chamber

Membership
Councillors:
Cllr Emma Stokes (Chairman), Cllr James Stanley (Vice Chairman), Cllr Laura Gretton, Cllr Peter Griffiths, Cllr Emma Marshall, Cllr Natalie McVey, Cllr Richard Udall 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 Democratic Governance and Scrutiny Manager, County Hall, Spetchley Road, Worcester WR5 2NP. in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday 18 January 2023). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed in this agenda and on the website.*	
4	**Confirmation of the Minutes of the Previous Meeting** Previously circulated	
5	**Update on the Council's Support for Volunteers and Volunteering Through the Here2Help Service** (Indicative timing 2:05 – 2:35pm)	1 - 8
6	**Data Analytics** (Indicative timing 2:35 – 3:05pm)	9 - 18
7	**Budget Scrutiny 2023/24** (Indicative timing 3:05 – 4:05pm)	19 - 38
8	**Work Programme** (Indicative timing 4:05 – 4:10pm)	39 - 40

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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

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
19 JANUARY 2023

UPDATE ON WORCESTERSHIRE COUNTY COUNCIL'S SUPPORT FOR VOLUNTEERS AND VOLUNTEERING THROUGH THE HERE2HELP SERVICE (INCLUDING A COST OF LIVING UPDATE)

Summary

1. The Panel has requested an update on Worcestershire County Council's (the Council) support for volunteers and volunteering through the Here2Help Service (Here2Help), following on from the previous report in September 2021.

2. The Cabinet Member with Responsibility for Communities and the Assistant Director of Communities have been invited to the meeting to update the Panel on activity since the previous report and future plans in relation to volunteering.

Background

3. Here2Help was originally launched in March 2020 as a direct response to the needs of local people impacted by the COVID-19 pandemic. The Service was created and developed to support local residents offering to help others who were having to shield and self-isolate. This included telephone advisors to support individuals with signposting services, online web resources, an internal volunteering dashboard and functions to co-ordinate volunteering activity and a community services directory launched in September 2021.

4. Volunteers have been supporting residents for well over two years in such areas as; food collection, food parcels, medication delivery and befriending, as well as support for a Covid clinics. A total of over 16,000 hours of volunteering have been delivered by a current network of around 1300 volunteers who are registered as being available to support roles across the county.

5. The Council is committed to supporting volunteering across the County, both from the perspective of the benefits from undertaking the activity itself on the local community, but also the positive outcomes to the individual volunteers.

6. Work is well underway to align the Council's internal volunteering activities and approaches, alongside the relationship building and working towards developing a joined up strategic volunteering approach across the key partner organisations. Since the summer of 2021 this has been progressed through the Council's investment in a Volunteering Development Officer, sitting alongside the Here2Help Team within the Communities and Partnership Service in the People Directorate.

7. Since the last update in September 2021, the landscape around the Covid response and volunteering activity has changed considerably, moving from a very operational logistical service of predominately volunteer co-ordination linked to Covid, to policy and strategic developments, whilst retaining the operational functions at a smaller scale with capacity to scale up if needed. There are many developments in progress which will enable a more co-ordinated approach to volunteering in the coming months and years, adding value and supporting the volunteering leads across the County and maximising the volunteering opportunities for residents.

Here2Help volunteers

8. Covid support formed the majority of the activity of the Council's Here2Help volunteers, from inception until mid-March 2022. From March onwards, support from the Council's volunteers was intermittent and ad-hoc in nature, including assistance for vaccination clinics in July and then again September through to the middle of November.

9. Volunteers register by entering their details on the Council's Here2Help section of the website, including their areas of interest. The range of areas that volunteers can become active in includes food and supplies, health and medication, supporting commitments, help with transport, mental health and wellbeing, Covid vaccination clinics and support for refugees. This then triggers the registration process which covers all relevant checks required and directs individuals to the Disclosure and Barring Scheme portal if appropriate. The online volunteering portal includes a range of functionality to facilitate effective management of large-scale volunteering activity such as calendar functions for volunteers to book to attend various activities such as Covid clinic sessions, updating volunteers on booking changes and clinic venue information.

10. Safeguarding the volunteers and people or activities they are supporting is paramount. Therefore, all volunteering activity is risk assessed in order to ensure the volunteer and the person they are supporting are safe following guidance and toolkits to ensure the highest safeguarding standards are maintained at all times.

11. The contribution of volunteers to support individuals and the vaccination activity has been considerable, the commitment and support provided has been invaluable to the Council and its wider statutory partners. Volunteers come forwards from all over the County to support their communities. Appendix 1 (attached) details a Volunteer Case Study from a Here2Help volunteer.

12. Those supporting Covid clinics were also surveyed to understand more about their experiences between September 2021 and March 2022. This covered key areas such as communication, how valued volunteers felt, whether they were likely to return and whether they felt like they were contributing. These results were analysed by venue so that the Council could identify issues early and work through these with the clinic co-ordinators. In summary an average of 80% of volunteers responding felt they had contributed, 77% were likely to return and 88% stated they felt valued. This will be replicated in the future at periodic intervals as relevant, including understanding and addressing those areas with lower levels of satisfaction.

13. The volunteers on the Council's Here2Help volunteering database receive a range of support which includes:

- Quarterly volunteer newsletter including information from local organisations about volunteering opportunities, news celebrating volunteering successes, and County wellbeing and health initiatives.
- Regular volunteering partner opportunities and update communications on corporate or partner initiatives such as resistance bands, orange button scheme etc.
- Volunteer week celebrations including community engagement sessions and volunteer week certificates length of service awards.
- Virtual coffee mornings with other Here2Help volunteers to ensure volunteers feel valued and supported.
- Direct access to one-to-one supervision and support for all Here2Help volunteering activity including application process, all Here2Help volunteering opportunities with local residents and guidance and support connecting to Voluntary and Community Sector (VCS) partners.

14. The Here2Help Central Team within the People Directorate have the option to use the in-house volunteer database to match volunteers with residents requesting help through a simple triage process. This work is at its early stages and needs to be aligned with the developing relationship with the local volunteer infrastructure leads across the county.

Council wide activity

15. Over the last six months, an internal working group of representatives involved in volunteering across eight teams in the Council has been meeting to look at how volunteering recruitment and management practices can be streamlined and standardised across the organisation. Volunteers are crucial across a number of departments and a joined-up approach will ensure a consistent experience for all as well as providing an opportunity for collaboration and peer support for those staff managing volunteers as part of their role.

16. Volunteers are engaged in Council activity either directly or indirectly in the following: libraries, museums, countryside rights of way, countryside greenspace and road safety, resettlement, community transport, public health, Here2Help and emergency planning. The teams represented in these areas each engage and manage volunteers. The volunteers represented by these teams exceed 2,700 volunteers in total.

17. These volunteers contribute significantly to the operation of the Council and work is being undertaken to review the cost and benefit of the volunteers. This will enable the council to articulate the added value that their work brings, and the potential impact if those volunteers were not available.

18. The initial outcome of this activity will be shared policies and practices adopted during 2023 that will be embedded in day-to-day activity across the organisation. This will provide clarity and consistency for both the services and volunteers.

19. There are further plans beyond this point in relation to developing shared induction

and training packages, as well as online tools and resources for council volunteers.

20. As part of Council's staff wellbeing week, there was a presence by the VCS volunteering lead partners, with the two of the local WeCan VCS lead organisations in attendance running an information stall, with follow up plans to hold online sessions to promote volunteering, and also link into retirement planning for Council staff. There is also potential to utilise their expertise around volunteer management as experts in the field.

21. A number of other local authorities operate volunteering policies for staff, whereby one or two days per year can be taken to volunteer within the county, this promotes the well-being of staff and also gives local authorities to support their local communities. This is an area that will be researched in due course and progressed alongside the Council's Human Resources Team.

Strategic volunteering activity

22. Throughout the last year, as the focus has moved away from day-to-day operational activity, further time has been available to focus on developing strategic links across the statutory and voluntary sector partners.

23. The relationships with the Council's statutory partners have developed considerably over the last year. The Council has been able to support a number of recruitment exercises for its statutory partners. This included 38 Here2Help volunteers coming forwards for Herefordshire and Worcestershire Community Health NHS Trust roles including community engagement panel, youth board, recruitment and selection panel, patient led assessors, equality advisory group.

24. Here2Help volunteers also came forward to support HMP Hewell as well in recruiting a member of the Independent Monitoring Board as a lay observer. This position has now been filled through promotion activity.

25. The relationship with the voluntary sector lead organisations is crucial to the impact and value of volunteering on residents. The Council is developing its relationship with the WeCan (Worcestershire Community Action Network) group of six local infrastructure organisations for the VCS. Since the initial meeting in June 2022, there are now some key areas of discussion and agreed ways of working including;

    - The Council promoting the WeCan network on all communications in relation to volunteering.
    - Regular meetings of the network and Council staff.
    - All volunteering request from organisations to the Council are shared with WeCan first.
    - WeCan volunteering opportunities can be shared with Council volunteers.
    - Sharing information around developments and options for joint working.
    - Exploring the development of strategic links to wider partners.
    - Commitment to ongoing discussion and collaborative working.

26. As a result of these joint discussions, it was agreed that the development of a strategic volunteering forum would be helpful to explore with key countywide organisations. This is now in development and the first meeting took place in

December 2022. The Strategic partners invited included WeCan network members, Voluntary and Community Sector lead representing the VCS Alliance, West Mercia Police, Herefordshire and Worcestershire Fire and Rescue Service, Herefordshire and Worcestershire Health and Care NHS Trust, Worcestershire Acute Hospitals NHS Trust. Membership will be reviewed at the first meeting and added to as relevant.

27. Whilst this group will set their agenda, it is likely that the discussions and areas of activity will focus on the following areas initially:

   - Exploring improved ways of working together and providing a more joined up experience for volunteers.
   - Sharing best practice and peer support.
   - Exploring ideas around a One Worcestershire approach to volunteering.

28. Development and ongoing collaboration at the strategic level will maximise opportunities for people to engage in volunteering, and in turn that will have a positive impact on social connection and inclusion, skills, employability and opportunities. All of these will contribute to the wellbeing of local people living in Worcestershire.

Cost of Living update

29. The Council has been working to ensure resources are available and the frontline Here2Help central team are equipped to be able to respond as effectively as possible to any calls from residents requesting advice and support in relation to the cost of living. This work has included frontline training for staff, developing direct referral routes to partner organisations such as Worcestershire Advice Network and Trussell Trust foodbanks, Severn Trent Trust Fund, British Gas Energy Trust etc.

30. Across the Council, there are also other initiatives in operation such as the libraries operating as warm welcome spaces and being registered on the national warm welcome website (www.warmwelcome.uk). Libraries are also developing energy advice drop-in sessions in partnership with Act on Energy in the main libraries from the end of January.

31. Introductory training for frontline staff on fuel poverty will also be available in the early part of 2023, which is being delivered by a specialist energy charity, Act on Energy.

32. A dedicated webpage has been created to provide signposting advice to both national and local information, including the community services directory, and frequently asked questions to support residents to navigate to where they need. There is also a wealth of additional knowledge on the site around money management, mental wellbeing, work, skills and learning, warm spaces etc.

33. The plan for the Household Support Fund phase three, which is an allocation of £3.95 million, is now published, which includes;

   - Provision of free school meal vouchers in holidays until the end of the Easter holiday period.
   - Energy support scheme through Act on Energy

- One off payment to pensioners on pension credit or low income, carers and those with a disability
- One off winter payment to care leavers and shared lives carers
- District councils have been allocated just under £900k which is funding localised activity such as food banks, voucher schemes, social welfare support schemes etc.

34. Four part time debt workers have been funded by the Council and hosted through the Worcestershire Advice Network for a period of 12 months to provide additional resource for those experiencing unmanageable debt and applying for support through Act on Energy.

35. Monthly meetings with District Council lead officers and key partners such as the Worcestershire Advice Network take place to discuss the Household Support Fund and wider cost of living activity. Council officers attend district council cost of living groups as capacity allows to ensure a joint up approach to supporting residents.

Purpose of the Meeting

The Panel is asked to:
- consider and comment on the contents of the report, and
- determine whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 – Here2Help volunteering case study

Contact Points

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Background Papers

In the opinion of the proper officer, in this case the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer) there are no background papers relating to the subject matter of this report:

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

Appendix 1 – Volunteer Case Study

Tell us about yourself?

I've volunteered for Here2Help since January 2021. I'm a retired Nurse and after retiring I wanted to be more active so I decided to sign up to volunteer with Here2Help through Worcestershire County Council.

What made you want to volunteer? How did this come about?

I felt that I had lots to offer and give and I wanted to make use of my skills. I kept seeing so much about how people were suffering and alone because of COVID that I wanted to do something about it! I wanted to do something to really people and I felt that if we stand together and support one another through Here2Help then we could fight against this pandemic.

What kind of things do you do as a volunteer?

I regularly volunteer at a vaccination clinic. I have spent lots of time supporting my local clinic and it's been really varied. I have been supporting on reception and marshalling in the car park to great and welcome people. I have helped check temperature and make equipment hygienic. I have also sat with local people once they have been vaccinated to make sure they stay well. It's very busy and I feel I have really achieved something once my shift is over!

What are the things that you have enjoyed the most about Here2Help volunteering?

I love meeting new people and this has given me a lovely chance to make new friends!

It's also been great to meet and help members of the public and often I hear their thanks and appreciation for our hard work as volunteers. It's not just the public though, as a Volunteer I also meet the Pharmacy Team and NHS Teams that are present too.

Being a Here2Help Volunteer gives me a new sense of purpose because every time I volunteer I know that I'm doing something to make a real a difference in helping to save people's lives.

What would you want other people to know about volunteering with Here2Help?

I would say that the Here2Help Team have been really supportive. I've been kept informed and they always get in touch with me to let me know what's happening. It was very easy for me to sign up and use their website and once I was registered Here2Help have a kind personal approach that made volunteering really enjoyable.

It also allows me to volunteer in a way that's local to my area too.

What have been the benefits to you of volunteering with Here2Help?

I've loved volunteering it's made me feel useful and I feel I've made a real contribution. I've become active again instead of feeling isolated and getting out more has helped me to make new friends too. If I hadn't taken part in Here2Help volunteering I would never have had this opportunity or a new lease on life.

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 19 JANUARY 2023

DATA ANALYTICS

Summary

1. The Corporate and Communities Overview and Scrutiny Panel has requested a further update on the data analytics and PowerBI work that was discussed at the meeting of the Panel on 17 January 2022.

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

Background

3. The Corporate and Communities Scrutiny Panel received a Data and Analytics Report at its meeting on 17 January 2022, during which the Head of Business Intelligence described a number of activities to further develop the use of data and analytics across the Council, including:
    *   Data Sharing Agreements (DSA).
    *   A new performance management approach and the adoption of PentanaKPI.
    *   A brief description of Worcestershire Insights (a Public Health led project to create an external observatory of Worcestershire data using InstantAtlas).
    *   Work with partner agencies across the Integrated Care System (ICS) to develop analytics using data from the join health and social care record.
    *   A proposed approach for adopting more consistent use of PowerBI across the Council for dynamic and interactive reporting, both internally and externally.

4. The Panel has requested an update on the activity described, focussing on three areas in particular:
    *   Power BI Strategy.
    *   Worcestershire Insights / Instant Atlas, including more detail about the data that is available.
    *   Publicly accessible data.

PowerBI Project Progress to Date

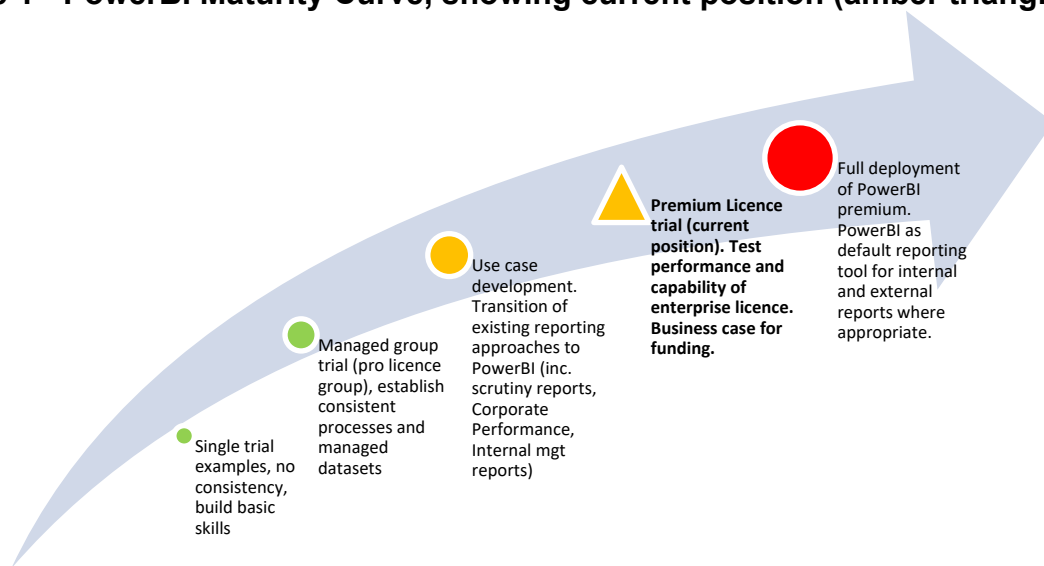5. PowerBI is a Microsoft application that allows for rapid interactable visualisations of data (i.e. reports that allow the user to interrogate content via interaction with charts and tables), which can be shared either internally or in the public domain. PowerBI is not the only application that supports this, and the Council already produces business intelligence (BI) reports using alternative methods; Structured

Query Language Service Reporting Service (SSRS) reports are particularly common in Adult Social Care for example. PowerBI is not the optimum solution for every Council report but is clearly an application that can (if used appropriately) deliver significant improvements to a wide range of business intelligence services and reports that contain data.

6. Since the January 2022 meeting of this Panel, the Council has established a PowerBI Deployment Project, sponsored by Public Health and led by the Head of Business Intelligence. This is a joint BI and Digital Project supported by the Corporate Programmes Team to develop a consistent and sustainable approach to the adoption of PowerBI across the organisation, where this is the most suitable application. It was agreed early on that a formal project approach would be suitable for PowerBI deployment because of potential risks involved by simply rolling it out organically.

7. Originally established as a stand-alone project group, the PowerBI Information Governance Group (PBIIGG) has now been formally constituted under the Corporate Information Governance Board (CIGB) to ensure that there is appropriate governance, given that deployment of PowerBI (or any other similar visualisation application) has implications for how the Council manages its data, and in particular can lead to increased risk of disclosure of personal or sensitive data if this is not appropriately mitigated. The purpose of the PBIIGG is summarised below:

   - Establish a clear process for identifying and adding new PowerBI. developers, including IT processes, and support requirements to create a PowerBI developer community of practice.
   - Decide learning outcomes and key content for PowerBI training being developed by Learning and Development (L&D) team.
   - Develop Standard Operation Procedures (SOPs) for developers and administrators.
   - Utilise MS Teams to create a PowerBI Developer hub where operational guidelines, templates, training, and support materials are stored, and individuals are encouraged to share best practice and discuss any development issues with colleagues.
   - Provide technical expertise around the roll out of PowerBI and management of subsequent risks, primarily in relation to Information Governance and Data Security.
   - Effective management of workspaces to publish reports and dashboards
   - Identification and effective management of certified datasets.
   - Develop the process to ensure reports meet the criteria to be published publicly.
   - Ongoing oversight of published reports and workspaces and the removal of published reports when no longer required.
   - Create a robust system for data retention and archiving of reports/ dashboards.
   - Business Case for future development of PowerBI including enterprise licence considerations, and potential further investment.

8. Figure 1 depicts a maturity curve showing the progression of the Council's PowerBI approach over the last 12 months. From an initial position of isolated

examples with no supporting infrastructure 12 months ago, the Council is now in a position to trial a Council-wide or Premium Licence.

Figure 1 - PowerBI Maturity Curve, showing current position (amber triangle)

Single trial examples, no consistency, build basic skills

Managed group trial (pro licence group), establish consistent processes and managed datasets

Use case development. Transition of existing reporting approaches to PowerBI (inc. scrutiny reports, Corporate Performance, Internal mgt reports)

Premium Licence trial (current position). Test performance and capability of enterprise licence. Business case for funding.

Full deployment of PowerBI premium. PowerBI as default reporting tool for internal and external reports where appropriate.

9. The Key achievements to date can be summarised as follows:

- The Pro licence group has been established with approximately 200 individual PowerBI pro licences purchased for 2022/23 to enable the Council to develop examples of PowerBI reports and explore the proof of concept. (Note, under the Microsoft licence model a licence is required to both write and read a report, unless it is created for the public domain). This approach has allowed the Council to experiment and develop a limited number of reports before committing to a wider enterprise licence.

- A cohort of approximately 50 PowerBI developers has been identified from across the Council. This group has received introductory training, a PowerBI pro licence (required for production and sharing of reports) and membership of a newly created PowerBI developers' group, administered through a dedicated MS Teams site, to provide peer support, FAQ, guidance, advice etc. across the whole cohort. See Figure 2 below for a screenshot of the MS Teams Developer site.

Figure 2 - Screenshot of PowerBI Developers MS Teams site
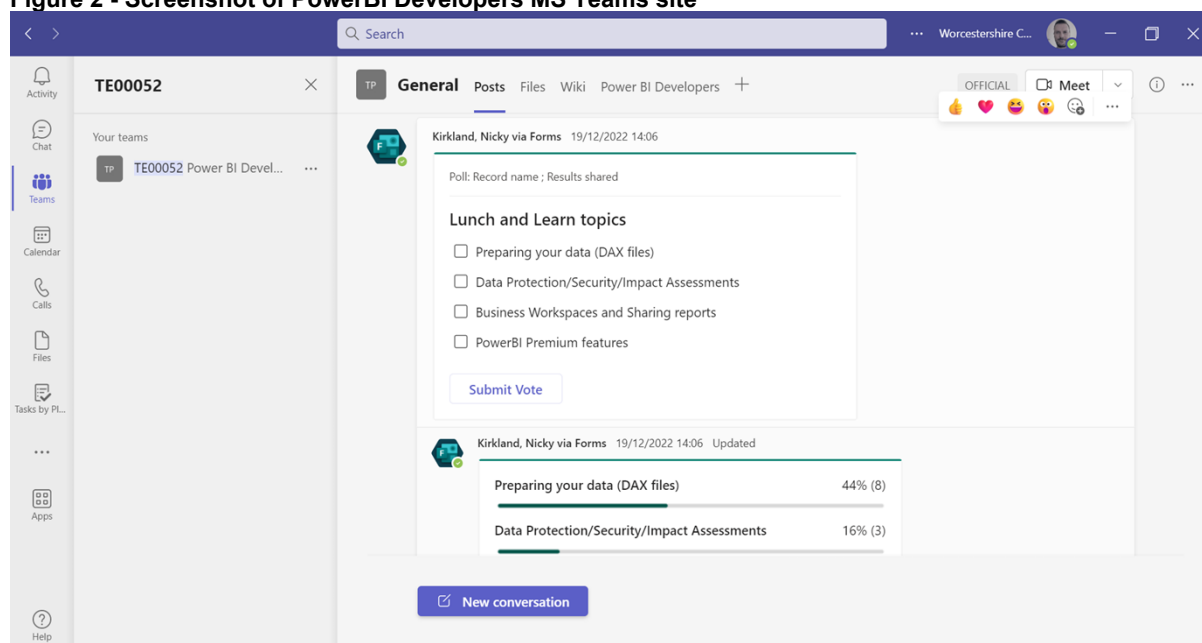
- The remaining licences have been allocated to Senior Managers, Cabinet Members, Scrutiny Chairmen (and Vice-Chairmen), and designated key officers (business partners, project managers, finance officers) as the most likely audience for the majority of PowerBI reports shared internally (i.e. those that are not or not yet shared in the public domain).
- A number of use cases have been developed with some already live or near to launch. Some examples are summarised below.

Table 1 - Examples of PowerBI reports that are live or in development

| Report Title	Location (if external)	Description	Status
COVID Situation Report	Worcestershire COVID-19 situation dashboard | Worcestershire County Council	Public report showing latest COVID-19 statistics across the County, and regional and national comparisons.	Live
COVID Vaccinations Report	Worcestershire COVID-19 vaccinations dashboard | Worcestershire County Council	Public report showing latest vaccination statistics across the County.	Live
Demographics	Population Statistics and Projections | Population Statistics and Projections | Worcestershire County Council	Public report showing population projections across the County including district, ward and electoral division level ONS data.	Live
Resident Viewpoint	Worcestershire Viewpoint Panel | Worcestershire	Public summary report showing results of the Countywide residents' viewpoint survey by district and year	Live

	Viewpoint Panel | Worcestershire County Council		
Corporate Performance Monitoring	N/A	Summary of progress against the Corporate Plan	Live March 2023
Corporate and Communities Scrutiny Performance	N/A	Performance report summarising key performance indicators relevant to Corporate and Communities Scrutiny Panel	Live March 2023
Other scrutiny panel performance report	N/A	Performance reports summarising key performance indicators relevant to scrutiny panels	Proposed live May 2023
Transformation and Change Team (TaCT)	N/A	Report on capacity, productivity and cost of the TaCT team summarising amount of time (and subsequent cost per resource) that is spent on each corporate plan pillar, portfolio and associated projects by the directorate they support. The report looks at how the resources within the team are allocated and analyses the amount of time and cost associated to a project, portfolio and directorate. The report allows decisions to be made on priorities and appropriate resources as well as to keep track of all associated costs. (Resource cost vs project benefit)	Live
Adult Social Care Survey (ASCS) Reports	N/A	Presentation of findings of the ASCS and Survey of Adult Carers (SACE), and key headlines of associated National Indicators.	Proposed live early 2023
Adult Social Care Admissions	N/A	Internal management report	Live
Care Quality Commission Care (CQC) Home Report		Details and summary of current care home placements recorded in the Liquidlogic Adult Social Care Case Management System Controcc combined with the current CQC rating of the provider (where available). Includes all types of Care home activity long term/short term/ post hospital service that are delivered on a care home contract. Key measures: • Number of providers at each rating. • Percentage of people with providers at each rating.	In progress

| | | • Overview of individual care homes.
• Overview of care homes in a group.
• Analysis of additional payments by CQC rating | |
|---|---|---|---|
| **CQC Domiciliary Care Report** | **N/A** | Details and summary of current domiciliary home care users, combined with the CQC rating of the provider (where available). Includes any days and hours of care delivered on a domiciliary home care contract.
• Number of providers at each rating.
• Percentage of people with providers at each rating
• Overview of individual providers | In progress |

- An internal data mart of certified datasets has been established to allow developers to access a central data hub of datasets for use in PowerBI reports (see Figure 3 below). These datasets will be managed by the digital team and made discoverable to developers with access on a permissions basis (to ensure information security). Certified datasets will only be made available once they have met predetermined criteria for data quality, uniqueness, timeliness etc, thus ensuring that reports use a defined standard of source data wherever possible. Nominations for new certified datasets, removal of datasets, or changes to permissions will be managed via the PowerBI IG group.

Figure 3 - Screenshot of PowerBI developer Data Hub, showing Certified Datasets that are Endorsed for use by the Council
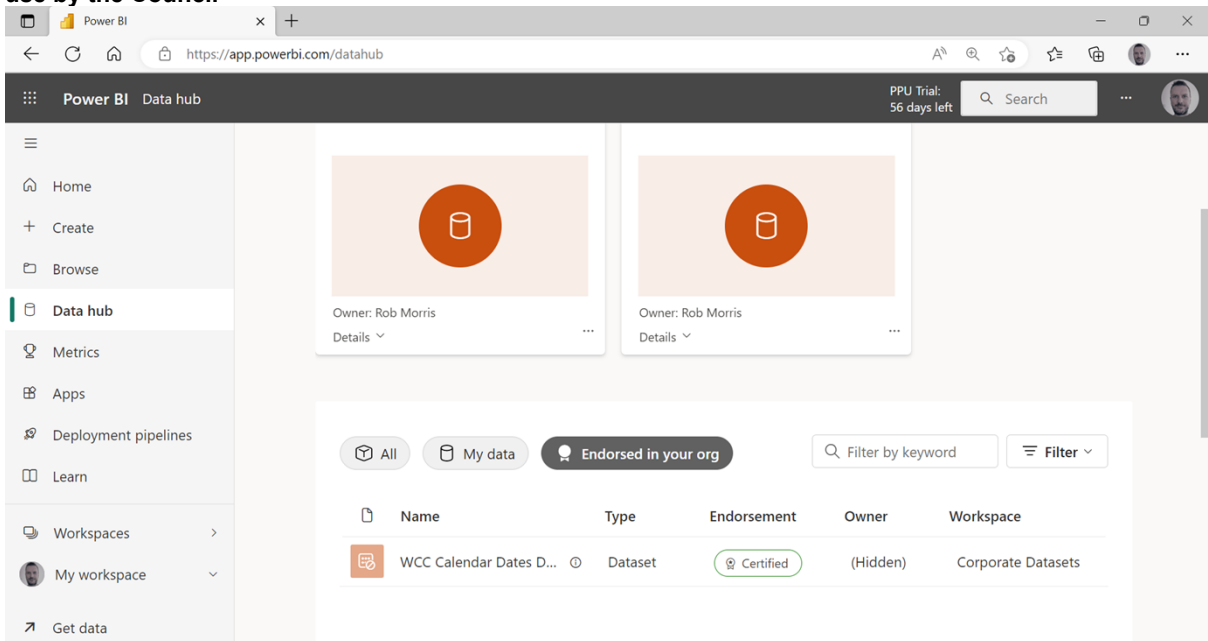
- Processes have been developed to support developers in the creation of new reports that meet the required standards of design, accessibility, route to publication, data security, and permissions. The purpose of this is to drive greater consistency in how PowerBI is being used, and to provide a better experience for users.
- Corporate workspaces have been created in preparation for sharing PowerBI reports with designated groups (such as the Senior Management Team and Cabinet etc). Workspaces are managed in a similar way to Microsoft Teams sites, with a designated owner who is responsible for membership and permissions, and a log of created workspaces and owners maintained by the Information Governance team.

PowerBI Project Next Steps

- The initial licence model of individual licences for readers and developers has been expanded and the Council will have the use of a Council wide enterprise licence (PowerBI premium) for 2023/24. Pro licences are still required for developers but under the enterprise licence we have the facility to create and share reports with any combination of the Council's staff / elected members and those in other agencies securely, without the need for individual licences.
- PowerBI premium increases the potential reach of PowerBI and theoretically allows for whole council reports. Some experimentation will be required to determine the relative performance of reports written for different audiences (to understand for example the extent to which the running and use of reports slows down as more users access them). At this stage, we anticipate that reports published under a P will support large numbers (100+) of concurrent users, however there will be an upper limit which will need to be determined.
PowerBI premium also provides the facility for the Council to share reports securely with other organisations and potentially allows for development of sold services (income generation).

10. Internal training / awareness courses have been developed by the Learning and Development team for use by new developers and other users of PowerBI. An example is shown in Figure 4 below in Kallidus (the Council's training platform). This provides basic awareness for those new to PowerBI (developers or readers) and helps to determine whether PowerBI is the appropriate application to use, and step by step guidance to using PowerBI in the Council. These courses are not intended to replace the wealth of training material available online, but to support developers to produce reports in a consistent way across the organisation.

**Figure 4 - Screenshot showing the 'Using PowerBI at the Council' training course for new developers**
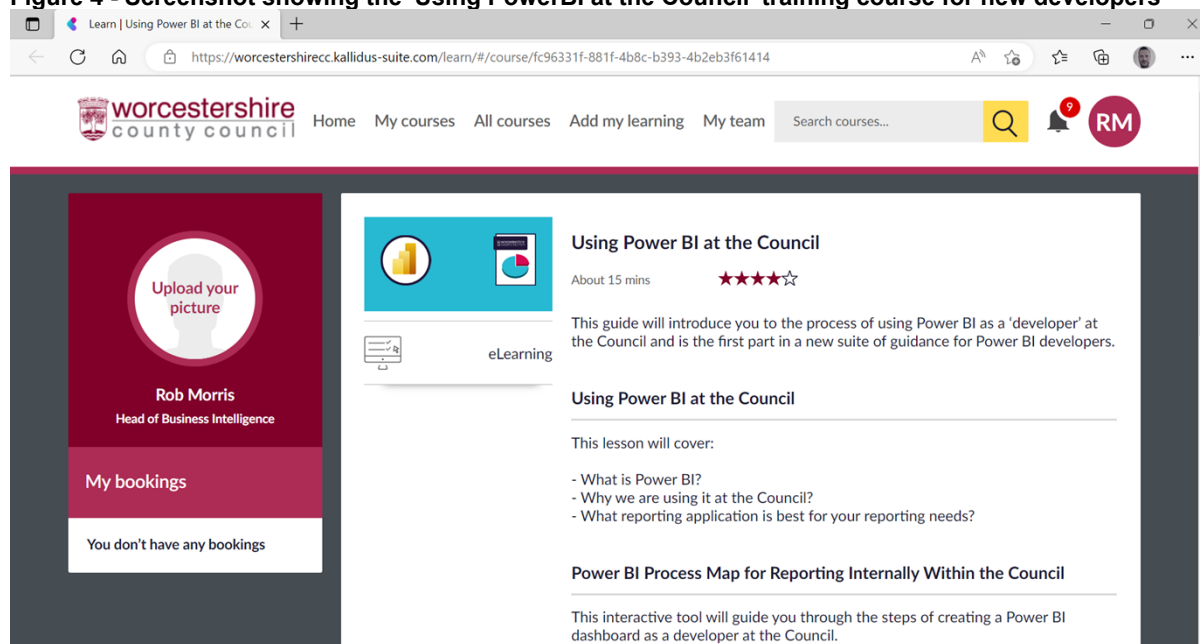
11. Market engagement for a provider to support the Council with advanced training requirements to support a small number of super users has begun and procurement is expected before the end of the financial year.

Worcestershire Insights / InstantAtlas

12. In 2021, the Council identified the need for the provision of a single view of data about the County. This will benefit not only Council staff (particularly commissioners) but also local residents, businesses, suppliers, voluntary and community sector organisations (VCS) and partner agencies.

13. Led by Public Health, the Council procured InstantAtlas to create an observatory of publicly available data, called *Worcestershire Insights*, to supplement the Joint Strategic Needs Assessment (JSNA).

14. Worcestershire Insights has been customised to provide local intelligence and insight about thematic topics and geographical areas in Worcestershire. Bespoke reports cover topics such as health and social care, and general population summaries which supply the most current data available (https://data.worcestershire.gov.uk/). The platform is available from the Council's website and requires no specialist software or training to use.

Figure 5 - Screenshot of the Worcestershire Insights website
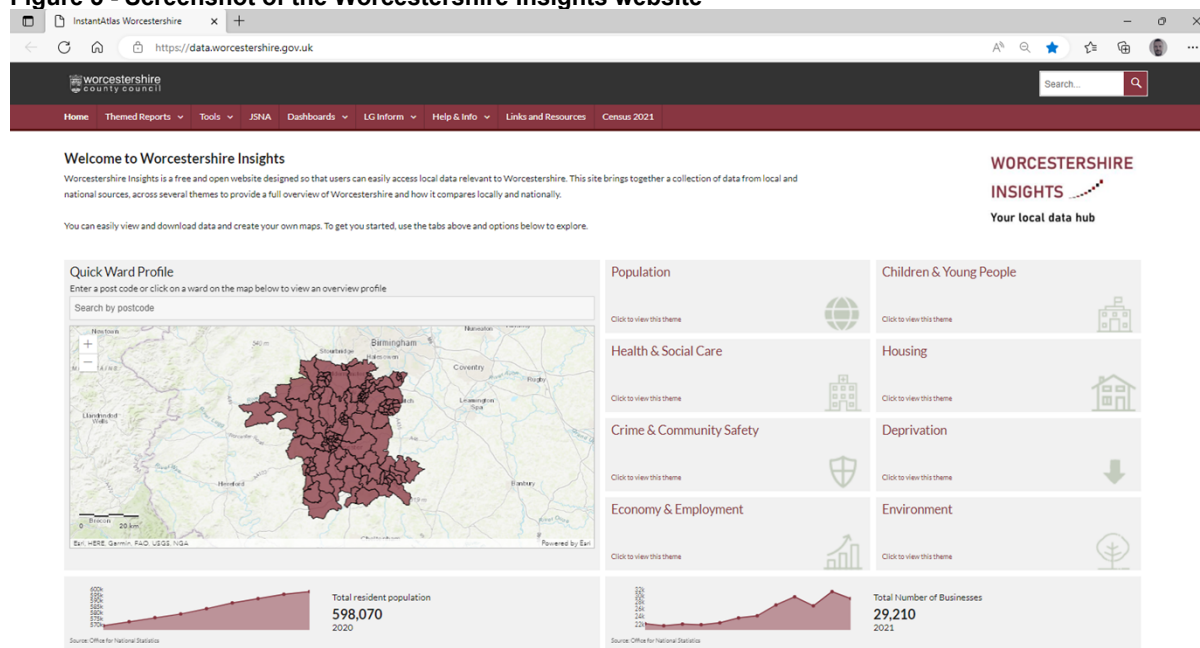
15. The JSNA also continues to be updated, with the latest JSNA summary recently being presented to Health and Wellbeing Board. Top level findings of this summary include widening inequalities, an ageing and changing population, pressure on health services and mental health and wellbeing issues. The report is at https://www.worcestershire.gov.uk/jsnapublications.

Publicly Available Information

16. There are a number of ways in which members of the public may wish to interact with the Council's website for the purposes of deriving information about the Council and/or the County. This includes details about Council meetings, Council services, public consultation, relevant news stories. Residents may also wish to explore data and intelligence relevant to the Council.

17. In terms of data, this can be broadly split into two categories: information about the County (including demographics, economic data, health intelligence etc), or performance information (including corporate plan monitoring, cabinet reports, scrutiny reports).

18. Data about the County is largely already in the public domain through OpenData platforms, like the Office of National Statistics (e.g. Census 2021 data). The Council is not the controller for this data, but we have a role in promoting and signposting local residents, businesses, partner agencies and VCS organisations to this information. Worcestershire Insights (see above) is the model for delivering this in Worcestershire.

19. Data and intelligence about the operation of the Council includes performance information, and data relating to the Council's statutory duties. In some cases (for example Corporate level performance) the Council has a statutory duty to provide this reporting. For committee meetings, Council, Cabinet etc. the Council must publish material in accordance with legal requirements for agendas and accompanying reports at least 5 clear working days before a meeting in an

accessible format. Whilst the Council acts to ensure compliance with these requirements; the format is not prescribed, and the customer experience varies depending on which part of the website the resident accesses.

20. To coincide with the development of the Council's website, performance and scrutiny reports will be brought together under one landing page so that these are easily discoverable by users of the website, and PowerBI will be used as the default application for this, to provide a consistent experience, which allows for greater levels of interaction. This site will act as a single view of Council performance for members of the public. Currently, two PowerBI reports are in late stages of development for inclusion on the website. The Corporate Plan monitoring report is due for publication at the end of Q4, and the Corporate and Communities Overview and Scrutiny Panel report (which was discussed at the Panel meeting on 1 November) is due for full roll out at the meeting in March 2023. Further reports will be developed for other Scrutiny Panels in 2023/24.

21. In whatever format the Council decides to publish material, it must conform with accessibility requirements. The accessibility regulations came into force for public sector bodies on 23 September 2018. The full name of the accessibility regulations is the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. The accessibility regulations build on existing obligations to people who have a disability under the Equality Act 2010 (or the Disability Discrimination Act 1995 in Northern Ireland). Our website must meet the international WCAG 2.1 AA accessibility standard.

Purpose of the Meeting

22. The Panel is asked to:
    - consider and comment on the information provided in the report
    - determine whether any further information or scrutiny on a particular topic is required

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer) the following are the background papers relating to the subject matter of this report:

Agenda for Corporate and Communities Overview and Scrutiny Panel 17 January 2022

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

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
19 JANUARY 2023

BUDGET SCRUTINY 2023/24

Summary

1. The Panel will consider the draft Budget for 2023/24 for the areas within the remit of the Panel and the main messages from it, as identified by the Directorate for Commercial and Change and the Directorate for People.

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

Background

3. Members of the Panel are reminded that they have had the benefit of quarterly performance and financial monitoring throughout the year as part of the Scrutiny Panels' role in maintaining oversight of service provision, identifying trends, budget pressures and challenges.

4. In addition, the Leader and Chief Executive attended the Overview and Scrutiny Performance Board (OSPB) on 7 December to discuss the new and emerging pressures for the Council likely to impact on the 2023/24 budget and medium-term financial plan, following the autumn statement.

Budget Scrutiny 2023/24

5. As part of the Budget Scrutiny process for 2023/24, the Strategic Directors of Commercial and Change and People have been asked to identify the main messages from the draft 2023/24 Budget for areas within the remit of the Panel and these are set out in Appendix 1.

6. The draft Council Budget 2023/24 was presented to Cabinet on 5 January 2023 and is also available to the Panel at Appendix 2.

7. The Panel's discussions on the draft Council Budget 2023/24 will be reported to the OSPB on 30 January 2023, when the Board will formulate its comments to Cabinet for its meeting on 2 February 2023.

Purpose of the meeting

8. Following discussion of the information provided, the Panel is asked to determine any comments on the draft 2023/24 Budget for the Chairman to report back to the OSPB at its meeting on 30 January 2023.

Supporting Information

Appendix 1 - Main messages from draft 2023/24 Budget for areas within the remit of the Panel (presentation slides)

Appendix 2 - Draft 2023/24 Budget discussed by Cabinet on 5 January 2023
Agenda for Cabinet on Thursday, 5th January, 2023, 10.00 am - Worcestershire County Council (moderngov.co.uk)

Specific Contact Points for this Report

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Background Papers

In the opinion of the proper officer (in this case the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer) the following are the background papers relating to the subject matter of this report:

Agenda for Overview and Scrutiny Performance Board on Wednesday, 7th December, 2022, 10.00 am - Worcestershire County Council (moderngov.co.uk)

Agenda and Minutes for Corporate and Communities Overview & Scrutiny Panel

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

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

2023/24 Draft Budget for consultation

Corporate and Communities

Overview and Scrutiny Panel

19th January 2023

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- Budget Report to Cabinet on 5 January 2023 summarises the financial position for Council and each of the service areas.

- Local Government Settlement announced on 19 December was a one-year settlement, however funding contains net additional grant funding of £26.3m which is extremely welcome.

  - Core spending power increased to upper tier Authorities to recognise significant demand pressures which included an increase to our Settlement Funding assessment by £8.4m.

  - Further funding of £19.5m to recognise significant pressures within Adults and Children's Social Care.

  - Reduction in new homes bonus of £1.1m and £0.5m in Services Grant.

  - Policy statement suggests core funding grants will increase by inflation in 2024/25.

- Funding Review anticipated for 2025/26

- Proposed Council Tax increase of 2.94%, plus a 2% Adult Social Care Levy - Total 4.94%

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WCC Budget Changes 2022/23 to 2023/24

£27,7m increase in Net Budget, of which £14.1m net increase in Council Tax income, £8.4m increase in Business Rates/SFA, and £5.2m net use of Reserves
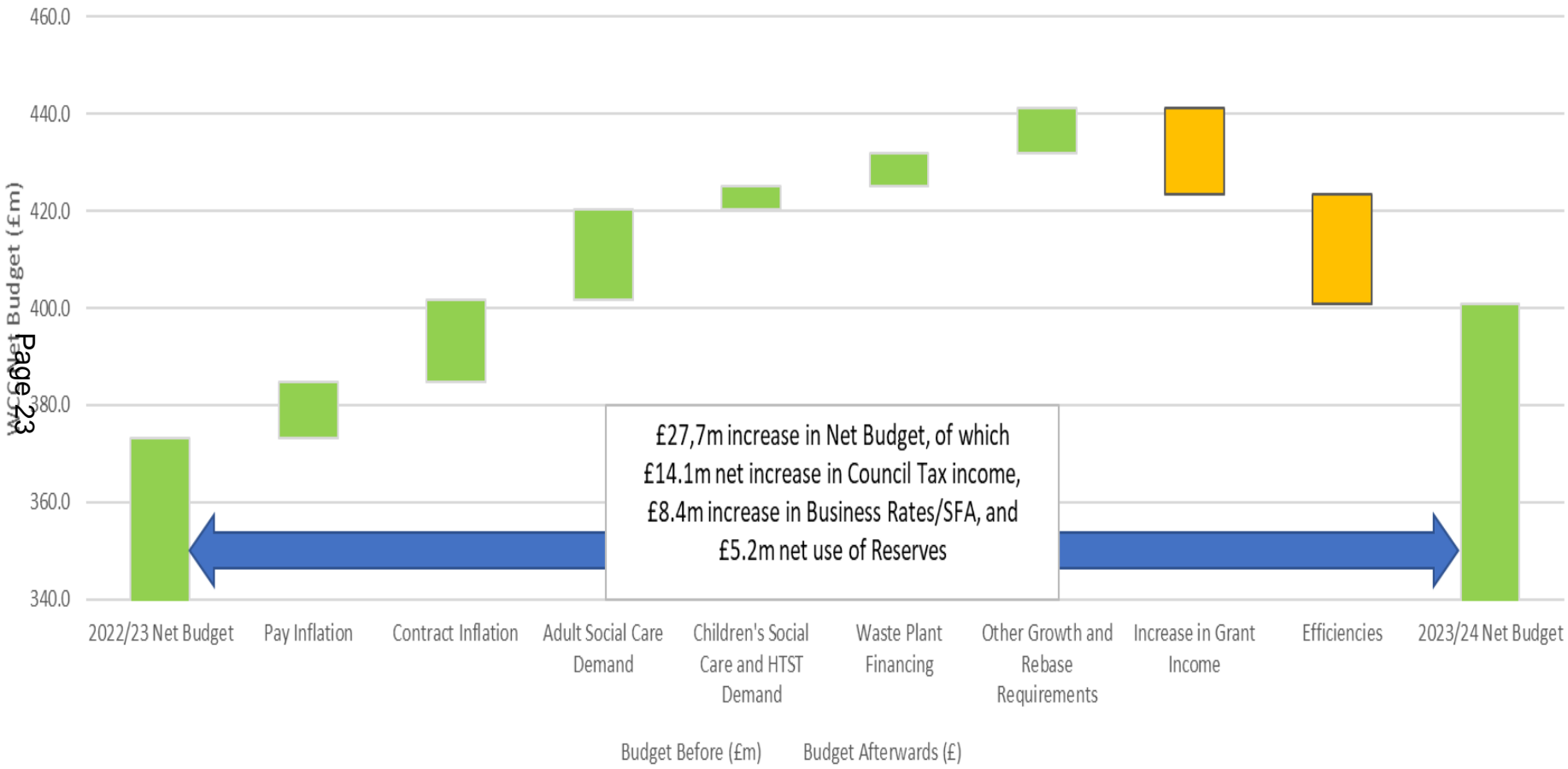
Budget Pressures	£m
Pay Inflation as set nationally	11.6
Contract Inflation	17.0
Rebase budget and Waste Financing	8.7
Service demand – see below	30.6
Total	**67.9**

- People Services - **£18.5m**
- WCF - **£4.9m**
- E&I - **£0.9m**
- COACH - **£0.8m**
- Capital Programme - **£5.5m**

£30.6m

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Provisional Budget 2023/24	£m
Investment and Pressures to Fund	67.9
Funded From:	
Government Funding - Section 6	-26.3
Council Tax - Section 10	-14.0
Increase in use of Earmarked Reserves Above MTFP - Section 8	-5.2
Savings and Efficiencies Required - Section 7	-22.4

Section numbers relate to the information contained within the Budget Report to Cabinet dated 5 January 2023.

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2% Adult Social Care Levy for 2023/24 in order to contribute to existing cost pressures due to Worcestershire's ageing population.

2.94% - to provide financial support to continue to fund investments in those areas that the public have consistently highlighted as important.

An increase of 4.94% which is an average £1.33 per week for a Band D householder.

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

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2022/23 Council Tax for Counties without Fire

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Cabinet	Consultation, including Scrutiny	Likely Final Settlement	Proposed Budget Cabinet	Council Sets Budget	Lobbying Government on Fair Funding Review
5th January 2023	January 2023	Early February 2023	2nd February 2023	16th February 2023	Throughout 2023
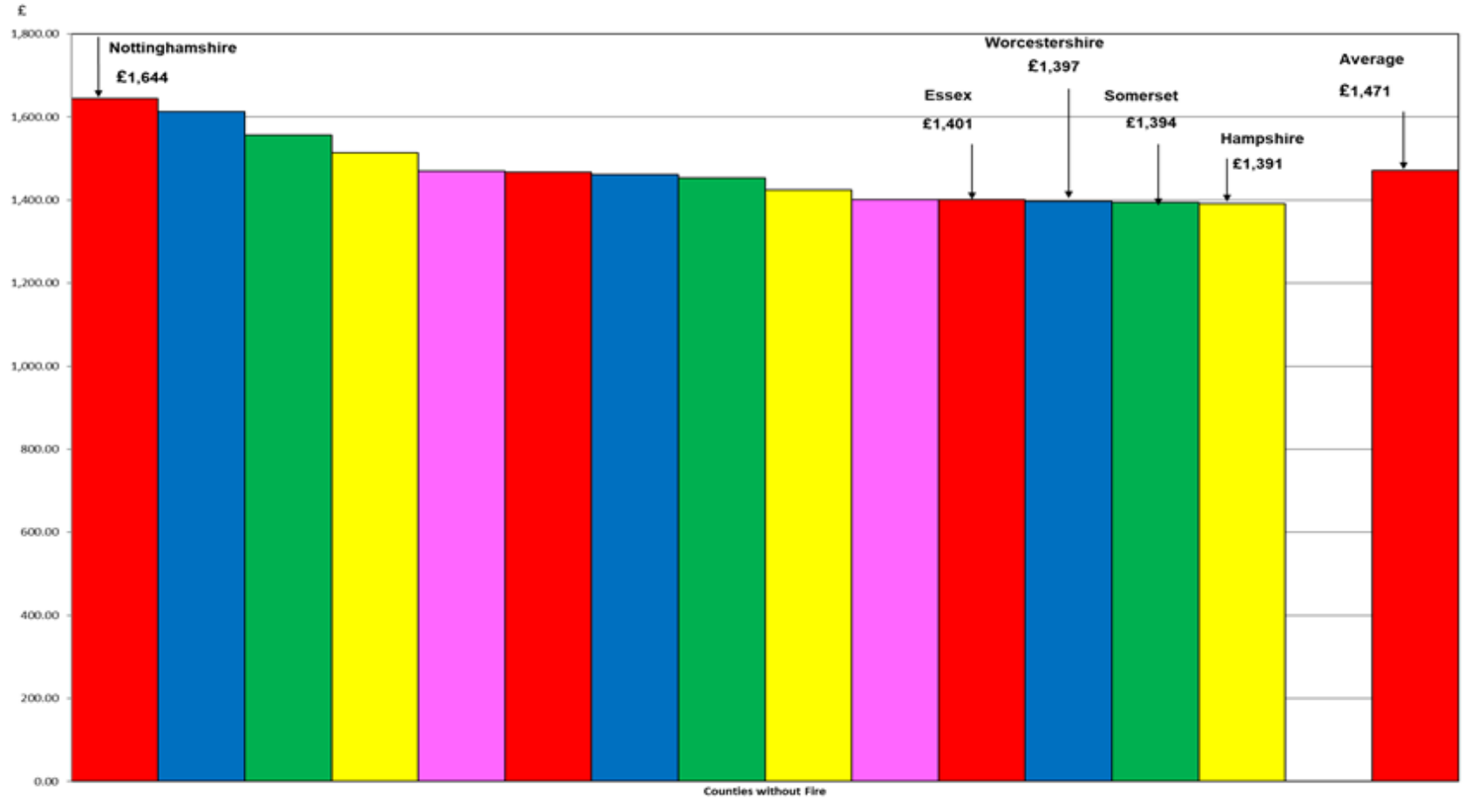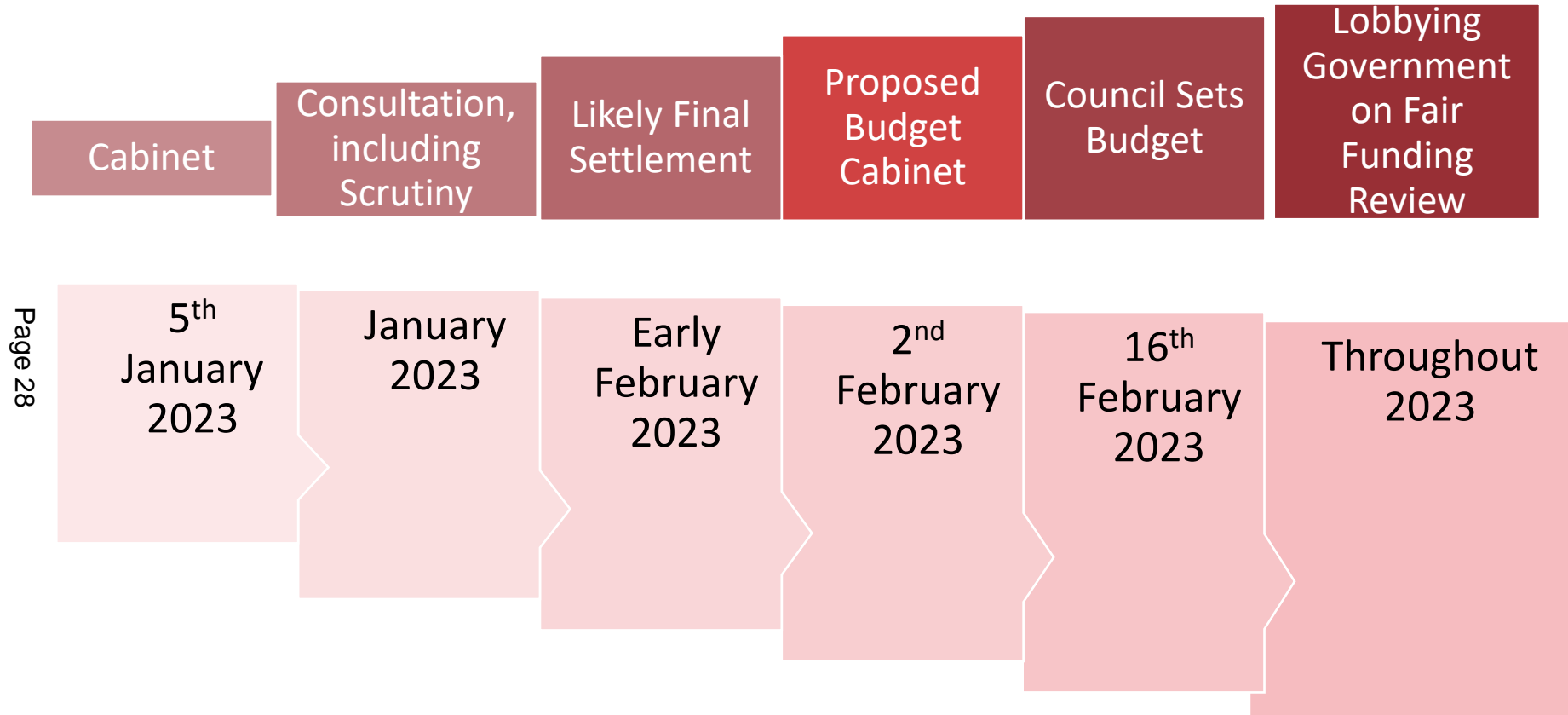
Specific 2023/24 budget information

Areas within remit of Corporate and Communities Panel

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Revenue Investment – Corporate Areas

- £0.5m revenue increase to support legal services with the continued demand relating to child-care cases (paragraph 4.22)

- £0.6m rebase to continue to fund Transformation and Change Team following changes in capitalisation rules (paragraph 4.25)

- £0.13m rebase to fund the increase in statutory enquiries (paragraph 4.26)

- £0.5m rebase within Finance to fund increases in external audit fees and an investment in debt collection services (paragraph 4.26)

- Investment of £5.5m in the budget to fund borrowing for the capital programme (para 2.2)

- Pay Inflation - £1.2m for COACH, £0.4m for CEU and £0.5m for Finance

- Contract inflation - £1.4m for COACH and £0.1m for CEU

Total investment and inflation of c£10.8m

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Revenue Savings, Efficiencies and Income Generation

Details of all savings proposals are shown in Appendix 3

- £800k - maximise income generation across the County Hall Campus
- £705k savings in finance due to retirements, increase in income and contract reductions
- £517k full year effect of savings delivered in 2022/23 in COACH
- £366k Software Savings in ICT
- £184k savings in HR relating to vacancy management and redesign
- £150k savings in property management posts
- £30k relating to efficiencies in stationery purchasing
- £100k saving in purchase of Christmas Leave
- Saving on pension liabilities (para 7.5)
- Proportion of savings related to vacancy management (para 7.6)
- **Total reductions = £8.6m**

Overall, there has been a net investment of £2.2m

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COACH & CEU Revenue Budget – Extract of Appendix 1

SERVICE	Revised Budget 2022/23 £000	Directorate Virements £000	Changes in Grants & Funding £000	Pay Inflation £000	Contract Inflation £000	Growth (Investment) £000	Growth (Demand) £000	Savings £000	Rebase Budgets £000	Net Budget 2023/24 £000
COaCH										
COaCH Management	334	3	0	7	23	0	0	-41	0	325
Legal & Democratic Services	2,500	88	0	229	111	0	500	-145	0	3,283
Commercial, Management Information & Consumer Relations	2,447	-108	0	287	0	0	0	-438	0	2,189
Property Services	4,943	0	0	221	1,124	0	0	-1,095	0	5,193
Digital, IT and Customer Services	5,143	0	0	422	145	0	0	-652	130	5,188
Programme Office	-41	0	0	18	0	0	0	-236	591	333
	15,326	**-17**	**0**	**1,184**	**1,402**	**0**	**500**	**-2,607**	**721**	**16,510**

SERVICE	Revised Budget 2022/23 £000	Directorate Virements £000	Changes in Grants & Funding £000	Pay Inflation £000	Contract Inflation £000	Growth (Investment) £000	Growth (Demand) £000	Savings £000	Rebase Budgets £000	Net Budget 2023/24 £000
CHIEF EXECUTIVE										
Engagement & Communications	453	-15	0	92	1	0	0	-99	0	432
Health and Safety	116	0	0	24	11	0	0	-13	0	138
HR, OD & Engagement	2,463	27	0	329	100	0	0	-318	0	2,601
Chief Executive	279	5	0	9	1	0	0	-13	0	280
	3,311	**17**	**0**	**453**	**112**	**0**	**0**	**-442**	**0**	**3,451**

Corporate Services Revenue Budget – Extract of Appendix 1

SERVICE	Revised Budget 2022/23 £000	Directorate Virements £000	Changes in Grants & Funding £000	Pay Inflation £000	Contract Inflation £000	Growth (Investment) £000	Growth (Demand) £000	Savings £000	Rebase Budgets £000	Net Budget 2023/24 £000
FINANCE & CORPORATE										
Financial Services	**3,861**	0	0	474	7	0	0	-715	519	4,146
Financing Transactions	**19,678**	0	0	0	0	3,150	0	0	0	22,828
MRP	**11,098**	0	0	0	0	2,350	0	-200	0	13,248
Contributions & Precepts	**267**	0	0	0	0	0	0	0	0	267
Pension Fund Backfunding	**4,464**	0	0	0	0	0	0	-4,464	0	0
Misc. Whole Org. Services	**668**	0	0	0	0	0	0	-150	2	520
New Homes Bonus Grant Income	**-1,513**	0	1,130	0	0	0	0	0	0	-383
COVID-19	**0**	0	0	0	0	0	0	0	0	0
Whole Organisation - Contingency	**0**	0	0	0	0	0	0	0	0	**0**
Total Finance & Corporate	**38,523**	**0**	**1,130**	**474**	**7**	**5,500**	**0**	**-5,529**	**521**	**40,625**

Revenue Net Investment – Communities

- Investment of £2m in Pay Inflation (£1.3m) and Contract inflation (£661k)

Offset by savings totalling £1.64m

- £225k - Roll out the Libraries Unlocked technology across a wider group of Libraries

- £169k - Full year effect of 22/23 savings from review of all budgets

- £113k - Eligible use of Public Health Ring-fenced Grant to maximise the role of arts

- £50k - Additional income generation relating to ceremonies

- Proportion of savings related to vacancy management (para 7.6)

- Rebase of budgets in Archives and Skills to demonstrate additional income to fund inflation

Net investment of c£0.3m

Communities Revenue Budget – Extract of Appendix 1

SERVICE	Revised Budget 2022/23 £000	Directorate Virements £000	Changes in Grants & Funding £000	Pay Inflation £000	Contract Inflation £000	Growth (Investment) £000	Growth (Demand) £000	Savings £000	Rebase Budgets £000	Net Budget 2023/24 £000
Communities										
Strategic Libraries	**2,833**	0	0	290	420	0	0	-475	0	**3,068**
Museum Services	**574**	0	0	27	48	0	0	-17	0	**631**
Archives & Archaeology	**1,341**	0	0	179	12	0	0	-92	-96	**1,345**
Greenspace & Gypsy Services	**110**	0	0	90	34	0	0	-53	0	**181**
Community Services Leadership T	**332**	0	0	5	0	0	0	-164	0	**173**
Skills & Inv inc. Adult Learning	**134**	0	0	269	28	0	0	-126	-254	**51**
Severn Arts Music	**0**	0	0	0	0	0	0	0	0	**0**
SENDIASS	**31**	0	0	19	0	0	0	-12	0	**38**
Chs Comm & Partnership	**684**	0	0	113	0	0	0	-55	0	**741**
Buildings & Pension (Chs)	**120**	0	0	3	92	0	0	-21	0	**193**
Children's S75	**2,096**	0	0	0	4	0	0	0	0	**2,100**
Registration & Coroner	**394**	0	0	103	21	0	0	-117	0	**401**
Public Analyst & Scientific Ad	**2**	-2	0	0	0	0	0	0	0	**0**
Trading Standards	**50**	2	0	88	2	0	0	-27	0	**115**
Public Health Grant Funded Servi	**0**	0	0	130	0	0	0	-130	0	**0**
	8,702	**0**	**0**	**1,315**	**661**	**0**	**0**	**-1,290**	**-350**	**9,038**

Capital Investment

- Currently approved programme for Efficiency and Transformation of £17.8m alongside £3.5m for Health & Well-being which covers spend on Libraries and other Community related expenditure (Appendix 2)

- Includes additional investment into Repair and Maintenance Property Costs as well as Digital Transformation and other Technology costs

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Proposed Capital Programme for Efficiency & Transformation

Efficiency and Transformation	2022/23 Forecast	2023/24 Forecast	2024/25 + Forecast	Total 2022/23 + Forecast
	£000	£000	£000	£000
Repair and Maintenance - Property Costs	2,215	2,101	1,500	5,816
Emergency Contingency Element	100	110	254	464
Brownfield Land Release Grant - Kidderminster	400	0	0	400
Future Technology Transformation Programme	2,401	1,832	2,628	6,861
Digital Transformation	578	518	745	1,841
Non Programme IT capital purchases	250	250	500	1,000
Councillor ICT Hardware	10	10	67	87
Corporate Information Governance Paper Audit	205	0	0	205
WCF Tech Roadmap	175	150	230	555
Social Care Performance IT Enhancement	563	0	0	563
	6,897	4,971	5,924	17,792

Appendix 2

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Proposed Capital Programme for Health & Well-being

Health and Well-Being	2022/23 Forecast	2023/24 Forecast	2024/25 + Forecast	Total 2022/23 + Forecast
	£000	£000	£000	£000
- Capital Investment in Community Capacity/ Specialised Housing	2,503			2,503
- Worcester Library and History Centre (Non - PFI capital costs)	122			122
- Redditch Library	119			119
- Kidderminster Library	78			78
Composite Sums:				
- Libraries Minor Works	378			378
- Adult Services Minor Works	275			275
	3,475	**0**	**0**	**3,475**

Appendix 2

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL
19 JANUARY 2023

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 was agreed by Council on 14 July 2022.

Dates of Future Meetings

* 28 March 2023
* 8 June 2023
* 23 November 2023

Purpose of the Meeting

6. The Panel is asked to consider the 2023 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 2023

Contact Points

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Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Democratic Governance and Scrutiny Manager) 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.