

Agenda

Cabinet

Thursday, 2 November 2017, 10.00 am
County Hall, Worcester

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DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Cabinet

Thursday, 2 November 2017, 10.00 am, County Hall, Worcester

Membership: Mr S E Geraghty (Chairman), Mr A T Amos, Mr A I Hardman, Mr M J Hart, Mrs L C Hodgson, Ms K J May, Mr A P Miller, Dr K A Pollock, Mr A C Roberts and Mr J H Smith

Agenda

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1	Apologies and Declarations of Interest	
2	Public Participation Members of the public wishing to take part should notify the Head of Legal and Democratic Services 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 1 November 2017). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.	
3	Confirmation of the Minutes of the previous meeting The Minutes of the meeting of 28 September are attached.	1 - 6
4	Worcestershire Safeguarding Children Board Annual Report 2016-17	7 - 12
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To obtain further information or a copy of this agenda contact Nichola Garner, Committee & Appellate Officer on Worcester (01905) 843579 or email: ngarner2@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website.

Date of Issue: Tuesday, 24 October 2017

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14	Resources Report	79 - 86

NOTES

- **Webcasting**

Members of the Cabinet are reminded that meetings of the Cabinet 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.

Cabinet**Thursday, 28 September 2017, County Hall, Worcester,
10.00 am**

Minutes	
Present:	Mr S E Geraghty (Chairman), Mr A T Amos, Mr A I Hardman, Mr M J Hart, Mrs L C Hodgson, Ms K J May, Mr A P Miller, Dr K A Pollock, Mr A C Roberts and Mr J H Smith
Also attended:	Ms P Agar, Mr P M McDonald, Mrs E B Tucker, Ms P A Hill, Mrs F M Oborski and Mr R C Lunn
1798 Apologies and Declarations of Interest (Agenda Item 1)	None.
1799 Public Participation (Agenda Item 2)	None.
1800 Confirmation of the Minutes of the previous meeting (Agenda Item 3)	RESOLVED that the Minutes of the meeting held on 20 July 2017 be confirmed as a correct record and signed by the Chairman.
1801 Children's Social Care Update (Agenda Item 4)	<p>The Cabinet considered the Children's Social Care Update. The details were set out in the report.</p> <p>The Cabinet Member for Children and Families introduced the report. He explained that Trevor Doughty had been appointed by the DfE as Children's Commissioner to review Children's Safeguarding Services in March /April 2017. The Commissioner's conclusion was that Worcestershire services were not safe, and this was accepted by the Council without equivocation. His recommendations had been incorporated into the Service Improvement Plan.</p> <p>The report recommended that an improvement partner be appointed and that an Alternative Delivery Model (ADM) be considered. This meant that the Council would continue working on its improvement plan but would in addition need to find a new way of providing services.</p>

Essex County Council was our improvement partner. Ofsted would be publishing an updated report in October.

It was recognised that the task faced by the Council was not an easy one and required a whole Council approach focussing on four areas:

- Family Front Door
- Early help
- Culture
- What good looks like

The ADM needed to be a radical change but be carefully planned and executed. The list of options included a 'Do nothing' possibility but the Cabinet Member was adamant that this was not an option. We had to find a model which worked for the county and its children.

It was recognised that although the timetable appeared tough it was achievable. Consultation with our young people was vital.

In the ensuing debate the following principal points were raised:

- It was important to proceed at pace but not so fast that things went wrong. It should be noted that an ADM structure would not automatically deliver improvement by itself. At first services need to meet the accepted standard and in time they could aspire to excellence
- It was important that the Programme Board had a clear remit and that Councillors understood their role on it
- Essex County Council were thanked for their beneficial advice and expertise. The Interim improvement Board was also thanked for its work
- The ADM needed to be right for Worcestershire. A structure needed to be found that concentrated on the best outcome for children, not the structure
- A Member from outside the Cabinet commented that this situation was welcome as the Council needed to get to grips with the situation. All Councillors needed to be aware of their responsibility and Scrutiny members were ready and willing to play their part in improving the service. Robust KPIs also needed to be put in place

- The Chief Executive reminded the Cabinet that the Council still held statutory responsibility for these services, whichever ADM was decided upon. The situation was complex but the Council would use its best endeavours, following the indicative timetable in paragraph 22
- The Leader was delighted with the work diagnostic but how the improvement would occur was still debateable. However, whichever option was chosen the whole Council needed to get behind the plan and focus on improvement in outcomes for children. The forthcoming Ofsted report was an important indicator
- A member from outside the Cabinet felt that some people did not want to accept what happens to young people but it was important for the Council to improve their experience. The young people who had helped the Improvement Board should be thanked for their input and she hoped the Council would ensure that the ADM moved forward rather than back.

RESOLVED: that

- (a) the progress made against the Service Improvement Plan be noted;**
- (b) the appraisal of a range of options for the different forms of an alternative delivery models for Children's Social Care Services against the set of key principles outlined in paragraph 21 be approved, with the outcome of this appraisal being reported to Cabinet in December 2017;**
- (c) the proposal to commission external expertise to support the Council in considering the range of alternative delivery models for Children's Social Care Services be approved; and**
- (d) responsibility for establishing a Programme Board to develop the ADM be delegated to the Director of Children, Families and Communities, in consultation with the Cabinet Member with Responsibility for Children and Families.**

1802 Resources Report (Agenda Item 5)

The Cabinet considered the Resources Report. The details were set out in the report.

The Leader (also the Cabinet Member for Finance) explained that after the first four months of the financial year the forecast was for an overall financial pressure of £7.5 million. An overspend of £6 million due to Children's safeguarding and placements was one of the main factors causing the financial pressure, especially in relation to older children.

The easy actions had already been taken so it was likely that the Council would have to take other actions.

Some mitigating features were £0.9 million from Treasury and Debt Management and £1 million of savings from the pre-payment of the Council's employer pension costs.

The other main issue dealt with in the report was investment in in-house provision, which was an effective and efficient thing to do.

It was important to support partners in the LEP and to ensure Worcestershire was a good place to live and work so that the Worcestershire economy could continue to grow.

The Cabinet Member for Adult Services confirmed that along with the considerable pressure from children's safeguarding (Worcestershire were supporting 67 children out of a 10,000 rather than the national average of 60) there were demographic and demand pressures in Adult Social Care. £8.2 million came from one off grants and funding that would need to be replaced in future, for services to remain sustainable. There was a need to plan the direction of travel for Adult Services, to be able to plan services for the future.

There would be capital expenditure on highways, flood mitigation and railways as well as other projects. Investment in in-house children's supported living was important and was more cost effective than using the external market. The overall cost avoidance on the total £4.7million investment was £1.8million which gave a payback period of less than 3 years.

The Cabinet Member for Economy and Infrastructure pointed out the positive growth and productivity in the County. Unemployment was at 1.3% where the national figure was 4% and it was positive to see investment in

the rail infrastructure. It was important to expand the jobs market and then people would come.

RESOLVED: that

- (a) the conclusions of the Cabinet Member with Responsibility for Finance (also the Leader of the Council) concerning revenue budget monitoring up to 31 July 2017, be endorsed;**
- (b) the current progress regarding the service reforms programme be noted;**
- (c) the addition of £4.1million to the Capital Programme for Phase 3 of the development of in-house Post-16 Supported Living Accommodation and residential facilities with Children's Services to be funded by revenue savings from the projects, be recommended to Council for approval; and**
- (d) the Cabinet Member's conclusions concerning capital budget monitoring up to 31 July 2017 be endorsed.**

**1803 Worcestershire
Data Sharing
Charter
(Agenda Item 6)**

The Cabinet considered Worcestershire's Data Sharing Charter. The details were set out in the report.

The Cabinet Member for Transformation and Commissioning explained that in 2016 KPMG produced a roadmap strategy setting out steps to improve service delivery. The roadmap recommended the development of a Worcestershire Office for Data and Analytics (WODA) and a Chief Information Officer had now been appointed.

The Worcestershire Partnership Executive Group agreed to a 12 month pilot to test both the financial and non – financial benefits of enhanced data sharing. The Charter encouraged data sharing.

The Cabinet Member for Communities said that data sharing had been talked about for years so she welcomed that fact that Worcestershire was now working with different services such as GPs and connecting families to move the project forward.

Members felt this was 'common sense' and a step forward. However, it was pointed out that data sharing had been a constant battle in the past, with people hiding behind data protection as a reason not to take action, but

it was important that services had all the relevant information to be able to help people, especially in areas such as Child protection.

It was agreed that data sharing was in people's best interest but protocols were needed and the Cabinet were pleased to be kept aware of the protocol.

RESOLVED that the Worcestershire Data Sharing Charter be endorsed as set out in the Appendix to Agenda item 6.

The meeting ended at 10.45am

Chairman

CABINET
2 NOVEMBER 2017**WORCESTERSHIRE SAFEGUARDING CHILDREN BOARD**
(WSCB) ANNUAL REPORT 2016/17

Relevant Cabinet Member

Mr A Roberts

Relevant Officer

Director of Children, Families and Communities

Recommendation

- 1. The Cabinet Member with Responsibility for Children and Families recommends that Cabinet:**
 - (a) receives the Worcestershire Safeguarding Children Board Annual Report 2016/17; and**
 - (b) notes the progress of the work of the Worcestershire Safeguarding Children Board.**

Background

2. The Independent Chair of the Worcestershire Safeguarding Children Board is responsible for publishing an annual report that provides a public assessment of the effectiveness of safeguarding arrangements for children and young people in Worcestershire. The report also recognises achievements and is realistic about the challenges that remain.
3. The report is made publicly available through publication on the Board's website. In addition, it is formally presented to the Chief Executive and Leader of the County Council. It was presented to the Children and Families Scrutiny Panel on 13 September and the Health and Well-Being Board on 10 October. It is sent to West Mercia's Police and Crime Commissioner, to the respective chairs of the Worcestershire Safeguarding Adults Board and the Safer Communities Board, and it is circulated to lead officers in key partner agencies.
4. In November 2016 Derek Benson, Independent Chair, informed Cabinet members that WSCB could not be assured of the effectiveness of local arrangements in respect of children in the child protection system. The quality and consistency of frontline practice needed improvement and more work was required in particular areas to ensure children are safe in Worcestershire. Derek Benson will be presenting the WSCB Annual Report 2016/17.

Key points from 2016/17 Annual Report

5. During 2016/17 Worcestershire Safeguarding Children Board had a particular focus on a number of priorities including:
 - a) Healthy relationships
 - b) Child Sexual Exploitation (CSE)
 - c) Early Help
 - d) Integrated Family Front Door and Thresholds
 - e) Young people at the point of transition (with a specific focus on sexual exploitation)
 - f) Children with disabilities
 - g) Strengthening of the Board's Learning and Improvement Framework

6. By the end of March 2017 the Board had fully implemented its two year Child Sexual Exploitation Strategy 2015-17 now replaced by a refreshed Strategy for 2017-19. In the main partner agencies have continued to demonstrate a high level of engagement in development of the strategies and in implementation of the action plans, however in its review of the Local Safeguarding Board in October 2016 Ofsted noted that the number of changes in strategic leads, namely Children's Social Care and West Mercia Police, had impacted on pace in the area of CSE. Assurance has now been provided to the Board that there will be greater consistency of personnel going forward. A specific piece of work undertaken by the Board during the year was the implementation of the 'Whole School Approach to Healthy Relationships' framework and the Board will continue to seek assurance from schools regarding embedding of the framework and its impact. A self-assessment audit undertaken during the year indicated that the majority of agencies were meeting the CSE standards referenced, but where this was not the case action plans were in place to address any deficits. Whilst CSE remains a priority it is not yet possible for the Board to be fully assured about the ability of the system to respond robustly and consistently to CSE concerns in Worcestershire.

7. Throughout the year the Board monitored the early help offer in Worcestershire, paying particular attention to feedback from practitioners who have continued to express confusion about the early help offer and the pathway for accessing early support for children and families. Targeted interventions by commissioned early help providers continue to receive positive evaluations with low levels of re-referrals, albeit this relates to the much smaller cohort of children and families than those who need to access early help support from universal services. The number of recorded Early Help Assessments significantly dropped throughout 2016/17 whilst the number of referrals to the Family Front Door continued to rise. There remain questions about: the capacity of commissioned services to meet demand, the role of universal services in delivery of early help across the wider partnership and the inability of the system to effectively measure early help activity. The Board therefore concluded that there remain serious questions about the effectiveness of the local early help arrangements.

8. This year has continued to see further pressure on the Children's Social Care system with increases in referrals, numbers of looked after children and numbers of

children with child protection plans. Throughout the year the Board received updates on the move to create a single 'front door' to manage all contacts and referrals to Children's Social Care. Following their inspection in October 2016 Ofsted inspectors expressed concern about decision making and management oversight in the Family Front Door. Inspectors also expressed concern that referring agencies were not routinely using the Levels of Need (Thresholds) guidance leading to a high volume of inappropriate referrals and thresholds were not always being applied consistently during the daily triage process. The Board was already aware that the Levels of Need (Thresholds) guidance did not adequately address the early help pathway and that this was a gap. The Levels of Need (Thresholds) guidance has since been significantly redrafted with agreement secured at the Board meeting held on 13 September to the inclusion of the recently drafted early help pathway.

9. The Single Inspection of the Local Authority Children's Services undertaken in October 2016 by Ofsted gave services for children and young people in Worcestershire an overall grading of inadequate. The Board has been sighted on the Local Authority Children's Social Care Service Improvement Plan (SIP) which sets out how the required improvements will be achieved and will continue to request updates from the Director of Children's Services and those Board members who are acting as Critical Friends in respect of the eight work streams which make up the Service Improvement Plan.
10. In last year's annual report the Board identified specific risks in relation to:
 - a. Completion within time scale of return interviews when children go missing (this has improved in that 48% of return interviews are now completed within time scale, however this still needs to improve and the Board's own audit of return interviews suggested that the quality of interviews is variable)
 - b. Waiting times for treatment from CAMHS (this has improved with wait times and numbers of children on waiting lists both having reduced in 2016/17)
 - c. Completion rates for Looked After Children (LAC) health reviews (the percentage of looked after children with an up to date health assessment has decreased this year from 72% to 62%)

Whilst some improvements have been noted during the year, performance in other areas of practice has declined. The Board is sighted on the Local Authority Children's Services Service Improvement Plan dashboard and will continue to monitor performance against targets over the coming year as part of its scrutiny role.

11. Six cases were presented during the year for consideration of a Serious Case Review but none met the threshold, decisions all subsequently endorsed by Ofsted. One reflective case review was commissioned and presented to the Board in March 2017. Key messages from learning are being communicated to the workforce during 2017/18.
12. During the year the Child Death Overview Panel (CDOP) in Worcestershire reviewed 36 deaths and noted that modifiable factors were present in 15 of them. Cumulative data in respect of babies whose deaths have been classified as Sudden Infant Death Syndrome (SIDS) suggests that parental smoking and co-sleeping are often significant factors. An audit undertaken in February 2017 of babies born between November and December 2016 found that in all cases a safer sleeping risk assessment form had been completed with parents, and where risks had been

identified risk management plans were evident in 80% of cases which provides some assurance. In the deaths of unborn or extremely young babies factors such as maternal obesity, smoking, alcohol and other environmental factors are often present in some combination. The CDOP Annual Report 2016-17 is to be received by the Worcestershire Safeguarding Children Board in December 2017.

13. The Board is pleased to note some evidence of practice improvements from its repeat Multi Agency Case File Audits (MACFAs), however multi-agency practice was not yet found to be consistently good and young people are not yet routinely being screened for risk of sexual exploitation.
14. Last year's annual report noted that the Board's bi-annual Section 11 Audit indicated good compliance by partner agencies with their safeguarding duties and a strong commitment across the partnership to safeguarding children. In September 2016 a dip sample was undertaken of agencies' ability to provide evidence to support their reported position in respect of using service user feedback to develop services. It was found that some original self-assessments had been over-optimistic and so in future Section 11 Audits the Board will request supportive evidence as part of the original audit process.

Conclusion

15. The Board has concluded that at a strategic level there is a strong commitment to safeguarding children in Worcestershire, but whilst the WSCB has received assurances that safeguarding arrangements are generally in place in most key partner agencies, there remains work to be done to improve collaborative efforts, in particular with regards to Early Help provision where the need for greater engagement of partners is evident. All agencies have a critical role to play in working with CSC to deliver essential service improvements across the partnership as systemic failings identified in CSC leave children vulnerable to the risk of harm and the solution does not rest with one agency in isolation.
16. Whilst demand for services continues to grow further assurance is required as to the effectiveness of the wider early help offer and of practitioners' understanding of their own agency's role in providing early help to the families with whom they work. The Board also needs to be assured that practitioners understand the thresholds for accessing statutory services from Children's Social Care. The Board has a key role to play in supporting practitioners to develop their understanding of early help and thresholds and both will be priorities in the coming year.
17. As of the end of March 2017 the Board had received assurance that strategies were in place to improve frontline practice, however it cannot yet be assured about the impact of these and therefore the child protection system remains a risk. The Board recognises the scale and challenge facing the Local Authority and remains committed to working with all partners to bring about the necessary change required to improve outcomes for children in Worcestershire.
18. Assurance will continue to be sought from partner agencies during the coming year as outlined in the body of this report.

Legal, Financial and HR Implications

19. Not applicable

Privacy and Public Health Impact Assessments

20. The lack of assurance about the robustness of the child protection system has significant public health impact. However, this report does not contain specific proposals which can be screened for public health impact. As improvement work continues there will be further opportunity for this.

Equality and Diversity Implications

21. This report does not contain specific proposals which can be screened for equality and diversity implications. However the Annual Report 2016/17 identifies the need for children's social care services to be appropriately targeted at those children and families who meet the threshold for them. Given that Ofsted concluded that thresholds were not being applied consistently this may mean that not all families who have previously been accessing help or support from children's social care will do so in the future.

Supporting Information

- Appendix - Worcestershire Safeguarding Children Board (WSCB) Annual Report 2016/17 (Available On-line)

Contact Points

County Council Contact Points

County Council: 01905 763763

Specific Contact Points for this report

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Background Papers

There are no background papers.

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CABINET
2 NOVEMBER 2017**JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY**
UPDATE

Relevant Cabinet Member

Mr T Miller

Relevant Officer

Director of Economy and Infrastructure

Recommendation

1. **The Cabinet Member with Responsibility for Environment recommends that Cabinet approves the Addendum to the Joint Municipal Waste Management Strategy (JMWMS) for Herefordshire and Worcestershire 2004 – 2034 as set out in Appendix 1.**

Why is this decision important?

2. An update to the Joint Municipal Waste Management Strategy (JMWMS) is required to reflect the changes in national policy, local provision and projections for future demand that have occurred since the Strategy was originally adopted.

Background

3. The JMWMS for Herefordshire and Worcestershire was first published in 2004 and covers the period 2004 to 2034 (the current headline document is included at Appendix 2). It is a joint strategy across the six Worcestershire district councils, Worcestershire County Council and Herefordshire Council (reflecting the partnership across Worcestershire and Herefordshire in relation to a shared waste disposal service).
4. The JMWMS underwent a complete review in 2009 to reflect significant developments in national waste policy and required changes to our waste management service. The JMWMS was adopted by all partner authorities in 2009 and in 2011 when it was refreshed to include an updated residual waste options appraisal which took into account the site location for the proposed Energy from Waste (EfW) facility (this was not known in 2009).
5. The Waste and Emissions Trading Act 2003 requires two tier authorities to create, adopt and review their joint municipal waste management strategy.

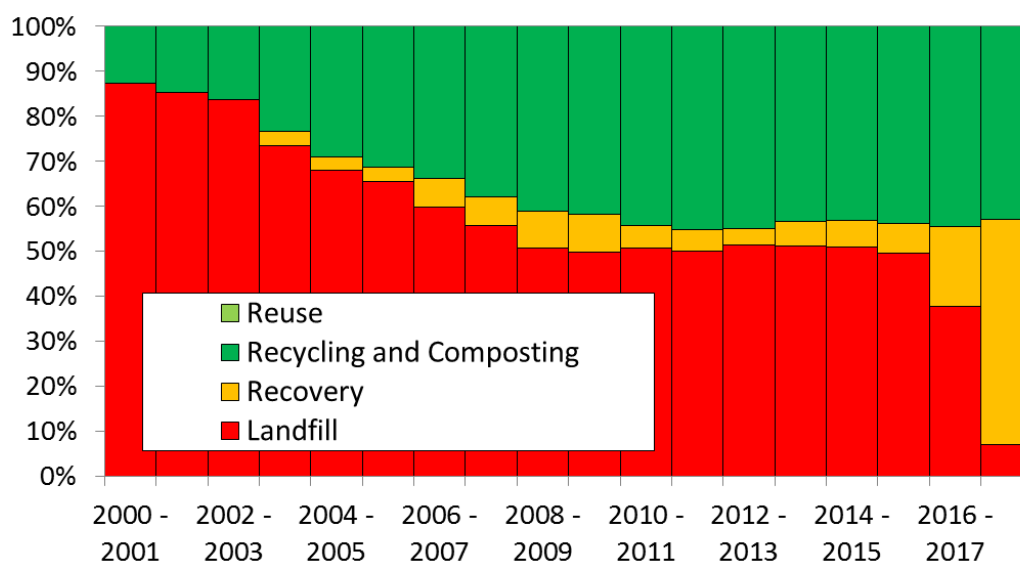
6. An Addendum has been produced (**Appendix 1**) to update the Strategy on achievements and to ensure that it remains relevant and fit for purpose.
7. The existing Strategy needs to be amended to reflect the changes in national policy, local provision and projections for future demand that have occurred since the current Strategy was adopted.
8. Key objectives of the adopted JMWMS were as follows:
 - a) To manage waste in line with the Waste Hierarchy, ensuring that waste is prevented wherever possible first before considering Re-use, Recycling/Composting, Energy Recovery and finally Safe disposal to landfill.
 - b) For all authorities to collect the same materials for recycling through a commingled collection system whilst restricting frequency or container capacity to prevent waste and increase recycling.
 - c) To develop alternative waste treatment solutions to promote sustainable waste management, balancing environmental, social and economic impacts.
9. In 2014 Herefordshire Council and Worcestershire County Council agreed a variation to the waste disposal service with their contractor, Mercia Waste Management, to design, build and operate a 200,000 tonne per annum EfW facility. This facility became fully operational in March 2017 and produces enough electricity to power 32,000 homes.

Review and Updates

10. An Addendum to the JMWMS strategy has been produced to reflect these achievements, including the following updates and information:
11. Information on changes to national waste management policy, being the introduction of the Waste (England and Wales) Regulations 2011, which transposed much of the EU Waste Framework Directive into UK law, which had the following impact on services:
 - Requiring waste producers to apply the Waste Management Hierarchy where waste prevention is highest priority and disposal to landfill is lowest. The JMWMS for Herefordshire and Worcestershire uses the Waste Hierarchy as one of its fundamental Principles (Principle 2).
 - Requiring councils to undertake an assessment to demonstrate how the recycling service they provide is Technically, Environmentally or Economically Practicable (TEEP) in collecting high quality waste paper, metal, plastic and glass suitable for recycling. Wychavon District Council led on the production of a TEEP assessment across the partner councils and this is included at **Appendix 3**.
12. An update of waste management data including waste growth predictions which are expected to continue to grow proportionately to growth in household numbers.
13. An update on recycling, recovery and disposal performance which in respect of recycling has seen little change in performance since the 2011 refresh due to constraints on resources. However significant improvement in recovery and disposal

performance is predicted following the recent opening of the new EfW facility and performance since 2000 is illustrated in the figure below:

Municipal Waste disposal routes since 2000/2001



14. Due to there being no new objectives or policy at a national level, a light touch approach has been taken in reviewing the JMWMS focusing on refreshing the waste growth and performance data. Advice from an experienced and qualified waste management consultant, commissioned by Worcestershire County Council on behalf of the partnership, supported this approach and informed the refresh.
15. The Addendum (see **Appendix 1**) does not attempt to set new objectives or policy, and should be read in conjunction with the existing JMWMS (found on Worcestershire County Council’s website: http://www.worcestershire.gov.uk/downloads/file/4156/waste_strategy)
16. A summary of progress to date in achieving the targets set out in the strategy is included at **Appendix 4**.
17. The Strategic Waste Management Board (SWMB), consisting of senior officers and members, including the County Council Cabinet Member for Environment, have been consulted and updated throughout the review process. A workshop was carried out where Members and officers provided the following feedback which has been reflected in the Addendum to the JMWMS:
 - a) None of the councils have any plans to change their waste collection regime
 - b) Any measure of the impact of council waste management on climate change should be simple and relate only to waste disposal services
 - c) Recognition that the 50% recycling target will be difficult to achieve without introducing separate food waste collection or free garden waste collection
 - d) Consensus that the existing 50% recycling target should be retained but the difficulties in achieving the target should be explained in the review
 - e) Agreement that a 90% diversion from landfill target was feasible for 2030.

18. The six Worcestershire district councils and Herefordshire Council are all currently progressing the adoption of this addendum to the JMWMS via their local processes.
19. The next review of the JMWMS will be in 2022 or earlier if a significant change is required, for example due to change in national policy.

Legal, Financial and HR Implications

20. There are no legal, financial or HR implications arising from the recommendations. The addendum does not attempt to set new objectives or policy.

Privacy and Public Health Impact Assessment

21. There are no particular privacy or public health impacts arising directly from this report.

Equality and Diversity Implications

22. An Equality Relevance Screening has been completed in respect of these recommendations. The screening did not identify any potential Equality considerations requiring further consideration during implementation.

Supporting Information

Appendix 1: Joint Municipal Waste Management Strategy – Addendum - attached

Appendix 2: Joint Municipal Waste Management Strategy – Headline document

Appendix 3: Technically, Environmentally or Economically Practicable (TEEP) Assessment

Appendix 4: A summary of progress to date in achieving the targets set out in the Joint Municipal Waste Management Strategy

Appendices 2 - 4 are available on-line at www.worcestershire.gov.uk

Contact Points

County Council Contact Points

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Specific Contact Points for this report

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Email: RJHill@worcestershire.gov.uk

Background Papers

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

Cabinet decision adopting the First Review of the JMWMS in September 2009:
<http://public.worcestershire.gov.uk/web/home/DS/Documents/Committees,%20Panels%20and%20Reviews/Cabinet/Minutes%202009/Thursday,%2017%20September%202009.pdf>

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Waste Strategy for Herefordshire and Worcestershire: A Review

Introduction

Herefordshire & Worcestershire's Joint Municipal Waste Management Strategy: *Managing Waste for a Brighter Future* (herein the Strategy) was first published in 2004. It was prepared and adopted by the eight local authorities across Herefordshire & Worcestershire (the Partnership).

A detailed review and republication of the Strategy was completed in 2011. This set a suite of principles, policies and targets for the management of municipal waste across both counties. As part of this, and in line with Government guidance, the Partnership committed to review the Strategy at least every 5 years.

This Addendum provides a summary of the 2016 review of the Strategy. In particular it includes:

- information on significant changes/ developments in Government waste management policy since 2011, including potential future changes to European policy;
- updates on waste management data including waste growth predictions; and
- commentary on performance against key principles, policies and targets within the Strategy.

The Addendum does not attempt to set new objectives or policy, and should be read in conjunction with the existing Strategy.

The review process and the production of this Addendum have been undertaken by the Strategic Waste Management Board (SWMB), which represents the eight authorities across Herefordshire & Worcestershire.

Key Changes Since 2011

Policy

There have been limited changes to national waste management policy since 2011. The *Waste Management Plan for England* was published in 2013. This did not introduce new policies but instead provided an update on the current waste management situation in England and brought existing waste policies under the umbrella of one national plan.

The *Waste Regulations 2011 (as amended 2012)*, implemented in January 2015, require everyone involved in waste management, including waste producers, to take all reasonable measures to apply the waste hierarchy. Commitment to the waste hierarchy is already, and continues to be, a key principle of the Strategy.

These regulations also aim to improve the quality and quantity of material being collected for recycling by placing a duty on waste collectors to ensure recyclable material (particularly glass, paper, plastics and metal) is collected separately where it is necessary to ensure the

recovery of high quality recyclables and where this is technically, environmentally or economically practicable (TEEP). The authorities within Herefordshire & Worcestershire have undertaken an assessment of their waste collections services to ensure compliance with the Regulations. This assessment has been issued to the Environment Agency and a full copy is available (found on Worcestershire County Council's website:

http://www.worcestershire.gov.uk/info/20232/recycling_and_waste/1015/waste_strategy

The European Commission's Circular Economy Package '*Closing the Loop – an EU action plan for the Circular Economy*' was formally published in December 2015. A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. The Package aims to extract the maximum value and use from all raw materials, products and waste, fostering energy savings and reducing greenhouse gas emissions.

The Package puts forward revised legislative proposals on waste which include: 65% recycling for municipal waste and 90% diversion from landfill, by 2030. The Partnership fully supports the principles behind the 'circular economy' and will closely monitor how the UK Government responds to the EU proposals, and how this may impact this Strategy going forward.

Infrastructure

Since publication of the Strategy, the Partnership has made significant progress in plans to divert residual waste from landfill. Worcestershire County Council and Herefordshire Council have a long term contract with Mercia Waste Management (MWM) for the delivery of their responsibilities as Waste Disposal Authorities. As part of the contract, MWM obtained planning permission, has managed the construction of and is now operating, an Energy from Waste (EfW) facility at Hartlebury. This facility will divert an additional 200,000 tonnes of municipal waste from landfill.



Envirecover Energy from Waste facility under construction.

The Partnership also continues to invest in their existing processing and collection capabilities. EnviroSort, the Partnership's Material Reclamation Facility has just been refurbished to include the provision of a glass breaker and improved fire protection system.

Funding

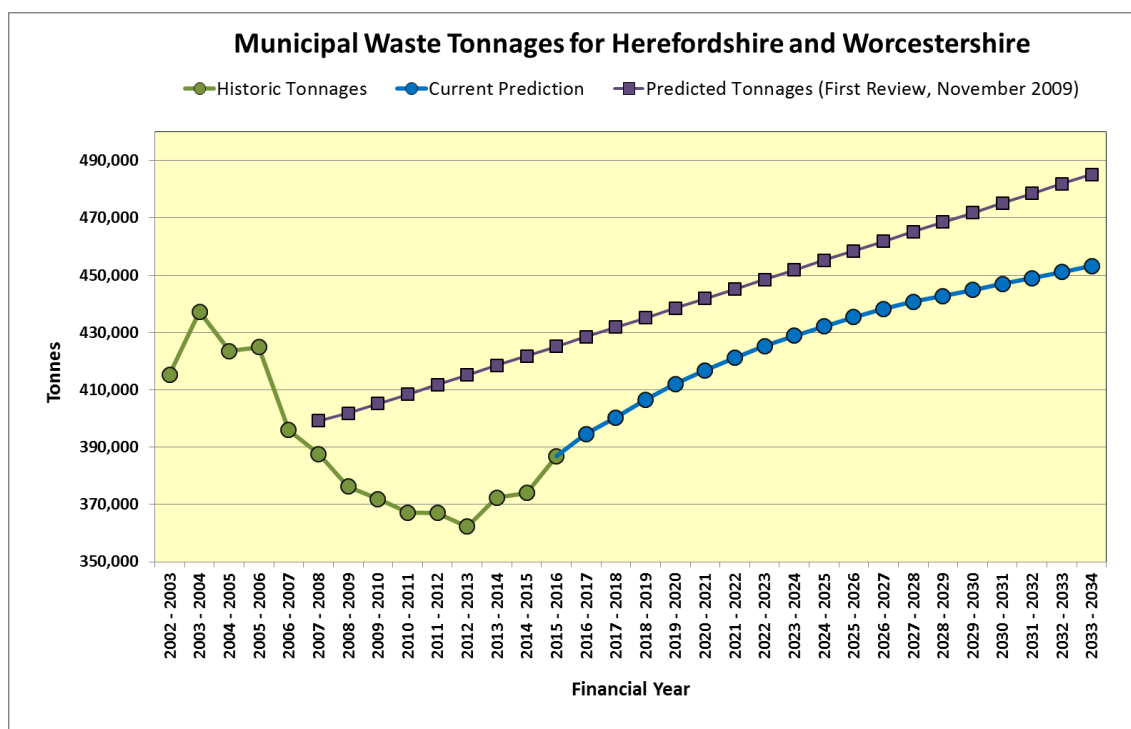
Since 2011, there have been significant cuts to local authority funding. Waste management services across Herefordshire & Worcestershire have had to make efficiency savings of more than £2,000,000. Therefore each authority has had to make very difficult decisions prioritising how funding is allocated. As a result, the aspirations and targets set within the Strategy are increasingly challenging, and in some cases, given the level of funding available, now unrealistic.

Waste Growth

The total municipal waste arising within Herefordshire & Worcestershire in 2015/ 16 was 387,000 tonnes. This has increased by 10,700 tonnes since 2009/10. However, this has been largely down to an increase in the number of households within the authorities. In reality, the amount of municipal waste generated per household has fallen from 1.23 tpa in 2009 to 1.13 tpa in 2015.

The number of households within both Herefordshire & Worcestershire is expected to increase significantly over the next twenty years. As such, although the amount of municipal waste generated per household is not expected to increase, the total amount of municipal waste will. The latest household projection figures have been obtained from the authorities and incorporated into the revised waste projections presented below.

The Partnership will continue to closely monitor waste arisings within the authorities and update predictions against changes to household projections as they become available.



Climate Change

The Partnership continues to understand the importance of viewing waste as a resource and seeks to provide waste management services that work towards minimising greenhouse gas emissions.

The waste collection authorities within Herefordshire & Worcestershire all request environmental policies incorporating carbon footprint information when tendering for services. Work has also been undertaken to optimise the efficiency of waste collection rounds to help reduce fuel consumption.

The recovery of residual waste through the EfW at Hartlebury and its subsequent diversion of waste from landfill, is significantly reducing the carbon footprint of waste management activities across the authorities. The EfW exports electricity directly into the national grid which will help reduce our reliance on fossil fuels. Opportunities for exporting heat from the facility are continually being explored and, if implemented, will provide additional carbon reductions.

Update on Target 1 – Monitoring our Carbon Footprint

Greenhouse gas emissions from waste management activities within Herefordshire & Worcestershire will be reduced by the changes outlined above. The authorities are in the process of collating waste collection and waste disposal data to estimate the carbon impact of their services. However, due to the considerable fund and staff constraints being placed on the authorities, additional, more detailed, monitoring of the greenhouse gas emissions from waste services is not considered to be necessary or appropriate at this time.

Waste Prevention

Waste prevention is a key principle of the Strategy. The Partnership continues to promote waste prevention through support and publicity of the national waste prevention initiatives *Love Food Hate Waste* and *Master Composters*. A Waste Prevention Officer and a Waste Education Officer are in post to help support waste prevention initiatives across the authorities.

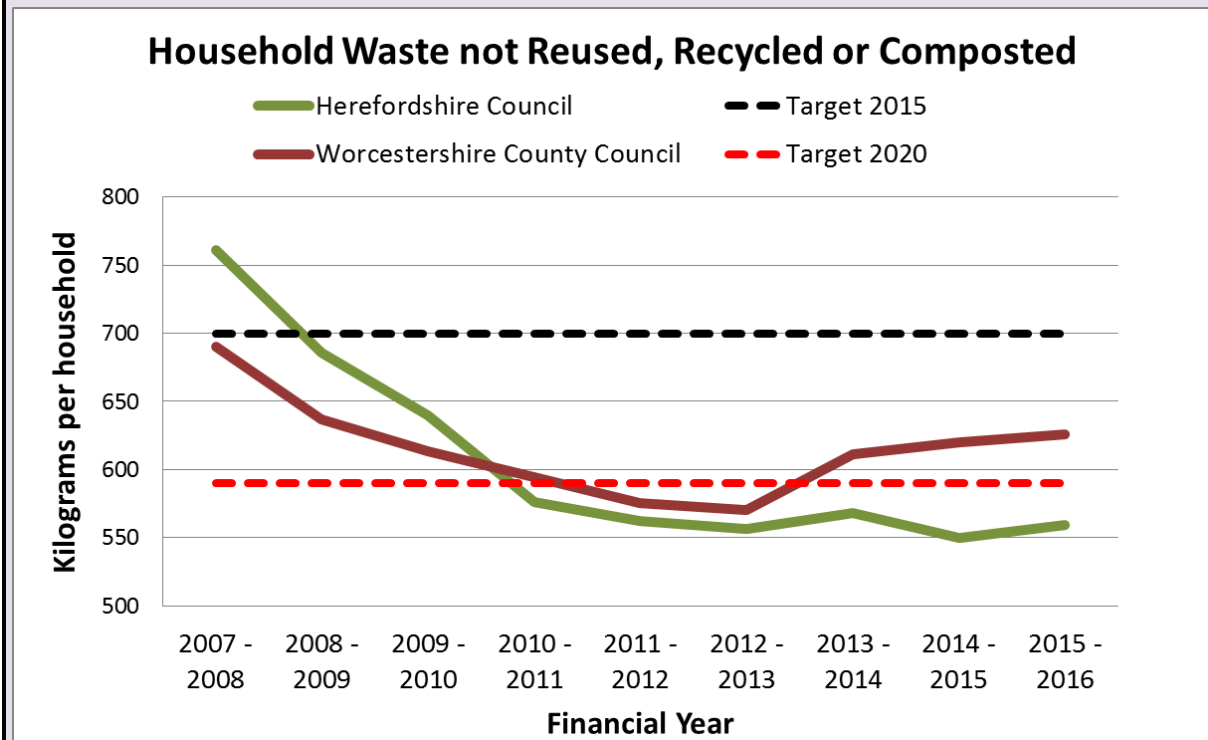
To help encourage reducing the amount of residual waste produced, waste collection authorities now place restrictions on residual waste collections through bin size/ sack number limits.

Reuse has been introduced to a number of the household recycling centres (HRCs) across Herefordshire & Worcestershire. This not only reduces waste to be managed but also supports a number of charities and 3rd sector organisations.

The Partnership understands the importance of coordinated education and awareness raising to promote effective waste prevention. Reduced funding means that the scope for implementing such campaigns is limited at this time. However, where practicable, the authorities will work together to ensure a coherent waste prevention message is publicised.

Update on Target 2 – Reduction in the amount of Household Waste not Reused, Recycled or Composted.

Herefordshire & Worcestershire currently produce 559 and 626 kilograms respectively of household waste per household (kg/hh) that is not reused recycled or composted¹. The Partnership has been successful in achieving the 2015 target of reducing residual household waste by 35% of year 2000 levels. The target for 2020 (a 45% reduction based on 2000 levels) is becoming increasingly challenging due to the significant reductions in funding. However, the Partnership will continue to do whatever is feasible and affordable, to reduce residual waste through waste prevention and increases to recycling/ composting.



¹ 2015-16, NI191 figures from Waste Data Flow

Recycling and Composting

The authorities across Herefordshire & Worcestershire have continued to expand their kerbside recycling collection service which is now available to 100% of properties across the Partnership area. To provide consistency to residents, a common core waste collection service is provided across all the authorities that offers a commingled collection service for materials including paper, card, cartons, cans, plastic and glass². A garden waste collection service is also available to the majority of residents for an additional charge.

Recycling and composting at HRCs continues to improve with the sites now recycling more than 70% of material brought into the site. Recycling of plasterboard is now available, and trial schemes are in operation for the recycling of carpets and mattresses at selected HRCs.

Street sweepings collected by the authorities street cleansing teams are now also recycled.

Bring sites across the Partnership area are being rationalised to reflect the increase in coverage of the kerbside collection service. However, the waste collection authorities are continuing to investigate options for brings sites to recycle material not collected at kerbside, for example textiles and waste electronic & electrical equipment.

A declining, and for some materials, volatile market for recyclable material has provided additional challenges to the Partnership's desire to increase recycling. For example, in 2012 the Partnership recycled more than 12,000 tonnes of timber. However, since 2013, the economics of recycling timber has changed significantly and, as a result, the majority of the timber collected is now used as a biomass fuel for energy production. Whilst this still diverts this material from landfill, it does reduce the amount of material recycled across the Partnership.

In 2014/15, the recycling and composting rate across Herefordshire & Worcestershire was 40%. If the recycling of timber had remained an option for the authorities then the Partnership's target of 43% recycling and composting by 2014 would have been achieved.

Update on Target 3 – Household Recycling & Composting Targets

The Partnership's current recycling and composting performance falls below the national recycling and composting targets of 45% by 2015 and 50% by 2020. The Partnership is still committed to supporting its contribution to the national target by maintaining the current level of performance and, where financially viable, introducing new initiatives to improve overall performance. However, current budget and staffing constraints mean that significant awareness raising to increase participation, or major changes to the services provided, to increase performance is not possible.

Update on Target 4 – Household Waste Recycling Act

The Household Waste Recycling Act 2003 required local authorities in England to collect at least 2 recyclable materials from all households by 2010. Within the Strategy the Partnership committed to continue to meet this requirement. In fact, the Partnership has exceeded these expectations by collecting glass, plastic, metals and paper from more than 95% of households.

² Glass collection is not available to the small proportion of properties that are classified as 'hard to reach' and as such are offered a bag rather than bin collection for recyclables.

Recovery

The Partnership has made significant progress on plans to maximise recovery of residual waste and divert it from landfill. The EfW at Hartlebury is diverting an additional 200,000 tonnes of municipal waste from landfill. The facility exports electricity directly into the national grid. It has also been enabled to operate as a combined heat and power (CHP) plant which will allow the recovery of heat, when an appropriate user becomes available.

Update on Target 5 – Recovery Target

The Partnership aimed to recover value from a minimum of 78% of municipal waste by 2015. A delay in the procurement and build of the EfW has meant that this target has not yet been achieved. However, now that the facility is fully operational, the recovery rate for the Partnership is expected to exceed the target. If a viable market becomes available for the recycling of bottom ash produced as part of the EfW process, then recovery would be further increased.

Disposal

The Partnership, through the activities outlined above is committed to diverting waste away from landfill through prevention, recycling, composting and recovery.

Update on Target 6 – Reduction in Biodegradable Municipal Waste Landfilled.

The Strategy committed to reduce the amount of biodegradable municipal waste landfilled in line with allowances set by Government under the Landfill Allowance Trading Scheme. This Scheme was abolished as part of the Government's Waste Policy Review, and as a result, there is no mechanism for measuring or monitoring performance against this target. The specifics of this target are no longer appropriate and should no longer be considered part of the Strategy. However, the principle behind it, to divert biodegradable waste away from landfill, is still valued by the Partnership, and will be delivered through the Recovery Target (Target 5) described above.

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CABINET
19 OCTOBER 2017**WORCESTERSHIRE RAIL INVESTMENT STRATEGY**

Relevant Cabinet Member

Dr K A Pollock

Relevant Officer

Director of Economy and Infrastructure

Recommendation

1. The Cabinet Member with Responsibility for Economy and Infrastructure recommends that Cabinet formally endorses and adopts the Worcestershire Rail Investment Strategy.

Introduction

2. In 2016 Worcestershire County Council commissioned the development of a Rail Investment Strategy for Worcestershire (WRIS). The document is intended to set the economic context for rail investment, inform the development of LTP4 and underpin the future pipeline of projects over the current and emerging plan period.
3. Investing in the rail infrastructure is an important element of supporting sustained economic growth, investment that will increase capacity, connectivity and transport choice across Worcestershire and beyond. The outputs of the Worcestershire Rail Investment Strategy (WRIS) provide clarity of intent and clear priorities for discussions with the increasingly complex rail industry.
4. The Strategy is split into 5 key stages, designed to baseline the current rail situation in the County, assess the scale of growth expected, identify gaps and solutions, model the economic benefits of these solutions and prioritise the investment to achieve maximum value for money.
5. A six week consultation was carried out over the summer following endorsement by the Cabinet Member responsible for Economy and Infrastructure. All written submissions received were duly considered during August 2017, and the Council response to these submissions is available to see in the Consultation Report at Appendix 2. The outcomes of the consultation shaped revisions to the draft of the Worcestershire Rail Investment Strategy which is attached as Appendix 1.

Background

6. Worcestershire is an attractive, thriving County of 566,000 people, set to grow by 47,200 new homes by 2030 and 25,000 new jobs by 2025 which will result in a £2.9bn growth in Gross Value Added (GVA) from £9bn to £11.9bn per annum. The County's rail

services will not match these ambitions without significant development and investment beyond that proposed by the rail industry. The key driver of change include:

7. Connectivity to London is slow and of limited frequency, with many Worcestershire passengers using the M5-M42-M40 to access better Birmingham International and Warwick Parkway services. The opening of Worcestershire Parkway in early 2019 will, however, begin to address this issue by providing enhanced accessibility to the North Cotswold Line services.

8. The growing University City of Worcester suffers poor connectivity due to restricted rail infrastructure, outdated signalling and limited historic investment in its 2 stations.

9. Kidderminster and Redditch (and Bromsgrove after introduction of the new electrification timetable in May 2018) are well served by local services into Birmingham, but have limited connectivity to London or southwards.

10. The industry forecasts up to 97% growth in passenger volumes on Worcestershire routes by 2043.

11. In response the rail industry has an emerging vision, shared in Worcestershire, for a faster 2 trains per hour Worcestershire to London service, supported by enhancements to the North Cotswold Line, the (scaled back) Great Western electrification scheme and new Intercity Express Project (IEP) trains.

12. However its planning processes do not include additional Cross Country or southbound connectivity beyond current commitments to serve the new Worcestershire Parkway in 2019. Thus demonstrating a lack of strategic thinking regarding the entire network (as 'one railway') and the resultant implications on the entire regional economy ('one economy').

13. Addressing capacity restrictions caused by the County's several single line sections and outdated signalling systems is being considered by Network Rail but with no firm timescales.

14. Electrification of the Bristol-Birmingham and Snow Hill Lines, capable of increasing capacity for new services for Worcestershire, was under DfT consideration. However, significant delays and cost increases incurred as part of recent proposals to electrify the Great Western Mainline have resulted in a cessation of future electrification schemes.

Strategic Response

15. The Strategy proposes four overarching Conditional Outputs for rail service development which would deliver £50.42m GVA per annum, and 1,100 new jobs in the County:

- 1) 2 Trains Per Hour Worcester-Oxford-Paddington – £21.22m GVA p.a. and 475 new jobs;
- 2) 1 Train Per Hour Kidderminster-Droitwich Spa-Worcester-Paddington – £13.8m GVA p.a. and 275 new jobs
- 3) Calls At Worcestershire Parkway In Bristol-Manchester And Plymouth-Newcastle Services – £9.6m GVA p.a. and 250 new jobs

- 4) Regional Service between Kidderminster/ Bromsgrove, Worcester and Cheltenham Spa, Gloucester And Bristol – £5.73m GVA p.a. and 150 new jobs.

16. The infrastructure schemes essential to facilitate this new connectivity have been identified as:

- 1) North Cotswold Line capacity upgrade
- 2) Worcester Area and Droitwich Spa to Stoke Works capacity upgrade
- 3) New Car Park Capacity and/or new stations
- 4) Worcester Shrub Hill Station regeneration.

17. The draft WRIS underwent a public consultation which finished on 11 August 2017. The Consultation Report is attached as Appendix 2 of this report. The key headlines from the consultation exercise are as follows:

- Overall 81 respondents completed the questionnaire;
- 84% of respondents either strongly supported or supported the strategy;
- Only 8% opposed or strongly opposed the strategy. Reasons include:
 - Disagree with Operators cutting services;
 - Unhappy that the WRIS does not support the reinstatement of the Stratford-Honeybourne line;
 - Lack of investment in Wythall station;
 - Plays down the role of Shrub Hill.
- 44 detailed responses were received from a wide range of stakeholders including Network Rail, Rail West Midlands, London Midland and GWR.
- Nine written responses were received from members of the public.

Legal, Financial and HR Implications

18. There are no Legal or HR implications. Individual projects identified in the RIS will require specific funding and respective budget approval from funding partners including Network Rail and the Department for Transport. Preliminary work on key projects has begun within existing budgets, and further papers will follow as priorities of potential funding streams become clear.

Privacy and Public Health Impact Assessments

19. No impacts have been identified.

Equality and Diversity Implications

20. No direct impacts identified.

Supporting Information

- Appendix 1 – Worcestershire Rail Investment Strategy
- Appendix 2 – Consultation Report

The appendices are available on-line at www.worcestershire.gov.uk

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Background Papers

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

CABINET
2 NOVEMBER 2017**PERSHORE INFRASTRUCTURE IMPROVEMENTS**

Relevant Cabinet Member

Dr K A Pollock

Relevant Officer

Director of Economy & Infrastructure

Local Member

Mrs E B Tucker

Recommendation

1. **The Cabinet Member with Responsibility for Economy & Infrastructure recommends that Cabinet:**
 - a) **approves the implementation of Pershore Infrastructure Improvements, (Pershore Northern Link Road, Pinvin crossroads and Wyre Road / Station Road Junction) in accordance with this report as shown on the attached plan (*Appendix B*) subject to the confirmation of planning permission and surety of funding;**
 - b) **approves the submission of a planning application for Pershore Infrastructure Improvements and applications for other relevant consents, including those relating to environment, utilities and rail by the Council or by the relevant successful contractor as agent for the Council as Highway Authority;**
 - c) **approves the commencement of a public engagement and information-sharing exercise regarding the scheme;**
 - d) **approves the acquisition of the land required for the scheme, as shown on the red line plan (*Appendix C*) and should it not be possible to acquire all the land by negotiation Cabinet authorises acquisition of necessary land and rights over land through making of a Compulsory Purchase Order (CPO) and authorises the Director of Economy and Infrastructure, in consultation with the Cabinet Member with Responsibility for Economy and Infrastructure, to finalise the details and make a CPO including any compulsory acquisition of rights required for the scheme;**
 - e) **approves provision of up to £5.6M of Council funding to address the forecast funding gap for the scheme, subject to sufficient external funding being secured to meet the total cost of £11.6M and relevant Local Transport**

Board approvals for the scheme;

- f) delegates authority to the Director of Economy and Infrastructure in consultation with the Cabinet Member with Responsibility for Economy and Infrastructure, to finalise and award a contract and other necessary agreements for the delivery of the scheme subject to funding being secured;**
- g) recommends to Council the addition of £11.6M to the Capital Programme with £6m being provisionally secured through Worcestershire LEP and local district council and developer contribution for the purpose of completing the Pershore Infrastructure Improvement scheme.**

Why are these decisions important?

- 2. As one of the fastest growing economies in the country, Worcestershire is truly open for business. Record investment is happening in road and rail infrastructure, unlocking key employment sites and providing vital congesting busting schemes in times of rapidly increasing housing needs.
- 3. The Council has deployed resources available to it to progress the Pershore Infrastructure Improvement scheme as far as it can. The Worcestershire Enterprise Partnership (WLEP) has provisionally allocated £5M, subject to final business case approval, and there is c£1M of local contributions allocated to deliver the scheme. Approval of the recommendations above will enable the project team to make progress to the best advantage to the Council, but with appropriate safeguards in terms of financial control and accountability.

Background

- 4. The delivery of the Pershore Infrastructure Improvement scheme is a priority for the Council, the Worcestershire Local Enterprise Partnership (LEP), Chamber of Commerce, Members of Parliament and the Worcestershire District Authorities. The scheme is aligned with agreed priorities, in particular in terms of supporting economic growth in Worcestershire and is included within the current Local Transport Plan (LTP3) which sets out the strategic transport infrastructure needs for the county 2011-2026, the Worcestershire Strategic Economic Plan (SEP), the Worcester Transport Strategy (WTS), the South Worcestershire Development Plan (SWDP) and associated Infrastructure Delivery Plan (SWIDP).
- 5. The scope of the scheme is threefold and includes:
 - The provision of a Northern Link Road that connects the employment sites of the Keytec Business Park with the A44
 - The provision of capacity enhancements at Pinvin crossroads to alleviate existing and projected congestion in the area
 - Upgrading of the Wyre Road / Station Road Junction.

Further details available at **Appendix A**.

- 6. Once delivered, the Pershore Infrastructure Improvement scheme would:

- Support the growth of Worcestershire's economy by tackling existing and predicted future congestion and journey time reliability
- Support the growth of the economy of Worcestershire and the surrounding area by reducing travel times and costs imposed on businesses, transport operators and other network users by the current and forecast traffic congestion at Pinvin Crossroads
- Improve access from Keytec Business Park to the A44
- Support the delivery of the planned growth set out in SWDP up to 2030. In particular the Pershore Urban Extension
- Support the delivery of employment growth as outlined in the SWDP
- Improve the environment of the A4104 Station Road / Terrace Road
- Improve the performance and attractiveness of the A44 as a viable alternative to B4084 for traffic movements between Evesham to Worcester, thereby helping to better manage traffic conditions on Worcestershire's constrained network
- Increase the attractiveness of Pershore as a location for employment development
- Improve the environment at Pinvin Crossroads, the new link road will mean that the B4083 route between Evesham and Pershore will become more attractive
- Reduce chance of accidents as a result of reducing traffic movements on inappropriate sections of road in north Pershore and
- Reduce noise and improve air quality as a result of decreased traffic congestion.

Business Case and Funding

7. WCC has submitted a Business Case to the Worcestershire Local Transport Body (WLTB) for Conditional Approval; this was granted on 25th July 2017. The Business Case is detailed at **Appendix D**.
8. The overall cost of the scheme is estimated at £11.6M. The current funding sources for the scheme include £5M from Worcestershire LEP and £1M of third party contributions, of which the developer contribution is dependent on a housing development, much of which will be completed before the scheme is constructed. This leaves a funding gap of circa £5.6M required in 2019/20 to: a) make good any negative cash flow implications for ongoing project costs; and b) provide certainty in order to appoint a contractor. It is recommended that the Council funds this gap of £5.6M and add the full project amount of £11.6M to the Capital Programme.
9. The project team would continue to work with key parties, including Wychavon District Council, to pursue further funding opportunities to mitigate financial exposure, to reduce the need for financing the identified gap and apply for other possible sources of funding such as the Homes and Community Agency Housing Infrastructure Fund.
10. The LTB's Summary Report attached as **Appendix E** concludes that the strategic case is sound and represents very high value for money and that the package is given conditional approval.

Timescales

11. In order to be able to complete the scheme by Spring 2020, adherence to the following timeline is critical:

- Contractor appointed Spring 2018;
- Commence CPO process if required by Spring 2018 and complete by Autumn 2019;
- Secure Planning Permission Spring 2018;
- Final Business Case submitted Autumn 2018;
- Construction Starts Autumn 2018;
- Construction Completion Spring 2020.

12. Legal, Financial and HR Implications

13. Should it not be possible to acquire the necessary land for the scheme through negotiation, the Council would have to make a Compulsory Purchase Order (CPO) for the scheme. It would be necessary to show a compelling case in the public interest for land to be acquired by compulsory purchase order. The land requirements are shown on the red line plan at *Appendix C*.

14. A financing gap of circa £5.6M has been identified in 2019/20, this funding is required to: a) make good any negative cash flow implications for ongoing project preparation costs; and b) provide certainty in order to select and award the contract.

15. Addition of £11.6M to the capital programme.

Privacy and Public Health Impact Assessments

16. The environmental assessment and consultation process are in the early stages for the scheme. Social assessments have also been undertaken to support the development of the scheme. Whilst the initial environmental assessment sets out that the scheme will result in having slight adverse impacts on noise; water; air quality and green-house gases, the social assessment of the scheme results in having slight beneficial impacts on access to services by public transport and on severance.

17. Health implications of transport proposals can be identified by assessing changes in the opportunities for increased physical activity through cycling and walking. The scheme includes provision of a pedestrian/cyclist combined path along the Link Road and pedestrian / Cyclist phasing on the new signal layout at Pinvin Junction

Equality and Diversity Implications

18. An Equality Impact Assessment desktop screening has been undertaken with no specific issues identified.

Supporting Information

- **Appendix A:** Pershore Infrastructure Improvements - Scope
- **Appendix B:** Pershore Infrastructure Improvements Scheme Plan

- **Appendix C:** Land Acquisition Plan
- **Appendix D:** Pershore Infrastructure Improvements Conditional Business Case, June 2017
- **Appendix E:** LTB's Major Scheme Business Case Summary Report for Conditional Approval

Appendices C – E are available on-line at www.worcestershire.gov.uk

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Background Papers

In the opinion of the proper officer (in this case the Director of Economy & Infrastructure) there are no background papers relating to the subject matter of this report.

APPENDIX A: Pershore Infrastructure Improvements - Scope

The Northern Link Road scheme includes:

- Creation of a new 450m single carriageway road with combined footway and cycleway and
- Creation of a bridge over the Worcester to Oxford rail line; and
- Realignment of the exit and entry radii at both the A44/B3083 roundabout and the B3083 Wyre Road roundabout;
- Provision for a point of access to the employment site SWDP 47/2 located to the east of the proposed link road;
- Designation of the new link as the A4104 (and associated downgrading of the A4104 Terrace Road/Station Road);
- Associated signage, to encourage use of the new link.

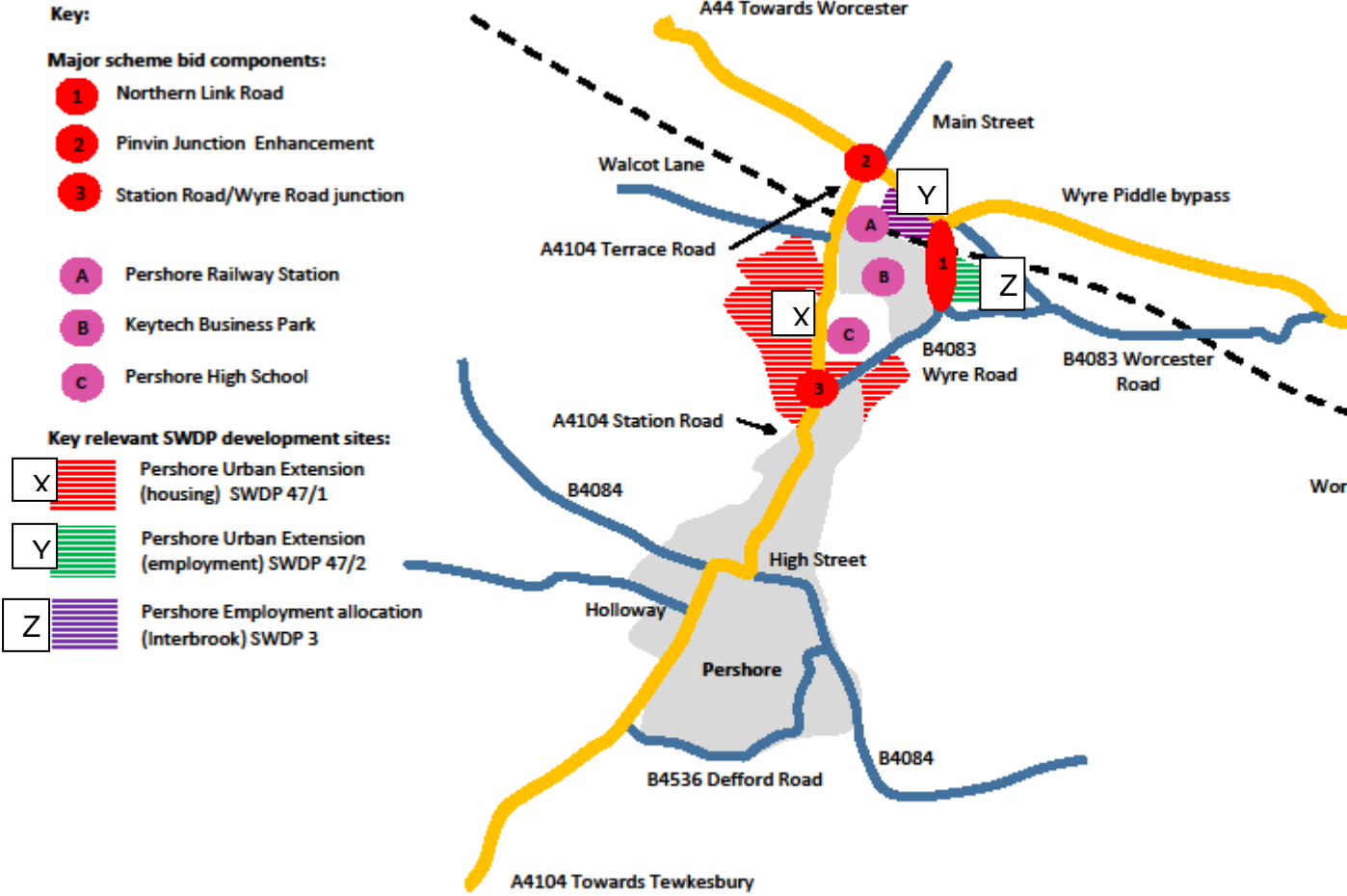
The proposed scheme for Pinvin crossroads includes:

- Widening on A44 western arm to accommodate concurrent ahead movements on A44;
- Signal timing and phasing alterations.
- Removal of side arm stagger to allow greater through movement
- Removal of the A44 to Pinvin right turn movement from the signal controlled junction

The proposed scheme for Wyre Road / Statin Road includes:

- Upgrading of junction signal layout

Appendix B : Pershore Infrastructure Improvements - Scheme Layout Plan



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CABINET
2 NOVEMBER 2017**KIDDERMINSTER RAILWAY STATION**

Relevant Cabinet Member

Dr K A Pollock

Relevant Officer

Director of Economy & Infrastructure

Local Member

Mr N Desmond and Mrs F M Oborski

Recommendation

1. **The Cabinet Member with Responsibility for Economy & Infrastructure recommends that Cabinet:**
 - a) **notes the progress to date and the delivery of the Kidderminster Station scheme;**
 - b) **delegates authority to the Director of Economy and Infrastructure, in consultation with the Cabinet Member with Responsibility for Economy and Infrastructure, to award a contract and associated agreements to deliver the scheme.**

Why are these decisions important?

2. As one of the fastest growing economies in the country, Worcestershire is truly open for business. Record investment is happening in road and rail infrastructure, unlocking key employment sites and providing vital congestion busting schemes in times of rapidly increasing housing needs.
3. The decisions are required to successfully progress and deliver the defined Kidderminster Station Scheme.

Background

4. Kidderminster Railway Station is located one kilometre to the east of Kidderminster town centre towards the top of the A448 Comberton Hill. The station shares its forecourt with the Severn Valley Railway station which is a major tourist attraction and important generator of income for the Wyre Forest economy. The surrounding area is a mix of commercial and residential use.

5. The station is on the Oxford, Worcester, Wolverhampton railway line and services are currently provided by London Midland, north to Birmingham via Cradley Heath and south to Worcester via Droitwich and Stourbridge. In addition, Chiltern Railways provide peak services to London.
6. The scheme provides a strategic fit with both national, Department for Transport (DfT) Objectives, and local policy. It supports the overarching Local Transport Plan 3 (LTP3) objectives of economic sustainability and growth, value for money and deliverability, is specifically included in the emerging Local Transport Plan 4 (LTP4) document and detailed as a priority project within the Local Enterprise Partnership Strategic Economic Plan.
7. The scheme will improve accessibility to the Wyre Forest for employment, health, education, leisure, retail and tourism including the Severn Valley Railway which is an important regional tourist destination.
8. The scheme is being project managed by SLC Rail on behalf of Worcestershire County Council with support from Wyre Forest District Council, Network Rail, London Midland, Chiltern Railways, the Severn Valley Railway, Kidderminster Railway Museum, local bus operating companies and local businesses.
9. The budget for the scheme is £4.3 million; with the funding sources consisting of Growth Deal Funding of £2.5 million from the Worcestershire Local Enterprise Partnership (WLEP) and Growth Deal Funding of £1.8 million from the Greater Birmingham and Solihull Local Enterprise (GBSLEP).
10. In 2016 patronage through Kidderminster station is estimated to have totalled 2.2m journeys. This figure is derived from the rail industry (LENNON) data which is based on individual station to station ticket numbers.
11. Growth in patronage has been forecast using the industry standard model, the Passenger Demand Forecasting Handbook. This model reflects general growth in demand for rail travel, and also includes specific growth factors associated improvements in facilities, such as those which would be delivered by his scheme.
12. Growth is forecast over a 15 year period to a design year, 2035, and thereafter patronage is assumed to remain constant for the remainder of the 60 year appraisal period.
13. A range of forecasts have been prepared, with a Low (background) Growth Scenario showing a rise in annual throughput to 3.1m journeys per annum in 2035. The High (background) Growth Scenario has 4.2m journeys per annum in 2035.
14. This scheme would replace Kidderminster's inadequate railway interchange with a new facility that will:
 - Provide a quality interchange,
 - Provide a new station building double the current size with modern fit for purpose facilities such as passenger seating area, retail/café unit, passenger toilets;
 - Improve the station forecourt layout to reduce conflicts;
 - Improve access for cars (parking and "kiss and ride"), cyclists, pedestrians and taxis;

- Provide upgraded bus stops on Comberton Hill;
- Improve facilities for passengers with disabilities or for those who experience difficulty using the existing railway station facilities;
- Accommodate future passenger growth;
- Support economic growth; and
- Represent very high value for money.

15. The redevelopment and revised layout of Kidderminster Railway Station is made up of the following six distinct work packages:

- Replace the station building with a new, bigger higher quality building containing improved facilities for passengers and operators;
- A new station forecourt layout with formalisation of "kiss and ride" and taxi rank and a new road layout, with no loss of parking. Parking to be kept under review, however this is outside of the remit and financial envelope of this scheme;
- Upgrade of bus stops on Comberton Hill to provide an improved bus-rail interchange;
- Installation of a signalised crossing at the junction of the A448 Comberton Hill and Lea Street;
- Improved pedestrian access and complete the enhanced accessibility to the station; and
- Gateway access to Severn Valley Railway tourist attraction.

Business Case

16. The Business Case for the scheme shows the Benefit to Cost Ratio (BCR) is 4.81 for the Low Growth Scenario, which places the scheme in the Very High value for money category. The BCR is 13.4 for the High Growth Scenario. The Low Growth Scenario is based on Network Rail's Long Term Planning Process, Regional Urban Market Study which forecasts passenger annual compound growth as 1.66%. However, for the last five years of data presented, the compound growth achieved at Kidderminster station is 3.35% per annum, hence we adopted this figure to develop the High Growth Scenario. The quantified benefits used in the economic assessment do not include any wider economic impacts, for example resulting from increased tourist travel into Kidderminster by rail.

17. The business case does include an assessment of the wider economic impact, including improved labour market balance leading to an increase in productivity and increases in economic output valued at £2.4m per annum by 2040. This would lead to increased aggregate wages of around £320,000 for Kidderminster residents, which could lead to increased expenditure in the local economy, and increased visitor numbers, especially at the Severn Valley Railway, leading to £196,000 per annum economic output within the visitor economy of Kidderminster.

18. The scheme business case received Conditional Approval at the Local Transport Body meeting in March 2017, and is currently completing Single Option Development phase (Network Rails GRIP 4). This work is being undertaken by Mott MacDonald.

Scheme Progress

19. Work to design the station building and forecourt is underway. This includes all deliverables for Network Rails GRIP 4 stage gate, specifically engineering and architectural designs, environmental BREEAM assessments and diversity impact assessments.
20. Work is continuing with the highways detailed design, the scope of which includes a new pedestrian crossing and bus shelters on Comberton Hill.
21. Meetings have been held with all key stakeholders to ensure the scheme scope and requirements are understood and suitably addressed. A well-received public information event was held on 12 July 2017.
22. Procurement strategy for the delivery phase (equivalent to Network Rails GRIP 5-8) recommends a design and build contract utilising Form of Contract NEC Option A. To maintain programme the procurement of this would need to take place to enable award of the contract in Spring 2018.
23. The current timetable for delivery of the scheme, if approved, is as follows:

GRIP 5-8 Contract Award	Spring 2018
Start on site (Highways)	Summer 2018
Start on site (Rail)	Autumn 2018
Complete site works	Spring 2019
Project Close	Summer 2019

Legal, Financial and HR Implications

24. Minor land transfer between Network Rail and the the Council as Highways Authority is required for the bus shelter which is being located off public highway onto embankment land currently owned by Network Rail.
25. In November 2015, Council approved the addition of £4.3M for Kidderminster Railway Station to the Capital Programme. Funding for the scheme is via Local Growth Funding.

Privacy and Public Health Impact Assessments

26. The scheme provides an improved public transport interchange and accommodates for future growth demand of the railway station encouraging less reliance on car use.

Equality and Diversity Implications

27. As the scheme is predominantly a rail scheme, the project is obliged to adhere to Network Rail's Diversity Impact Assessment (DIA) process which dictates submission of the assessment to Network Rail's Built Environment Access Panel for review. This process is comparable to the Council's Equality Relevance Screening process.

28. During single option selection (GRIP 3) design phase a DIA was completed which assessed there were no negative impacts that this work could have on people with protected characteristics.

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Background Papers

In the opinion of the proper officer (in this case the Director of Economy & Infrastructure) there are no background papers relating to the subject matter of this report.

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CABINET
2 NOVEMBER 2017**INFRASTRUCTURE ENGINEERING TERM CONTRACT**

Relevant Cabinet Member

Dr K A Pollock

Relevant Officer

Director of Economy & Infrastructure

Recommendation

- 1. The Cabinet Member with Responsibility for Economy & Infrastructure recommends that Cabinet:**
 - a) endorses the approach to commissioning an Infrastructure Engineering Term Contract and approves the commencement of the procurement process; and**
 - b) delegates authority to the Director of Economy and Infrastructure, in consultation with the Cabinet Member with Responsibility for Economy and Infrastructure, to finalise and execute an Infrastructure Engineering Term Contract.**

Why are these decisions important?

2. As one of the fastest growing economies in the country, Worcestershire is truly open for business. Record investment is happening in road and rail infrastructure, unlocking key employment sites and providing vital congestion busting schemes in times of rapidly increasing housing needs.
3. The decisions are required to ensure a suitable contractual framework is in place for the delivery of planned infrastructure works and other civils works, e.g. structural maintenance.

Background

4. Worcestershire County Council has an existing Term Civil Engineering Contract (TCEC) for delivering a range of infrastructure works, from small maintenance schemes to large projects. This contract has enabled the Council to build a long-term relationship with the supply chain, whilst providing flexibility and responsiveness to ensure successful delivery. The contractor has been required to design and construct, or solely construct schemes. Work packages have ranged in size from £25k to multi million. Council scheme commissioners have found this a successful

delivery mechanism for appropriate schemes, and support procuring a future term contract to assist with delivery of the future programme of works. This would form one of a number of possible delivery routes for schemes. The choice of the most appropriate delivery route will be made on a scheme by scheme basis.

5. The current TCEC was awarded to Alun Griffiths Contractors Limited and commenced in February 2013. This contract has a financial ceiling of c£50m and a term of four years with the potential to extend for up to a further two years (ending February 2019). Extensions totalling twelve months have been awarded to date, making the current end date February 2018. It is anticipated the financial ceiling will be met by known projects and works and therefore the contract cannot be used for significant projects beyond those currently envisaged. The current contract requires the contractor to agree a target price for each package of work. It also includes a 'gain share' mechanism which provides the contractor with an incentive to identify efficiencies during the delivery of work. The efficiency is shared equally between WCC and the contractor.
6. The main projects delivered through the existing TCEC include; Bromsgrove High Street Public Realm, Eastham Bridge, Hoobrook Link Road, Southern Link Road, Worcester Six Offsite Highways, Structural Repairs.

Future Requirements

7. Likely emerging and future infrastructure projects and works include; Churchfields, Pershore Infrastructure improvements, A38 Bromsgrove, Structural Maintenance, Public Realm, Active Travel Corridors, Congestion works and smaller works, e.g. crossings.
8. A delivery mechanism is required to deliver the range of projects and works outlined above. A new Term Engineering Contract could be considered for use to deliver some of these schemes.
9. The recommended procurement route is a similar contract to that used previously, albeit updated to use the new NEC4 form of contract, with target cost arrangements for a duration of four years with the potential to extend for up to a further three years dependent upon performance and value to the Council. The potential value of the contract is £75m however this does not commit the Council to that total value of work. Individual projects and pieces of work would only be awarded where a budget is available. There would be no obligation to award work.
10. The following summarises the main rationale for a Infrastructure Engineering Term Contract:
 - A significant future programme of schemes which do not all lend themselves to delivery via spot tenders or via the Highways Maintenance Service Contract;
 - A requirement for early contractor involvement in order to deliver best value schemes best suited to the users' needs;
 - A contract which can provide rapid delivery, particularly in emergency situations (such as Eastham Bridge);
 - A contract which enables projects to be commissioned simply, cost-effectively and efficiently;

- A contract that supports WCC's corporate objectives, in particular Open for Business, and the Public Services Act (Social Value) requirements.

11. The following summarises the main features of an Infrastructure Engineering Term Contract:

- The value of projects and works to be procured through this term contract is anticipated to be in the range £25k to £10m;
- For the delivery of smaller schemes up to £250k the use of a local supply base would form part of the Social Value requirement;
- The contract duration would be similar to the current term contract of four years with the potential to extend for up to a further three years;
- The Contract would provide for an Early Contractor Involvement service to WCC as part of the contract. A term contract would ensure this is provided early in the planning stages at a low cost exposure and creates an integrated relationship, increasing transparency, reducing risk, increasing shared responsibility and limiting costly changes to the project;
- Target Price / Actual Cost arrangements are proposed because this encourages good cost control, shared benefits of savings, transparency of accounting and clarity of final costs;
- This contract would include requirements to support WCC's Corporate Parenting promises in terms of providing work opportunities for the children and young people in our care. Examples of this could include; providing apprenticeships, work placements, shadowing and other work experience opportunities for children in care or care leavers.

Legal, Financial and HR Implications

12. The contract is structured to award individual funded projects and pieces of work if the procurement strategy determines this as the most appropriate route to market for each piece of work. Although the OJEU ceiling limit will be stated as £75M, this does not commit the Council to that total value of work, it is simply the maximum value that could be awarded via the contract throughout its term. Individual projects and pieces of work would only be awarded where it is both the chosen delivery route and an approved budget is available. There would be no obligation to award work. Each project would be individually target-priced by the supplier.

13. There are no HR implications.

Privacy and Public Health Impact Assessments

14. Nothing to add.

Equality and Diversity Implications

15. An Equality Relevance Screening has been completed in respect of these recommendations. The screening did not identify any potential Equality considerations requiring further consideration during implementation

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Director of Economy & Infrastructure) there are no background papers relating to the subject matter of this report.

CABINET
2 NOVEMBER 2017**LOCAL TRANSPORT PLAN 4**

Relevant Cabinet Member

Dr K A Pollock

Relevant Officer

Director of Economy and Infrastructure

Recommendation

1. **The Cabinet Member with Responsibility for Economy and Infrastructure recommends that Cabinet:**
 - (a) **recommends that Council adopts the Local Transport Plan 4 (LTP4) 2018-2031 for Worcestershire as part of the Council's Policy Framework; and**
 - (b) **endorses and adopts the School Crossing Control Policy for Worcestershire.**

Background (Recommendation a)

2. The County Council is required to produce a Local Transport Plan (LTP) under the Transport Act 2000. Originally, Local Transport Authorities were required to produce a valid LTP every five years, involving close liaison with the Department for Transport.
3. This requirement was revised under the Local Transport Act 2008, which both enabled local authorities to set the length of their LTP periods, and reduced the involvement of the Department for Transport in the development and delivery process.
4. The LTP sets the strategic vision and direction of highways and transportation services. The availability of reliable and efficient transport networks plays a major role in the effectiveness of the Worcestershire economy. Evidence has shown that a good transport network is important in sustaining economic success in modern economies. Where investment in transport infrastructure and services has been inadequate, this has been shown to adversely impact on future growth and competitiveness.
5. Worcestershire has had three previous LTPs: LTP1 (2001 to 2006), LTP2 (2006 – 2011) and LTP3 (2011 to date). Since the LTP3 was put together, funding mechanisms, socio-economic aspirations, development growth and the level of evidence available to support investment in schemes have changed. Specifically, the creation of the LEP and the introduction of the County's Strategic Economic Plan (2014) along with the new County Council Corporate Plan (2017-2022) have further emphasised the need for LTP alignment. Additionally, many schemes included in the LTP3 have now been delivered or developed since their conception. Hence the LTP3 has now been revised into the proposed LTP4, to take account of these major changes.

Consultation (Recommendation a)

6. Cabinet agreed to undertake a consultation on the draft LTP4 documents in December 2016. The consultation ran for 12 weeks from 19 December 2016 to 21 March 2017. In total, 358 questionnaires were completed and 130 written responses were received from a wide range of stakeholders. The results of those respondents who chose to participate can be seen in Appendix A.

7. The outcomes of the consultation were duly considered resulting in a comprehensive review and revision of the LTP4 suite of documents. The LTP4 documents now proposed for adoption are:

- The main LTP4 strategy document (see Appendix B) This proposes new and emergent schemes, reflecting the Infrastructure Delivery Plans (IDPs) within the county as well amendments resulting from the consultation or technical work carried out in 2017. The main document sets out an outline delivery programme, which is split into three area-based transport strategies:
 - The North East Worcestershire Transport Strategy (Bromsgrove and Redditch);
 - The Wyre Forest Transport Strategy;
 - The South Worcestershire Transport Strategy (Malvern Hills, Wychavon and Worcester)
- The Policies Document (see Appendix C). This document. has been extensively amended, leading to the production of a broader policy compendium
- The Network Management Plan (see Appendix D). This document has been amended leading to the production of a broader plan
- The Strategic Environmental Assessment (see Appendix E) and a Habitats Regulation Assessment (see Appendix F) have also been revised in light of the consultation. These are statutory documents that are necessary to support the LTP4.

8. The LTP4 documents will also support the newly adopted (October 2017) Rail Investment Strategy for Worcestershire.

Legal, Financial and HR Implications (Recommendation a)

9. There is a legal requirement to consult on an LTP prior to final adoption by full Council. The LTP is a high level strategy with no direct financial implications although by implication there is an aspiration to deliver as many schemes as possible.

10. As the Local Transport Plan is part of the Council's Policy Framework, it will be considered by the Overview and Scrutiny Performance Board at its meeting on 7 November so that comments can be reported to Council when it considers the recommendation from Cabinet.

Privacy and Public Health Impact Assessments (Recommendation a)

11. The draft LTP4 documents have been subjected to a Health Impact Assessment (HIA), in consultation with health colleagues. The HIA can be seen in Appendix G.

Equality and Diversity Implications (Recommendation a)

12. An Equality Impact Assessment (EIA) has been carried out on the LTP4 proposals. This assessment has identified potential negative impacts in respect of some Protected Characteristics - Disability, Age and Gender – linked to potential reduction of bus services. The strategy has been amended to include potential mitigation action. LTP4 will also contribute to potentially positive impact where residents' Protected Characteristics result in increased transport reliance.

13. The EIA (Appendix H) has been undertaken in consultation with the Corporate Equality and Diversity Manager and a working session with the Economy & Infrastructure Directorate's Equality and Diversity Group.

14. All LTP4 schemes will be subject to their own bespoke EIA screening (and, where necessary, more detailed analysis) as they are brought forward for delivery.

New School Crossing Control Policy (Recommendation b)

15. Whilst not directly part of the LTP4 Compendium, a complementary policy is proposed for Worcestershire's School Crossing Patrol Service (see Appendix I). This covers requirements, operation and assessment protocols.

16. This has been prepared to take account of legislative requirements including the most recent code of good practice and Road Safety GB agreed guidance notes.

17. The aim of the policy is to provide a high quality School Crossing Service as efficiently, economically and sustainably as possible to ensure that pupils get to and from school in safety.

Supporting Information LTP4

- Appendix A: LTP4 Consultation Report
- Appendix B: LTP4 Main Document
- Appendix C: LTP4 Policies Document
- Appendix D: LTP4 Network Management Plan
- Appendix E: LTP4 Strategic Environmental Assessment
- Appendix F: LTP Habitats Regulation Assessment
- Appendix G: LTP4 Health Impact Assessment (copy to follow)
- Appendix H: LTP4 Equality Impact Assessment

All the above appendices are available electronically with the agenda for the meeting at www.worcestershire.gov.uk

Supporting Information WCC School Crossing Patrol Policy

- Appendix I: WCC School Crossing Patrol Policy

This appendix is available electronically at www.worcestershire.gov.uk

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Background Papers

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

CABINET
2 NOVEMBER 2017**UPDATED POLICY ON DELAYED AND ACCELERATED
TRANSFER – PLACEMENT OF PUPILS OUT OF THEIR
CHRONOLOGICAL AGE GROUP INCLUDING SUMMER
BORN CHILDREN STARTING SCHOOL**

Relevant Cabinet Member

Mr M Hart

Relevant Officer

Director of Children, Families and Communities

Recommendation

- 1. The Cabinet Member with Responsibility for Education and Skills recommends that Cabinet:**
 - a) approves the updated policy document and the reasons for the update;**
 - b) authorises the Director of Children, Families and Communities to publish and implement the updated policy with immediate effect.**

Background

2. It is the responsibility of the admissions authority to ensure that admission arrangements are compliant with the School Admissions Code. Admission arrangements refer to overall procedure, practices, criteria and supplementary information to be used in deciding on the allocation of school places and refers to any device or means used to determine whether a school place is to be offered. The School Admissions Code has the force of law, and where the words 'must' or 'must not' are used, these represent a mandatory requirement.
3. The arrangements for Delayed and Accelerated entry into schools in Worcestershire forms part of the admission arrangements. The protocol currently in place has been in effect prior to the legislative changes introduced by the current School Admissions Code (2014), in relation to Summer born children and as such is non-compliant with the mandatory requirements of the Code. Immediate steps must be taken to rectify this and this does not require consultation.
4. The Schools Adjudicator must consider whether admission arrangements referred to the Adjudicator comply with the Code and the law relating to admissions. An Adjudicator's determination is binding and enforceable. A large number of admission authorities have found themselves subject to objections raised by parents, to the Office of School Adjudicator, with regards to non-compliance with the

requirements to have a clear, fair and objective process for dealing with Summer Born children.

5. The updated proposed policy is attached as Appendix 1.

Legal, Financial and HR Implications

6. Whilst the admissions authority has been giving effect to these requirements and has established processes in place, in terms of the information that is made available to parents and schools, to ensure the Local Authority complies with the legislation and does not find itself the subject of any objections to the OSA, Cabinet are requested to authorise the publication of the revised policy with immediate effect.

7. Summer born children can continue to receive Nursery Education Funding up to the term following their 5th birthday, they will continue to be submitted on the Early Years Census therefore the Local Authority will receive funding for them.

8. The number of requests for delayed entry to school have been increasing over the last four years. The table below details the number of requests that have either been approved or rejected each year:

	Actual Start				Grand Total
	2015	2016	2017	2018	
Total Count of Agreed	9	15	36	33	93
Total Count of Refused	4	2	0	0	6
Total number of requests	13	17	36	33	99

9. For 2017 and 2018 over 30 children (which equates to 1 form of entry) have been granted delayed entry to start school one year later than expected. Of the 36 agreed for September 2017 (0.55% of total children due to start school), 34 are Summer-born children and 16 are known to SEND / Pre-School Forum. Of the 33 agreed for September 2018 (0.53% of total children due to start school), 30 are summer-born children and 19 are known to SEND / Pre-School Forum.

10. The number requests for delayed entry for non-summer born children remain low therefore there is not deemed to be a financial impact upon the Local Authority at present but this will need to be monitored year on year.

11. There are no HR implications to the revised policy.

Privacy and Public Health Impact Assessments

12. There are no privacy or public health implications to the revised policy.

Equality and Diversity Implications

13. An Equality Relevance Screening has been completed (Appendix 2) in respect of these recommendations. The screening did not identify any potential Equality considerations requiring further consideration during implementation.

Supporting Information

- Appendix 1 – Policy on Delayed and Accelerated Transfer
- Appendix 2 – Equality Relevance Screening

The appendices are available electronically at www.worcestershire.gov.uk with the agenda for this meeting.

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Background Papers

None

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CABINET
2 NOVEMBER 2017**ADOPTION REGIONALISATION**

Relevant Cabinet Member

Mr A Roberts

Relevant Officer

Director of Children, Families and Communities

Recommendation

1. The Cabinet Member with Responsibility for Children and Families recommends that Cabinet:

- (a) notes the options outlined in the attached Business Case;**
- (b) considers the information contained in the report;**
- (c) considers the outcomes of the staff engagement and service consultation and the equality impact assessment;**
- (d) approves in principle the Council entering into a Partnership and Hosting Agreement alongside Solihull Metropolitan Council, Warwickshire County Council and Coventry City Council for Adoption Central England (ACE) to undertake the delivery of Worcestershire County Council's adoption service and delegates authority to the Director of Children, Families and Communities to approve the final details of the Partnership and Hosting Agreement;**
- (e) approves in principle entering into a partnership arrangement alongside Solihull Metropolitan Council, Warwickshire County Council and Coventry City Council for ACE to undertake the delivery of Worcestershire County Council's Special Guardianship services and delegates authority to the Director of Children, Families and Communities to approve the final details of the arrangement;**
- (f) approves Warwickshire County Council becoming the host authority to facilitate the operational delivery of the adoption service and Special Guardianship support services on behalf of Worcestershire County Council;**
- (g) agrees the provisional financial proposals as outlined in the financial implications proposals below to fund ACE as agreed by the ACE Executive Board; and to delegate authority to the Section 151 Officer in consultation**

with the Director of Children, Families and Communities to agree the final value of the total cash limit;

(h) authorises the Director of Children, Families and Communities to progress staffing secondments to Warwickshire County Council as the host authority and to review the status of those agreements within the first twelve months; and

(i) notes that implementation of the decisions pursuant to the above recommendations are subject to the agreement of the Secretary of State, as a result of the Secretary of State's Direction with respect to child care services at Worcestershire County Council.

Background

2. The purpose of this report is to provide Cabinet with information in relation to a proposed Regional Adoption Agency (RAA) and outline the perspective of Worcestershire County Council. It also seeks from Cabinet agreement for the County Council to become part of the RAA via a shared service arrangement with Solihull Metropolitan Council, Warwickshire County Council and Coventry City Council. This new Regional Adoption Agency to be known as Adoption Central England (ACE).
3. In January 2013, a policy paper from the DfE – 'Further Action on Adoption: Finding More Loving Homes' identified the need for the re-organisation of the existing adoption system based as it is on each local authority delivering an adoption service as well as a voluntary adoption sector. The DfE's 'Regionalising Adoption' paper published in June 2015 spelt out the government's expectations for all local authorities to be part of RAAs. In April 2016 the DfE published a new policy document "Adoption: A vision for Change" in which the government committed to deliver radical, whole system redesign by regionalising adoption services by ensuring all local authorities were part of an RAA by 2020. This is not supported by legislation, but DfE has suggested that legislation could be enacted if necessary.
4. In response, Coventry City Council, Solihull Metropolitan Council, and Warwickshire County Council came together to work towards the creation of a Regional Adoption Agency that has been named Adoption Central England (ACE). Worcestershire evaluated a wide range of options including a partnership with Birmingham and partnerships outside of region, but concluded that ACE suited the service best, and took in the fact that Warwickshire is our closest statistical neighbour. ACE has an established project team that is leading on the design and creation and as a demonstrator project has closely worked with the Department of Education. The work is overseen by a Project Board and Executive Board on which representatives from all the partner agencies and key stakeholders sit including from the voluntary adoption sector and Coventry University.
5. ACE will deliver the adoption agency functions of the four local authorities including the assessment, training and approval of adopters, the identification of prospective adopters for children who are in need of a new adoptive family and adoption support to adoptive families and special guardianship support services. Some of the tasks currently within the adoption service are normally carried out within Children and Family Social Work Teams. The Adoption Service therefore will align with other local authorities in ACE.

Whilst there will be some resource held back for these functions, it will mean a transfer of tasks to frontline Social Work teams. These include tasks like Child Permanence Reports, Post-Order Support Plans and Adoption Placement Reports.

6. It remains the duty of every local authority to establish and maintain within their area a service designed to meet the needs in relation to adoption i.e. an Adoption Service.
7. It is hoped that ACE will deliver excellence in practice through innovation and stakeholder engagement to become an innovative adoption service.
8. The primary functions for ACE will be the recruitment, assessment and training of adopters and will provide post-adoption and post-special guardianship support. Worcestershire will retain responsibility for all decision making in relation to children whose plan is adoption e.g. matching and all functions of the Adoption Decision Maker.
9. The constituent authorities will retain the decision making function and responsibility for delivering the service. ACE will therefore be delivering the operational elements of the adoption service.

Options considered and recommended proposal

Option 1 – do nothing

10. Cabinet could decide not to proceed any further with a Regional Adoption Agency in partnership with the other identified local authorities.
11. This is not recommended as the Government has made clear its intention to consider using its power under the Education and Adoption Act 2016 to ensure all local authorities' adoption functions are being provided by an RAA by 2020.
12. Doing nothing would also lose the opportunity for Worcestershire County Council to join with its neighbouring authorities to create a Regional Adoption Agency giving more children the opportunity to find an adoptive family and achieve permanency.

Option 2 – partnership agreement

13. To enter into a partnership agreement with Solihull Metropolitan Council, Warwickshire County Council and Coventry City Council to create a shared service to deliver the operational elements of adoption functions of the authority. The decision making function will remain with Worcestershire County Council. This model will operate as a partnership contractual arrangement with staff seconded into the host authority, Warwickshire County Council. The Executive Board will set the budget and strategy with the contractual agreement covering the nature of the financing and sharing at an operational level.
14. It is this option that provides for new ways of operating whilst minimising financial and HR risks that is recommended.

Option 3 – research alternative RAAs

15. To research other RAAs and look for a "best fit" model. Alternative RAAs are either in operation or development within both the West Midlands and South West Regions.
16. This option carries a high risk, with the chosen RAA potentially deciding not to accept Worcestershire County Council's application to join them and the Council is likely to have less input into the strategic and operational direction of the chosen RAA due to joining late in the development.
17. Potential RAAs within the area would also contain a large geographical spread for the staff, adopters and children and young people of Worcestershire.

Option 4 – partnership with Birmingham City

18. To enter into a partnership agreement with Birmingham City Council to create a shared service to deliver the adoption functions of the authority.
19. Birmingham is an extremely large local authority and Worcestershire could benefit from economies of scale by joining them. They have a well-established adoption service and there would be fewer structural changes with just two local authorities joining together.
20. Subsequently to evaluating working with Birmingham, they have submitted an application to join ACE. This application is unlikely to be considered for at least 12 months to allow ACE to establish its working practices.. It is considered preferable to work with Birmingham as part of a larger organisation (if indeed it does join ACE) than as a single partner as this would provide greater balance.

Choice of the Partnership / Host Model

21. The Executive Board of ACE attended by the Directors of Children's Services for each authority considered several options around different types of delivery structures. These included a voluntary agency taking on responsibility for delivery, a Teckal company and for one of the local authorities to become a host. The preferred option was a partnership host model which was approved to take forward for engagement and consultation by the then Cabinet Member with Responsibility for Children and Families on 10 March 2017.
22. Following an expression of interest and evaluation period, Warwickshire County Council were selected to become the host authority to facilitate the operational delivery of the shared service; however governance arrangements will ensure that all four authorities retain strategic responsibility for the performance delivery and outcomes.
23. A period of staff engagement on the proposed new service took place between 11 July to 11 August 2017 (the report outcome is appended)

Delivery Hub and Spoke Model

24. A hub and spoke design has been proposed as the operating model. This is to reflect the two aspects of adoption practice. Primarily, the hub will focus on the recruitment, training and approval of adoptive families. Secondly, the spokes will work alongside

each authority's social workers for family finding and matching and provide the adoption panel where formal matching takes place. The spokes will be co-located in each authority. The adoption social workers within the spoke will work closely with the social workers within the local authorities to ensure the timely and smooth transition of children to adoption.

25. Staff will be supported to work flexibly. Each will have a designated base but they will be able to access any of the spokes, the hub or work from home dependent on their work.

Governance

26. It is proposed that ACE will be governed by an Executive Board made up of senior representatives from each of the local authorities who have equal status. In addition there will be Voluntary Adoption Agency (VAA) representation. The aims of the Executive Board is to deliver an effective and innovative adoption service and will provide strategic direction and oversight.
27. The Executive Board will be supplemented by a Practice and Stakeholder Panel whose primary function will be to operationalise and deliver an effective adoption service with responsibility for developing practice and joint partnership working between the local authorities and stakeholders.

Implementation Timetable

28. Should Cabinet agree the recommendations, it is proposed that formal consultation with staff will take place with gradual implementation and a fully operational Regional Adoption Agency going live on 1 February 2018.

How is risk being managed?

29. The risks relating to Worcestershire County Council associated with the proposal are that:
 - The RAA fails to perform as well as the current service
 - Costs increase rather than decrease
 - Deciding not to proceed with the ACE partnership may result in the Secretary of State directing the County Council to join another RAA, which may be less advantageous for the children and families of Worcestershire
 - The RAA does not perform to expectations, which should be mitigated by robust business and performance management through the governance structure.
 - The RAA does not operate successfully within the agreed budget, which will be managed by a robust financial agreement that includes long term funding arrangements as stipulated in the Partnership and Hosting agreement. (See Risk Register in Appendices)
 - Given ACE is intended to be a long term arrangement, there is a risk that it could be argued that a TUPE transfer of staff should occur on its implementation, notwithstanding that the staffing arrangements agreed by the ACE Executive Board are via secondment. This is mitigated by the staffing arrangements being reviewed within the first twelve months of the partnership. A genuine short term secondment is less likely to be found to be a TUPE transfer. However, a long term arrangement is likely to amount to a TUPE transfer. The review will need to consider whether a

TUPE transfer should take place at the time of deciding to extend the arrangement into the long term. The Executive Board's intention at this stage is to implement TUPE would happen following the review. This twelve month review does not entirely eliminate the risk but does manage it as far as possible. Thereafter, should the secondment approach continue the risks increase significantly, and carry significant financial implications.

- Secondment also raises issues which will need to be resolved before it can be implemented. The review will need to consider whether it is felt that a situation falling within TUPE would arise if the decision were to be to extend the arrangement long-term at that point – and hence whether staff had a right to transfer to the employment of Warwickshire. The position of non-seconded staff, should there be a reduction in posts resulting from the arrangement, and of staff who do not wish to second, may increase the TUPE challenge risks.

What is the impact on the organisation?

30. The preferred model reduces impact on staff by creating a secondment arrangement for staff as opposed to the staff transferring into a separate body. ICT services will be delivered by the host who will also provide the hub facilities. Each local authority will be responsible for providing a suitable office premises for their spoke co-located or as near as possible to their children's teams by re-designating part of the existing estate. The hub will be located in Warwickshire at Saltisford Office Park in Warwick.
31. The Council is exploring an Alternate Delivery Model (ADM) for social care services. Though not certain, it is unlikely that the DfE would agree to our adoption service being moved into the ADM as this is contrary to the adoption regionalisation agenda. There will be some residual addition functions that could be moved into the ADM or also transferred to ACE at a later date. It follows that implementation of Cabinet's decision is subject to the agreement of the Secretary of State, as a result of the Secretary of State's Direction with respect to child care services at the Council. ACE has held conversations with DfE, who have indicated that ACE would be the most suitable fit for Worcestershire so agreement is anticipated. The nature of any formal decisions by DfE to implement this has not yet been finalised but will need to be confirmed. Other councils in a similar position, such as Birmingham, are being encouraged in the same direction by DfE.

Implications for partner organisations

32. The DfE require partnership working and agreement between the Regional Adoption Agency and the voluntary sector. ACE asked for Expressions of Interest and has invited 2 Voluntary Adoption Agencies (VAAs) to participate in the planning of ACE, but have not extended the invitation to include any decision-making, due to potential conflict of interest when commissioning activity takes place once ACE is operational. During the implementation phase current commissioned services will be reviewed and an analysis of needs completed to inform future commissioning activity.

Legal, Financial and HR Implications

Legal implications

33. The Adoption and Children Act 2002 is the principal piece of legislation governing adoption and it includes the duty on local authorities to maintain an adoption service in their area.
34. The Children and Families Act 2014 allows for the Secretary of State by order to require all local authorities in England to make arrangement for some specified functions to be carried out on their behalf by one of more other adoption agency.
35. These functions include the recruitment of persons as prospective adopters, the assessment of prospective adopter's suitability to adopt a child and the approval of prospective adopters as suitable to adopt a child.
36. Further, the Education and Adoption Act 2016 enables the Secretary of State to require local authorities to make arrangements for their adoption functions to be carried out by a Regional Adoption Agency.
37. The proposal to create a shared service arrangement enables Worcestershire County Council to retain its decision-making adoption functions whilst having the advantages that a regionalised approach to operational adoption work brings.

Financial implications

Table 1 - Transitional Funding (to 31/03/2019):

Parties	Per Annum Funding Contribution (£)
Coventry City Council	£923,500
Solihull MBC	£445,000
Warwickshire County Council	£943,000
Worcestershire County Council	£1,065,500
Total	£3,377,000

40. This contribution is based on existing in-scope costs (as-is position). As Worcestershire is transferring the largest number of staff, the contribution is higher. The final level up to this value will be negotiated under delegation by the Director of Children, Families and Communities and Section 151 officers from each authority.
41. From 1 April 2019 onwards the funding is based on a cost-sharing methodology with an in-principle fixed cash limit, the 2019/20 cash limit being £3,272,500, the cost-sharing methodology and data being reviewed every three years. Again, the final value of the total ACE cash limit will be negotiated by the DCS and the Section 151 officers of each authority, up to this value.

42. The cash limit funding shares have been calculated using methodology which has been agreed in principle by the Executive Board. **Table 2** shows the data used to calculate the funding shares will be updated, and the methodology reviewed, on a bi-annual basis in order to provide stability for both ACE and the partner authorities.

Table 3 - On-going Funding (from 1 April 2019):

Parties	Cash Limit Funding Share (%)	2019/20 Financial Contribution (2017/18 prices) per Annum (£)
Coventry City Council	29.0%	£949,025
Solihull MBC	11.4%	£373,065
Warwickshire County Council	31.0%	£1,014,475
Worcestershire County Council	28.6%	£935,935
Total ACE Cash Limit	100%	£3,272,500

43. From 2019/20 the ACE funding will move to a cost share model, which has used activity levels and indicative unit costs to determine percentages. Based on current data, this would result in a decrease from the agreed transitional funding in contribution of approximately £130k pa (-12%) for Worcestershire County Council. It is worth noting that this figure is only an indicative cost share contribution figure. Data input into the cost share model in 19/20 may cause the cost share to increase or decrease. It is also worth highlighting that the cost share calculation is updated every 3 years which could result in an increase or decrease in Worcestershire's annual contribution to ACE.
44. If ACE is successful in delivering an effective service then it will produce savings in the longer term, through a combination of a) reducing the unit cost per adoption, b) increasing the number of adoptions per year, and c) increasing the speed of adoption. The latter two would result in savings in the authority's placements budget. Unit cost can be calculated at year end based on cost of ACE and number of adoptions, this can be compared to current cost of £17,500 per adoption, speed of adoptions measured via the business / data management post.
45. Worcestershire's contribution has risen from the agreed amount of 27.5%, which the Executive Board signed off. The new figure of 28.6% was calculated following access to the latest activity data.

Staff implications

46. Staff engagement to date has involved sharing information on the proposed model and providing opportunities for staff to give their indicative preferences based on the initial proposed staffing structure for ACE on implementation. They have further been involved in service design opportunities. Along with unions, they have been provided with written information through the series of engagement events held in their local areas between 11 July and 11 August 2017. (See Appendix.) It is however likely that the initial proposals may change on implementation and following the engagement process.

47. There are approximately 53 staff (headcount) currently in scope across all of the ACE local authorities and approximately 63 posts within the proposed ACE structure.
48. There are 20.86 full time equivalent (FTE) Worcestershire posts in scope of ACE with 17.95 FTE currently being filled. The Executive Board has agreed to a secondment arrangement on initial implementation.
49. From the indicative staffing preference exercise as referred to in point 46, the majority of staff can be accommodated within their first choice. It is expected that the proposals used for engagement will change in terms of final staffing numbers as some posts will need to be retained within Worcestershire (yet to be finalised). Once finalised if different to the engagement staffing proposals, all staff will have to re-complete their preference forms again during a formal consultation period on the final proposals and so preferences will again have to be considered with a view to accommodating first choices where possible
50. Under current arrangements, there is a potential risk of redundancies as it is not possible to force secondment on staff to take up a new post within ACE. At this stage the risk is considered low based on the indicative preferencing process (during engagement) whereby most first preferences could be accommodated and indeed there will be opportunities within the structure for promotion.
51. Following Cabinet approval formal consultation would be undertaken on the final proposals and arrangements progressed to confirm staff within the new structure. If at this stage staff confirm they do not wish to be considered for the secondment opportunities all reasonable efforts will be made to secure suitable alternative employment within Worcestershire to minimise the risk of redundancies.
52. Locally to Worcestershire, there may be an issue regarding HR and Finance systems. Due to the secondment model, staff they will continue to be administered by each local authority. Issues around accessing our systems will need to be resolved.

Business and Operational Implications

53. The proposal is for all staff in ACE to use Warwickshire's Mosaic case recording system. This will require a period of data migration between authorities. The Data Sharing Protocol is being drafted and will be shared with each partner authority's legal services for agreement before being signed off at the Executive Board.

Privacy and Public Health Impact Assessments

54. See Appendices

Equality and Diversity Implications

55. ACE is designed to promote opportunities for permanence through adoption of a wider range of children and to broaden the potential range of people considered suitable to adopt. There is no adverse impact identified. (See Appendices)

Supporting Information

Appendix 1 - Detailed Business Case

Appendix 2 - Equality Impact Assessment
Appendix 3 - Staff Engagement Summary
Appendix 4 - Cost Funding Share Methodology
Appendix 5 - Privacy Impact Assessment

The appendices are available electronically with the agenda on the website at www.worcestershire.gov.uk

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Background Papers

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) there are no background papers relating to the subject matter of this report.

CABINET**2 NOVEMBER 2017****PROPOSED ENGAGEMENT ON OPTIONS FOR FUTURE DELIVERY - CONNECT SHORT-TERM SERVICE AND COUNCIL - PROVIDED DAY SERVICES FOR ADULTS WITH A LEARNING DISABILITY****Relevant Cabinet Member**

Mr A I Hardman

Relevant Officer

Director of Adult Services

Recommendation

1. The Cabinet Member with Responsibility for Adult Social Care recommends that Cabinet:

- a) notes the continued effort to encourage a vibrant and varied range of day service provision across Worcestershire in order to maximise choice, independence and wellbeing for individual service users, and the related need to resolve the current issues regarding the ongoing financial sustainability of Council-provided day services for adults with a Learning Disability (Resource Centres, Connects and Leisure Link) and the Connect Short-term Service;**
- b) endorses the intention to use a co-production approach to future service development and delivery, engaging with people using services, family carers and staff to gather ideas which will inform future proposals for how services are delivered;**
- c) authorises the Director of Adult Services to carry out engagement with individuals using the Resource Centre service, family carers and staff to explore options to increase usage, options for income generation and ideas for more efficient operation of the services;**
- d) authorises the Director of Adult Services to explore the option and potential impacts of partially reducing or fully closing the Connect**

Short-term Service to new referrals, through engagement with partner organisations and staff, and detailed impact assessment;

- e) authorises the Director of Adult Services to carry out engagement with individuals using the Connect Learning Disability day services and the Leisure Link service, family carers and staff to explore alternative delivery options for each of the services; and**
- f) requests that a further report, informed by the proposed engagement exercises and detailed impact assessments, be brought to Cabinet by April 2018, with proposals for future service delivery, including proposals for formal consultation where required.**

Background

2. As part of its duties under the Care Act 2014, the Council funds a wide range of day services and opportunities for adults with learning disabilities who are eligible under the Act for care and support. Day services are currently commissioned from two types of provision – external providers, through a Dynamic Purchasing System contract (new contract commenced 1 October 2017) and services provided internally by the Council's Adult Social Care Provider Services.

3. There are currently approximately 50 external providers of Learning Disability day services across Worcestershire. They provide services to Council-funded service users and are paid either through an individual's Direct Payment or directly by the Council. The 2017/18 budget for externally-provided Learning Disability day services for those providers who are paid directly by the Council is £1.5 million, funding approximately 200 service users.

4. The remaining Learning Disability day service needs are met by provision from in-house Adult Social Care Provider Services. This provision consists of 12 separate Day Services across the county for adults with learning disabilities (four Resource Centres, seven Connects and the Leisure Link service).

5. The total 2017/18 budget for internally-provided Learning Disability Day Services is £3.9 million. 220 service users receive a regular day service. There are 146 FTE staff employed in the services, equating to just under 200 people employed.

6. Following a Cabinet decision on 8 November 2012, the in-house day services were reorganised to put in place the model of Connects and Resource Centres. After subsequent Cabinet Member for Adult Social Care decisions in December

2014, February and March 2015, and detailed consultation exercises, the new model was fully implemented and this reorganisation was completed in late 2016.

7. The Cabinet on 17 July 2014 received the report "The Future of In-house Adult Social Care Provider Services" and, in relation to Learning Disability Day Services, approved the recommendation "to develop the business model for the Council's in-house services so that they are geared up for personalisation and work with staff and alternative providers to determine potential options for out-sourcing these services". Cabinet also agreed that, following consideration of external tender as an option, "options for any learning disability day services centre not considered sustainable..... be brought back to Cabinet for a decision".

8. During the period since July 2014, considerable work has progressed with service users, family carers and staff to fully embed the new arrangements, develop the business model in line with the Cabinet decision and progress the sustainability of the services. Detailed market engagement has also taken place with external providers of services in order to inform future decisions about the potential externalisation of in-house services. To date, there has not been any external tender for in-house day services, as this has not to date been considered a viable option based on market discussions and feedback.

Details of Current Services and Context for Change – Outcomes, Budgets and Sustainability

9. In principle, in order to be financially sustainable and maximise value for money, the Council's in-house Learning Disability day services should not cost more than it would cost to purchase similar services from the external market. This principle has been used to evaluate the financial sustainability of the current model.

10. The Council must remain financially sustainable and manage forecast increases in demand, due to demographics and increasing needs of the population it supports, alongside reductions in available funding. In the interests of all Worcestershire taxpayers and residents as well as individuals needing to use services, it is therefore imperative that all services are constantly evaluated and reviewed to ensure that outcomes are improving and that maximum value for money is being achieved. This is critical to the Council being able to provide the required services to those in need, now and in the future.

11. Through its commissioning of services, the Council aims to encourage a vibrant and varied range of day service provision across Worcestershire, with services of a high quality which meet the needs of service users, secure improved outcomes and

are responsive and flexible in providing the type of services which people want. The recent Dynamic Purchasing System tender for a new external day services contract has an outcomes-based specification, designed to promote this. Where the Council is itself providing services, these also need to fit with this model of service provision. By working with stakeholders to co-produce alternative delivery options for internally-provided services, a key aim would be to improve the variety and quality of services in Worcestershire as a whole, based on a mixed market of services available to extend customer choice.

Details of Current Services and Context for Change – Resource Centres

12. Resource Centres cater for Care Act-eligible service users with a higher or more complex level of need, typically providing 2:1 or 1:1 support. There are Resource Centres in Worcester (Cherry Orchard), Kidderminster (Orchard Street), Bromsgrove (Wendron Centre) and Pershore (Three Springs). Resource Centres also include the "Growing Old with a Learning Disability" service, which specifically meets the needs of older service users.

13. The table in the Appendix summarises the current usage and cost position in relation to the four Resource Centres. This shows that the total cost of the service is £2.1 million, whereas it is estimated that purchasing similar services externally would cost £1.8 million. This represents a £0.3 million gap in relation to the services maximising efficiency and value for money.

14. Market engagement exercises have indicated that, due to potential financial implications for providers, such as TUPE and pension liabilities, market appetite to bid for services is likely to be limited. A block contract arrangement would also be required to enable providers to take on the financial commitments involved; this does not fit with the model of personalisation of day services recently promoted through the Council's Dynamic Purchasing System tender/contract for external Learning Disability Day Services. Progression to tender for the externalisation of Resource Centres is therefore not currently a recommended option. However, the option will continue to be evaluated in the future as part of the commissioning cycle of ongoing service review.

Details of Current Services and Context for Change – Connects and Leisure Link

15. Connects services provide a range of services in the community:

- day services for Learning Disability Care Act-eligible service users, typically on a 5:1 or 8:1 staff ratio, forming part of an individual's personal budget in their Support Plan
- weekly drop-ins, open for all and catering for a range of service users with a combination of Care Act eligible and non-eligible needs, and not included in personal budgets
- short-term preventative service. This is a wide-ranging service which provides short-term support to clients over a period of up to 12 weeks. Typical support given is support to access the community and social activities, support to become more physically mobile, support with finances and form completion e.g. benefits applications, support with housing, and support to find volunteering and employment opportunities. Client groups include people with physical disabilities, older people and people with mental health needs, as well as people with learning disabilities. The majority of people accessing the service do not have the level of need to be eligible for other Council-funded services under the Care Act.
- Connect Wyre Forest also runs a front-desk drop-in service during opening hours

16. There are Connects services in Worcester (operating out of County Enterprises, St Paul's Street), Kidderminster (Blackwell Street), Redditch (Halcyon Centre), Bromsgrove (Wendron Centre – co-located with Resource Centre), Droitwich (recently co-located on a temporary basis to Wendron Centre, Bromsgrove), Evesham (Library) and Malvern (Cube).

17. The Connect service offer is therefore much wider than just Learning Disability day services, and the drop-ins, front desk and short-term service are available to non-Care Act eligible individuals and to those who have not been allocated a Personal Budget. Since 2016/17, the general prevention element of the Connect service (including the Connect Short-term Service) has been funded by Public Health Ring-fenced Grant, with total funding of £603,000 allocated in 2017/18.

18. The Leisure Link service, also provided by Adult Social Care Provider Services and funded from the Learning Disability budget, comprises three day/evening clubs for people with learning disabilities and operates in Wyre Forest. The service is used by approximately 100 people, with a mix of Care Act eligible and non-eligible needs. A small fee per session is charged, but the service currently has a net cost to the Council of around £28,000 per annum.

19. The table in the Appendix sets out the current financial position in relation to the Connects services. The budget for the whole service is £1.8 million. Although the budgets for the Learning Disability day service and the Short-term Service are not separately identified, it is estimated that the direct staffing cost of the Short-term Service is approximately £250,000.

20. As shown in the table, it is estimated that the Council could meet its Care Act responsibilities to provide services to the 110 eligible individuals with a Learning Disability for a cost of £0.7 million, buying provision from the external market. However, the current service costs £1.8 million in total. The balance of £1.1 million represents the additional cost of the non-statutory elements of the service (including the Short-term Service), as well as some inefficiencies in the current service due to e.g. lack of economies of scale and declining service user numbers at some locations.

21. There is evidence that usage of Council-provided day services by people with learning disabilities has been reducing over time and trends forecast it to continue to reduce over future years. This is due partly to changing expectations from individuals and families, particularly younger individuals, wanting a more mixed variety of services during the week, and also to the growth in the number and variety of external provision of day opportunities in Worcestershire. Furthermore, many people with a learning disability tell us they want meaningful employment rather than day opportunities. This is an ambition that the Council is successfully supporting through our Supported Employment team.

22. To illustrate the reducing numbers for Council-provided day services, in 2014 there were 270 individuals attending Council day services; this has now dropped to 220 attendees across Resource Centres and Connects. Financial sustainability of in-house services over time is therefore forecast to decline further unless services can adapt to changes in client need and expectations.

Recommended Proposals

Resource Centres

23. In order to gather ideas on how to achieve a financially sustainable Resource Centre provision, Cabinet is asked to approve that officers carry out engagement with individuals using the service, family carers and staff to explore options to increase usage, options for income generation and ideas for more efficient operation of the services.

24. If approved, the information gathered through this evaluation and engagement exercise will be brought back to Cabinet for an update on recommended options in April 2018.

25. The aim of this work in relation to Resource Centres would be to make the service fully financially sustainable. This would then enable commissioning options, including potential transfer to an external organisation, to be re-examined at a future date, in accordance with the Council's commissioning cycle.

Connect Short-term Service

26. As detailed above, the Connect Short-term Service, although part of the Learning Disability service, does not primarily address the needs of Care Act-eligible service users with a Learning Disability. The service may be perceived to contribute towards the Council's duty to provide a range of preventative services that may prevent, delay or reduce the development of adults' needs for care and support, and to support Public Health outcomes. However, the evidence for the impacts of this prevention is currently limited; while the service is well-utilised, more detailed analysis is required to evidence the impact of the service in order to justify the value of the current expenditure on this service. In particular, future service design needs to be clearly linked to a robust evidence base and all Public Health Ring-fenced Grant funded services need to be clearly linked to Public Health outcomes. Options also need to be considered in the context of a vibrant voluntary and community sector and libraries taking a more active role as community hubs.

27. Cabinet is therefore asked to authorise officers to explore the option and potential impacts of either partially reducing or fully closing the Connect Short-term Service to new referrals and of closing the front-desk service at Connect Wyre Forest. This work will include:

- a detailed analysis of the current impact and outcomes of the service and an assessment of value for money, particularly in relation to the Council's preventative duties and Public Health outcomes
- engagement with the staff who work in the service
- engagement with partner organisations who already provide similar services to residents or may be impacted by a reduction in the service, to include Police, Health and Housing partners
- engagement with residents through consultative and user groups
- an analysis of duplication and alternative provision by partners or services such as Libraries

- a full Equality Impact Assessment.

28. As the option being explored is to reduce or close the service to new referrals at a point in time, there is no intended impact on current users of the service who would continue to receive their support for the duration of their service (up to 12 weeks).

Connect Learning Disability Day Services and Leisure Link

29. The Connect Learning Disability Day Services and Leisure Link currently cost significantly more than it would cost for a similar service delivered by providers in the external market. There is also evidence that demand for the service is decreasing over time and that this trend is likely to continue.

30. It is therefore recommended that Cabinet authorise the Director of Adult Services to commence a period of engagement with service users attending the Connects Day Services, their family carers and staff, on the future delivery options for the service. This will also include regular users of the weekly drop-in services provided by Connects.

31. This engagement will focus on alternative delivery options for the service and will seek to gather ideas and options for bespoke alternatives for individual Connects services. It is acknowledged that a "one size fits all" option for Connects is unlikely to be a recommended outcome, and the Council would therefore aim through the informal engagement exercise to co-produce options for alternative delivery for each of the seven Connects services, and the Leisure Link service. Co-production in this case means working with stakeholders to develop and produce ideas and options to be presented to Cabinet at a future date.

32. A report on the findings and recommended next steps following the engagement exercise would be presented back to Cabinet in April 2018.

Legal and HR Implications

33. The Council has a duty to promote the well-being of individuals in its area under the Care Act 2014 and to provide a range of social care services for meeting care and support needs of adults, including care and support needs resulting from disabilities. The Council also has a duty under the Health and Social Care Act 2012 to improve the health and well-being of its local population, and to have regard to narrowing health inequalities.

34. The Council values the feedback and input of its residents and users of services to inform service development. In order to inform its proposals, the Council proposes to carry out engagement with stakeholders, including individuals using services, family carers, staff and partners. This engagement will inform any future proposals and may lead to a further request to Cabinet to approve formal consultation on specific proposals as required. The Council will give proper consideration to the outcomes of consultation before any substantive decision to implement any proposal is made.

35. Appropriate statutory consultations with staff will also be carried out in the future based on the nature of future proposals and the impact on specific staff groups. At this stage, a period of engagement with staff is proposed, to gather information and ideas to inform future proposals.

36. Where there is a future proposal for services to transfer out of the Council or be delivered by external providers rather than in-house providers, TUPE regulations may apply. It is intended that this will be dealt with on a case-by-case basis, depending on future proposals.

37. Any changes to staffing arising out of future proposals would be subject to the Council's Human Resources Policies and Procedures.

Equality and Diversity Implications

38. The Council must, during planning, decision-making and implementation, exercise a proportionate level of due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

39. A full equality impact analysis, as indicated by equality relevance screening, will be carried out for each element of the service where any changes are proposed, and these analyses will form part of future Cabinet reports to inform future decision-making.

Privacy and Public Health Impact Assessments

40. Funding of £603,000 from Public Health Ring-fenced Grant is currently allocated against the preventative elements of the Connect service. This is on the basis that outcomes contribute to increasing people's health and wellbeing e.g. by reducing social isolation, re-ablement in relation to life skills, increasing people's access to the community, increased volunteering/employment opportunities, supporting people with anxiety and depression etc. The service also sign-posts individuals to other services such as drug and alcohol support and healthy lifestyles support.

41. However, while outcomes are recorded at the end of the intervention period on an individual by individual basis, the formal hard evidence for the preventative impact of the service is limited, with no formal collating and monitoring of impacts or any before and after study. More detailed analysis is therefore required to evidence the actual impact of the service specifically in relation to the prevention, delay and reduction of adults' care and support needs, and the achievement of Public Health outcomes, in order to justify the value of the current expenditure on this service. It is intended that this analysis be carried out as a systematic evidence review, alongside the proposed engagement exercise, in order to fully appraise the public health implications of any change to the service and to be clear about the effective model to deliver the required outcomes.

Financial Implications

42. The Medium Term Financial Plan approved by Full Council in February 2017 anticipated a need for around £60 million of new expenditure reductions or increases in income over the 3 year period 2018/19 to 2020/21.

43. There is a risk to the Council's overall sustainability and delivering Social Care to those that need it most if expenditure reductions or increases in income are not delivered as required. This risk will be considered alongside other factors during the engagement and evaluation period, and impacts included in the next report to Cabinet in April 2018.

44. The financial implications in relation to the current funding for the service from Public Health Ring-fenced Grant will also be considered in detail, including reference to the findings of the proposed engagement and the evidence review, which will include published and Council sources.

Supporting Information

Appendix – Current Financial Position

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Background Papers

In the opinion of the proper officer (in this case the Director of Adult Services) the following are the background papers relating to the subject matter of this report:

- Agenda and background papers for the meetings of the Cabinet held on 17 July 2014 and 18 June 2015
- Cabinet Member Decision reports – December 2014, February and March 2015
- Agenda and background papers for the meeting of Council held on 9 February 2017
- Learning Disability Day Services in Worcestershire Dynamic Purchasing System, published 3 August 2017

Appendix - Tables

TABLE 1	Budget 2017/18 £'000	No. of people using the Learning Disability day service (at Sept 2017)	No. of days attended per week (at Sept 2017)	Comparable estimated cost of purchasing equivalent LD Day Services externally £'000	Annual surplus/ (deficit) compared to external market benchmark £'000
Resource Centres	£2,124	110	431	£1,838	(£286)
Connects	£1,815	110	303	£731	(£1,084)

CABINET
2 NOVEMBER 2017**RESOURCES REPORT**

Relevant Cabinet Member

Mr S Geraghty

Relevant Officer

Interim Chief Financial Officer

Recommendation

1. **The Cabinet Member with Responsibility for Finance (who is also the Leader of the Council) recommends that Cabinet:**
 - (a) **endorses his conclusions concerning revenue budget monitoring up to 31 August 2017;**
 - (b) **recommends that Council approves the addition of £62 million to the Capital Programme for A4440 Worcester Southern Link Phase 4 Carrington Bridge to Powick and that the cash limits are updated accordingly;**
 - (c) **supports the submission made by the Interim Chief Financial Officer (should agreement be reached with the District Councils) to participate in the pilot for 100% Business Rates Retention and recommends that full Council endorses the submission; and**
 - (d) **endorses his conclusions regarding the treasury management half-yearly progress report.**

Introduction

2. This report outlines the 2017/18 outturn forecast for the Council's £324 million Revenue budget at 31 August 2017.

3. The news that Central Government have confirmed funding for the A4440 Worcester Southern Link Road Phase 4 Carrington Bridge to Powick is welcome and recommends the Capital Programme is updated by Council in approving the proposed £62m spend.

4. Additionally, a recommendation for Cabinet to receive an update on the progress regarding a potential submission to government to participate in a pilot for 100% Business Rates Retention.

5. Finally, the Treasury Management activity for the first half of 2017/18 is reported.

Revenue Budget Monitoring 2017/18 – Outturn forecast as at Month 5 - 31 August 2017

6. The Council's authorised cash limited budget for 2017/18 is £324 million. When taken together with the amount of money spent by the Council that is received through specific grants and miscellaneous income, the Council spends over £1 million per day on providing services to residents and service users.

7. After the first five months of 2017/18 and forecasting for the remaining seven months of the financial year an overall financial pressure of £6.8 million is anticipated after the use of one off measures and mitigation. This is a reduction of £0.7 million from last month's forecast.

8. The forecast financial pressure represents 2.1% of the Council's revenue budget for which mitigating action is needed to ensure net expenditure is contained within cash limits.

9. As referenced in paragraph 7, the financial pressures have been mitigated to an extent by emerging savings delivered of around £1.1 million through Treasury and Debt Management as well as £1 million of savings delivered through the pre-payment of the Council's employer Pension costs following the most recent actuarial review.

10. Members will recall that the financial pressures were reported in detail at the last Cabinet meeting on 28 September 2017. In total these have reduced marginally since last month and comprise the following:

- a) Additional investment of £6 million required into Children's Services Safeguarding and Placements;
- b) Net cost pressures of around £1.9 million (was £2.3 million last month) across services which includes reforms under the County Council's Transformation Programme for 2017/18 that cannot be offset in year by other means in cash terms in year; and
- c) Additional costs of around £1 million being experienced in the waste budget as a result of the additional efficiency of the Energy from Waste plant above plan following its commissioning earlier this year.

11. Financial Reporting in for Month 5 has indicated an increased level of financial pressure within Adult Services due to an increased level of demand for services both in terms of new service users and the complexity of services that need to be provided to existing service users. Whilst not resulting in an increased forecast spend in Month 5, this represents a key risk to the delivery within cash limits for the Directorate and the Council in 2017/18 and will be subject to close monitoring.

12. The financial pressure is presented after taking account of known actions at this point in the financial year. The Council is working hard across all services to identify ways in which further efficiencies can be achieved in 2017/18 to ensure, where possible, this financial pressure can be supported and offset by compensating reductions in expenditure elsewhere.

13. However, given the scale of the investment required particularly into Children's Services Safeguarding and Placements, it is likely that the Council will need to deliver the reforms included within the Transformation Programme and consider other means of achieving the delivery of its services within its cash limited budget of £324 million in addition to these efficiencies prior to the end of the 2017/18 financial year. Should this not be achieved in 2017/18, when taken alongside the requirement to identify and deliver savings of £60 million across the following three years, this could present a risk to the delivery of a balanced budget in the future. It is important given the reducing level of useable reserves that actions required to deliver financial balance in year are ongoing to ensure the financial sustainability for the Council over the medium term.

14. There is a risk that the financial resilience the County Council has previously had the benefit of, through active management of grant and other earmarked reserves, will diminish and the flexibility to develop and deliver a balanced budget in the medium term will be put under greater pressure.

New Capital Investment - A4440 Worcester Southern Link Road Phase 4 Carrington Bridge to Powick

15. The Council has received notification from the Department for Transport that it has been awarded a grant of £54.5 million as a contribution to fund Phase 4 of the Worcester A4440 Southern Link Road dualling from Carrington Bridge to Powick. Further funding of £7.5 million is expected from a combination of S106 monies and third party contributions which will take the total investment to £62 million.

16. This much-needed funding will complement the existing A4440 Southern Link Road Phase 3 works currently underway, and is an integral part of the strategy to drive the delivery of the economic growth ambitions of the Worcestershire Strategic Economic Plan and the Local Development Plans.

17. Strategically, the scheme addresses the key national priorities as follows:

- **Congestion Relief:** Improvements to the A4440 Worcester SLR will reduce the negative effects of congestion and improve accessibility and journey times across south Worcestershire.
- **Economic Growth:** The scheme will support economic growth by releasing an additional 15 ha of employment land. In addition, it will relieve Worcester City congestion enabling an additional 2- 3,000 jobs in the City over time and a repositioning of the City as the leading Cathedral City it is.
- **Housing Growth:** The recently adopted South Worcestershire Development Plan identifies the sites upon which 28,000 houses are to be built. A significant number of these sites are predicated upon the completion of the dualling of the A4440 between the M5 and the Powick roundabout. The scheme underpins the SWDP growth, provides the encouragement to the market to commit to the development, and directly brings forward the development programme for 3,000 new homes.

18. Cabinet are asked to recommend that Full Council adds this scheme to the Capital Programme and authorises the cash limits to be updated accordingly.

100% Business Rates Retention - Pilot

19. Since April 2013 the Business Rates Retention System enables Local Government to retain a 50% 'local share' of business rates income. The other 50% 'central share' is retained by central Government and then redistributed to Councils as Revenue Support Grant and other grants.

20. For Worcestershire County Council, the 50% local share is worth around £60 million per year – this represents around 18% of the Council's total funding in the current financial year.

21. In October 2015, Central Government announced that, by the end of the current Parliament, Local Government will keep 100% of the income raised through business rates, and will take on new responsibilities to be funded from this additional income as Central Government grants are phased out.

22. These proposals will enhance the Council's ambition to be self-sufficient and will mean that it relies less on Central Government as a source of funding.

23. As reported to Cabinet on 13 October 2016 the Council responded to the consultation on 100% Business Rates Retention and DCLG has now issued a prospectus requesting submissions from local authorities to participate in a one year 2018/19 pilot for 100% Business Rates Retention. This is in line with the previously published timetable which provides for implementation of the scheme by the end of this

parliament. The submission to DCLG was required by 27 October 2017.

24. A key objective of a pilot would be to promote financial sustainability and coherent decision making across functional economic areas and invest some of the additional retained income to encourage further growth. Two-tier areas are being encouraged to apply and recommendations to their Cabinets or Full Council have been put forward by districts to approve participation in the pilot subject to agreement of a suitable proposal.

25. The key changes that would occur through participation in the pilot would be:

- An authority receives an increase to its local share of business rates revenues. The value of this increase is then taken off the authority's Top Up grant / added to the authority's Tariff payment.
- Revenue Support Grant and Rural Services Delivery Grant are no longer paid. Instead, the Grant is replaced by increased Top Up grant or reduced tariff payments.
- The authority / pilot area then receives all growth (and decline, to a point) in business rates compared to the 50% of growth that is currently retained.

26. Therefore whilst authorities within the pilot area have the opportunity to receive higher income through retaining all business rates growth, there is exposure to a greater level of risk in replacing specific grant income with variable business rates income. Discussions have been taking place with District Councils and the outcome of these will be reported to Cabinet.

Independent Living Fund Grant – 2017/18

27. The County Council has now received notification from DCLG of the Independent Living Fund (ILF) Grant for 2017/18. The total of the grant is £3 million and this is line with the expectations in the budget. The grant is to support the needs of service users who were receiving ILF payments formally from the Department of Work and Pensions before responsibility passed to local authorities from July 2015.

Treasury Management Half Yearly Progress Report

28. The County Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice which recommends that a half yearly treasury management report is produced. The following paragraphs therefore detail the borrowing and lending transactions undertaken by the Council for the first half of the 2017/18 financial year.

29. Long-term borrowing is used to fund capital projects and to replace principal sums repaid during the year. Lending transactions are now made up of short-term investments with the Debt Management Office held at the Bank of England; other local authorities; Svenska Handelsbanken; the two part Government owned banks (Lloyds and RBS); in AAA-rated instant access Money Market Funds; and AAA-rated ultra short duration bond funds.

Background

30. The bank rate was cut from 0.5% to 0.25% in August 2016, in response to the Brexit vote and the Bank of England have indicated that this cut may be reversed towards the end of this calendar year. All investments have been made in line with the treasury management strategy approved by Full Council.

Borrowing

31. Total County Council debt outstanding stood at £420.1 million at 30 September 2017, of which £107.5 million was to finance the Energy from Waste project; this is well within the Capital Financing Requirement estimated for 2017/18 of £559.8 million. The balance is temporarily funded by cash-backed reserves and working capital. This level of debt also meets the Prudential Indicators for the authorised limit for external debt of £593 million and the operational boundary of £570 million. All debt is fixed rate and meets the County Council's limits on the type of debt it holds (fixed or variable).

32. The County Council may need to take short-term or long-term borrowing over the forthcoming months and in particular during the final quarter of 2017/18, as the amount of working capital is forecast to reduce.

33. Total debt consists of longer and short-term debt.

34. The level of long-term debt during the half year increased by £27.7 million, due to £1.1m of debt maturing in April 2017 which was repaid and £28.8 million of drawdowns relating to the Energy from waste project, detailed below.

35. New loans were taken to support the County Council's cash flows in order to make a prepayment of pension contribution, which will yield a substantial saving over 3 years of up to £4 million. Two annuity loans and one maturity loan was taken, all on 28 April 2017:

Loan type	£m	Rate (%)	Maturity date:
Maturity	14.692	0.57	28 th April 2018
Annuity	23.384	0.79	28 th April 2019
Annuity	24.607	1.29	28 th April 2020

36. Existing long-term debt plus the above resulted in the following maturity structure as at 30 September 2017 for debt totalling £420.1 million. This repayment profile meets the Council's Prudential Indicator for maturity structures.

Within	£m	% of Total Debt
1 year	102.429	24.4
1 – 2 years	22.995	5.5
2 – 5 years	27.681	6.6
5 – 10 years	61.717	14.7
10 years and over	205.277	48.8
Total	420.099	100.0

37. The average rate of longer-term debt at 30 September 2017 stood at 3.30%.

38. The short-term debt consists of local deposit loans repayable at seven days' notice, which totalled £0.328 million at 30 September 2017. This is unchanged compared with 31 March 2017.

Lending

39. The Council has placed funds with the Bank of England's Debt Management Office, other local authorities, selected banks, Money Market and short bond funds. The temporary lending transactions for the first-half of 2017/18 of the Council's cash balances are summarised as follows:

	£m	£m
Balance at 01/04/2017		39
Investments made during the half-year (148)	393	
Less		
Investments recalled during the half-year (169)	(389)	4
Balance at 30/09/2017		43

40. The balance as at 30 September 2017 includes £3.0 million as part of its role in the West Midlands Regional Improvement and Efficiency Programme and £14.9 million invested on behalf of Hereford and Worcester Fire Authority.

41. All investments are made in accordance with the County Council's Treasury Management Policy and to institutions that satisfy the criteria in the County Council's Treasury Management Practices.

42. The average rate earned on investments during the first-half of 2017/18 was 0.28% and the gross interest earned on investments totalled £0.108 million.

43. The Interim Chief Financial Officer and the Cabinet Member with Responsibility for Finance confirm that the management of debt and short-term investments continues to be cost-effective.

Public Health Impact Assessment

44. A Public Health Impact Assessment has been undertaken with regard to this report and recommendations for new spending decisions to understand the potential impact they can have on Public Health outcomes across the County area.

45. This report concerns reporting the financial forecast for the end of the current financial year, and requests new capital spending for supported living projects.

46. Taking this into account, it has been concluded that there are no specific public health or privacy impacts as a result of new decisions arising from this Cabinet report.

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Background Papers

In the opinion of the proper officer (in this case the Interim Chief Financial Officer) there are no background papers relating to the subject matter of this report.

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