



Facing our future. **Together.**

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# Welcome

“We are the  
**NEXT**  
Generation.”

Facing our future.

**Together.**



“We are privileged to live and work in Worcestershire”

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# 1. A Note From Worcestershire's Next Generation Champions

We are privileged to live and work in Worcestershire, blessed with caring people in strong communities in an environment to be envied.

Yet there are challenges ahead, driven by economic and environmental change as well as the changing nature of the society of which we are part. Although we might be tempted, we cannot just seek to preserve what we have today without considering the long term implications of our decisions. We must ensure that those who follow us, our children and their children, have the best possible chance of enjoying all the benefits we have, which we often take for granted. We cannot afford to shy away from getting involved in these issues and hope that things will turn out for the best. That approach will surely deliver a legacy that none of us wish to pass on to generations to come.

Nor can government alone solve these problems. Unless we all share a common understanding of what options and choices we have as well as an understanding of their consequences for the future of Worcestershire, then we will become hostages to fortune.

This group of leaders came together with the desire to recognise and confront the challenges that lie ahead and use our collective experience to examine and consider the possible long term outcomes, unencumbered by political or commercial pressures. We do not pretend to have all the answers, but we believe we have been brave enough to ask some important questions and to identify some key priorities. The challenge for us all is not to resist change, but to understand and recognise the trends and influences that are part of the world we live in and seek to help us all to respond to and manage that change in the best interests of us all.

What follows is, we believe, the right starting point that can help to guide the thousands of seemingly small actions and decisions we make, to help to ensure that they are better-aligned, and ultimately to deliver the future that we want and that our children deserve.

## 2. Worcestershire: Great Today, Even Better Tomorrow

Leaders from Worcestershire's businesses, voluntary, community, and public sector organisations are working together to make an even better future for Worcestershire... and we want you to join us.

We know that by working together we can achieve far more than we would do by working separately. We already have many examples of where together we have achieved things that would have been impossible to deliver individually, from getting extra resources for our areas of greatest deprivation to opening Europe's first joint university and public library. We want more of these things.

And we will only get them by sharing a view of where we are going as a community and then all pulling in roughly the same direction.

We believe that having a set of commitments we agree on, and a plan of where we are going, makes sense. And we want you – as another leader – to join us.

We have sought to develop a picture of what Worcestershire could look like in the future. Our meetings with young people – our next generation – have inspired us to be bold - from robotic buses to valuing far more the contribution of older people - young people want us to get on with the job of shaping their future. Their optimism has been contagious!

The commitments focus on three priorities that we believe we must all act on to improve the quality of life for our next generation:

1. Our prosperity – making our economy stronger with more skilled jobs (working well)
2. Our community – valuing our people, our health and wellbeing (living well)
3. Our environment – valuing our special place and our natural resources (looking good)

**On prosperity** we can't afford to lose large employers and jobs - we need to do more to bring in new businesses and jobs, and better support smaller locally grown businesses too. We can work better with other counties, cities and towns too, to make sure Worcestershire benefits.

**On community** we are all living longer but there's a huge gap in life expectancy in different parts of the county. We know older people can feel isolated so we need to build community spirit and networks to better support people. Our town centres are changing from shopping to social centres – we need to plan for this new role. And we want to create really strong communities with opportunities that keep our next generations here in Worcestershire, working and contributing to society.

**Our environment** is what makes Worcestershire special and precious to us; it's the reason many residents choose to live in Worcestershire and it's why businesses want to do business here. But we can't take it for granted. We know a strong economy and a great environment are two sides of the same coin yet we can do a lot more to avoid there being a conflict, for example through green technologies. We need to invest in our environment and use our resources wisely.

These priorities are linked: prosperity on its own does not make people happy, but a prosperous Worcestershire with great job opportunities enables us to invest in our wellbeing and environment. People happy and motivated in their jobs in a great area will attract more organisations and make Worcestershire even more prosperous.



Pershore Plum Fayre



Friar Street, Worcester

“We are all proud to say we live in Worcestershire”

So, building a strong economy is our number one concern. Without new jobs and opportunities, our next generation may be forced to leave Worcestershire and search out those opportunities elsewhere, and we won't have the money to invest in the other things that make for the good life in Worcestershire – our community and environment.

We have also looked at what might happen if we do nothing or don't act together. We therefore paint two very different scenarios or futures: an exciting or bleak Worcestershire. We hope to help persuade you that acting together will help make sure it's the exciting one! No one organisation could make these things happen, but if all leaders act together we have the power to succeed.

The good news is that there are already lots of great things happening right now in Worcestershire that are part of our exciting future. We share these throughout our document to inspire and motivate.

And we want your stories, examples and successes to show even more of the great work going on to make life even better. It's great today, and with us all working together, Worcestershire could be even better tomorrow. And by 'tomorrow', we mean the long term – for the next generations.

## TARGET 2020

We must not be complacent and to give some impetus to these commitments we have indicated that some commitments should see considerable progress within the next ten years – in many cases they are a platform for more long term progress. These have been indicated as 2020 targets.

## Why Worcestershire?

**Why do we take the boundaries of Worcestershire as defining our community? After all, Stoke Bliss does not have much in common with the Winyates estate in Redditch, nor Castlemorton with Kidderminster. Surely the community of Bromsgrove is more connected to that of South Birmingham and Upton-upon-Severn to Tewkesbury than either are to Tenbury Wells or Evesham?**

The reasons we are focussing on Worcestershire as the place for uniting us and encouraging us all to pull in a similar direction are:

- We are all proud to say we live in Worcestershire - in spite of and because of its immense variations it gives us all something we can identify with.
- Local authority boundaries do matter. We have a county council and six district councils and we have six Members of Parliament who each serve a Worcestershire electorate.
- We have to draw a line somewhere otherwise we start watering down our local interests into something so big and amorphous that what we want as individuals simply does not count any more.

So, we're asking you to join us, to shape these commitments and priorities further and be part of making Worcestershire an exciting place to be. This document is for leaders across

Worcestershire, regardless of the type of organisation, team or community they lead. To make it a reality we need you to begin a conversation across your communities and networks to communicate it, continue shaping it through the next generation and bring it to life in your individual organisations. We need you to talk within your organisations about how you can plan for and implement the commitments made in this document.

## What can you contribute?

- What commitments are most important to you and your organisation?
- What will change within your organisation as a result of these commitments?
- How can others help you contribute to these commitments?



# 3. Next Generation: The Commitments

How can you help us achieve Worcestershire's Next Generation priorities? These commitments, summarised here as a checklist and explored more fully within the body of this document, represent a call to action for all Worcestershire leaders.

## Our Prosperity

Making our economy stronger with more skilled jobs

In 2040, Worcestershire will have a radically different and varied economy where people work close to home, often at home, with great technology, in interesting and skilled jobs, leading the way in green technologies.

### To make this happen we need to,

1. Focus on jobs. ■ ■ ■ TARGET 2020
2. Grow existing businesses. ■ ■ ■ TARGET 2020
3. Prioritise key economic sectors. ■ ■ ■ TARGET 2020
4. Get education and businesses working closer together. ■ ■ ■ TARGET 2020
5. Build a world class education sector in Worcestershire.
6. Transform relationships with the finance community.
7. Make the most of our central location.
8. Radically improve transport and broadband infrastructure. ■ ■ ■ TARGET 2020

“where young and old people learn from each other”

## Our community

Valuing our people, our health and wellbeing

In 2040, Worcestershire will be a vibrant place to live with great social and cultural opportunities, where town centres provide places to meet not just to shop, where young and old people learn from each other, and where people are healthier and take more personal responsibility for their health and well being.

### To make this happen we need to,

9. Enable stronger communities. ■ ■ ■ TARGET 2020
10. Encourage the contribution of the individual. ■ ■ ■ TARGET 2020
11. Develop town centres that are social centres.
12. Capitalise on our existing sport and culture.
13. Make access to the internet universal. ■ ■ ■ TARGET 2020
14. Make access to public services independent of access to buildings.
15. Encourage individuals to take more responsibility for their health.
16. Actively develop opportunities for older people.
17. Actively celebrate our ethnic, religious and cultural inheritance and diversity. ■ ■ ■ TARGET 2020



“we value our rural countryside and wildlife”

Droitwich Canals

## 4. Worcestershire: Here and Now

Worcestershire over the last ten years has been a prosperous place to live and work.

Feckenham Shop

### Our environment

Valuing our special place and our natural resources

In **2040**, Worcestershire will be a great place to live with an environment that people love, where we value our rural countryside and wildlife, and where others want to visit and holiday here to experience what we offer. We'll have a reputation for green technologies and helping people live greener lifestyles too.

To make this happen we need to,

- 18. Dramatically reduce carbon emissions.
- 19. Actively reduce energy consumption. **TARGET 2020**
- 20. Support our unique wildlife, green spaces and biodiversity.
- 21. Reduce the creation of waste. **TARGET 2020**
- 22. Plan developments with regard to increased flooding. **TARGET 2020**
- 23. Promote transport alternatives, reviewing as alternatives mature.
- 24. Encourage green technology and green businesses in order to grow our economic prosperity.
- 25. Close the housing gap between supply and demand. **TARGET 2020**

Fewer people are unemployed compared to the national average and more people are self-employed. People live longer in Worcestershire and we're healthier too and doing more exercise when we compare our statistics to the rest of the UK.

#### Worcestershire residents are healthy

- surveys indicate **80%** of Worcestershire residents feel they have good or very good health with only **3%** viewing their health as bad or very bad, which compares well with both West Midland and national averages
- life expectancies are higher than both West Midland and national averages
- mortality rates are lower than both West Midland and national averages
- levels of regular physical activity are higher than both West Midland and national averages.

#### Worcestershire's economic growth has been healthy

- **18%** in real terms
- particular sectors such as construction and financial services excelling with **59%** and **54%** growth.

#### Worcestershire's employment has been high

- with **74%** of residents aged 16-64 employed or self employed, compared to **70%** nationally. The relative rate of unemployment is lower than the national rate, particularly for over 25 year olds.

#### Worcestershire has been good for businesses

- businesses have invested in Worcestershire, growing their existing facilities.

Here's a snapshot of some of our leading employers – and why they came to, and indeed stay, in Worcestershire.

## Malvern Instruments

Since its foundation in the early 1970s, Malvern Instruments has been an integral part of the town in Worcestershire from which it takes its name. The company designs and manufactures scientific instruments that are used to measure the physical and chemical properties of materials, in industries as diverse as minerals processing and pharmaceutical drug discovery. Today, Malvern Instruments employs a workforce of around 300 at its global manufacturing and commercial headquarters in Malvern, and more than 700 people worldwide. More than 90 per cent of production is destined for overseas markets, and its success has been recognised with the receipt of seven Queen's Awards for Enterprise over recent years.

Here's another example of a business that's moved to Worcestershire:

## Pepperneck

Following a growth in turnover of 68% in one year, driven by an increasing amount of business from export markets such as Scandinavia and the USA, an internet marketing agency Pepperneck, has recently re-located from Herefordshire to a permanent home on Malvern's Enigma Business Park.

Pepperneck was formed in 2000 by managing director Steve Adams and has gone from strength to strength over the past 12 years. The company recently took on three more permanent members of staff to help cope with demand for its services. The team is now firmly established in its new offices and is looking forward to playing an active role in the local business community.

## The 'next generation' lesson

Attracting and retaining these sort of excellent examples of high technology businesses is key to our future prosperity. It means we have skilled work to offer future generations; it also means our aspirations for our economy to be based on new and green technologies can be realised. We need to use the experience of current businesses like these already thriving and enjoying being in Worcestershire as a magnet to attract more businesses to locate here. We need to build on the already strong links between our University and businesses to offer the right sort of training and development that means employers have ready access to skilled workers.



“Education in its broadest sense can't happen simply through the provision of a new school”

Birchen Coppice Primary School

But while the overall picture looks positive, prosperity, economic growth and health are not shared by all across the county. We have areas of high crime and low pay, where people are in poor health with few opportunities. Life expectancy varies by 16 years across the county. We have families that are struggling to cope and our public services need to work better together to tackle the causes of (their) problems, crucial with less public funding around. We also have highly skilled, highly paid workers taking their skills out of Worcestershire.

Even in challenging areas, however, we can work together to improve the situation, as the following example shows:

## Birchen Coppice Primary School

This new school in a deprived area of Worcestershire has enhanced community facilities with space for a neighbourhood police base, community cafe, family workers and housing officers. Worcestershire County Council worked in partnership with the community, police, Wyre Forest Community Housing, health and other partners to make this happen.

It has been open now for two years and there is a steady increase in children's attainment and parents' engagement with and support of the school.

## The 'next generation' lesson

Education in its broadest sense can't happen simply through the provision of a new school. In deprived areas like this partners need to work together to support parents as well as young people on community outcomes and tackle crime, housing and health issues. This sort of community hub means the school becomes an advice centre and gets professionals working in the community, way beyond their traditional remits.





## 5. Worcestershire - An Exciting Future?

We have a vision of a far better future with Worcestershire not only being prosperous, but with a strong community and a brilliant environment too.

We can work together to capitalise on Worcestershire's very considerable assets, for example:

- Our great image of rural ideals of Englishness. People enjoy living here and this needs to be supported and maintained - our vision does not for instance include selling Worcestershire as the rock and roll, thrusting financial hub for the Midlands!
- Our position near the West Midlands conurbation means we benefit enormously from the wealth created there, yet we're far enough away to retain our own distinct characteristics. Our vision sees us actively engaging wherever we can in facilitating initiatives which enhance the wealth in the conurbation.
- We have an embryonic high-tech centre currently based around Malvern for which Qinetiq was, and still remains, the principal catalyst. Our vision sees this being grown energetically because it fits perfectly with our wealth creation aspirations whilst doing minimal environmental harm.
- Worcestershire is something of a magnet for older people and is likely to be increasingly so. Rather than seeing this as a problem our vision sees us capitalising on this trend by providing fulfilling activities for older people which are beneficial not only to themselves but also to the community as a whole.
- We have a tradition of educational excellence at school level and beyond. Our vision is to take this much further, by capitalising on our very well developed ethos of local partnerships, to marry our education establishments uniquely well with the business and service organisations they ultimately feed. We see this as crucial to retaining our young people within the county.
- We acknowledge the changing role of city and town centres in Britain and have incorporated into our vision the aspirations of our young people to develop our town centres as much as leisure and social centres as shopping centres.
- Our rich and extensive cultural, religious and ethnic inheritance gives us a precious resource, not only advising our thinking for the future but also as a tangible asset in its own right.



“The youth now have a lot more involvement in what goes on in the county”

Youth Cabinet Member

Worcestershire Youth Cabinet

This document therefore sets out the vision for Worcestershire, but it is not just the vision of Worcestershire Leaders, it is the vision of young people. We engaged with a range of young people on what sort of Worcestershire they wanted to live and work in as they grow up. This included several discussions with the Worcestershire Youth Cabinet and in November Worcestershire's Takeover Day saw young people takeover top jobs for the day including assuming the role of a Strategic Leadership Team and providing input to how they saw the vision of the Next Generation.

Their vision was ambitious and exciting.

**On future prosperity** they saw the economy and jobs as the key priority. They want to create far closer relationships between work and schools, they see work placements and work experience as crucial to this so that young people understand the workplace far better and get much earlier experience of business so that they can contribute fully.

Young people had a real passion about bringing more manufacturing and technology sector jobs to Worcestershire too, recognising the over reliance on service and particularly public sector jobs. They recognised the economic challenges and viewed our infrastructure as critical in improving prosperity.

Young people were clear that the way education and schooling are delivered would need to change, with:

- more teaching done on-line recognising increased technology enablement
- an increased focus on courses that lead to jobs from school through to University.

**On the environment** young people recognise that our consumption at current levels cannot continue, they are really concerned about our use of energy and want to see alternative, renewable sources and green technologies becoming the norm - they want to see massive shifts in awareness of the environmental impacts of our actions. They also want a future where we make big reductions in our carbon footprint and do far more to encourage practical, yet affordable, changes people can make in their lifestyle to be greener.

They were really concerned about flooding and the potential for this to get far worse in the future; they wanted investment in flood defences with far greater awareness of the implications and impacts of flooding too.



“The youth generation of today are going to be the next generation in charge... since we're young we know what's in and what's out... and our opinion is valued”  
 Youth Cabinet Member

Young people's views reflected what we know about what people generally value about what makes Worcestershire a great place to live.

Worcestershire has a rich and varied cultural heritage, evidenced by its continued celebration through events such as the Three Counties Show, the Three Choirs Festival, numerous blues and folk festivals and the legacy of Edward Elgar. With theatres in Malvern, Worcester and Bromsgrove, art house cinemas in Evesham and Pershore and a unique offering in the Hive, we recognise we have strong cultural offerings.

We have the historical landmark of Worcester Cathedral, sporting prowess in Worcester County Cricket Club and Worcester Warriors with the hosting of major national sporting events at the new University of Worcester arena. With a plethora of leisure and sporting venues, as well as through our amazing places like the Malvern Hills and Clent Hills, we have assets residents and tourists really value.

Notable past residents and students include those as diverse as Cher Lloyd, C.S Lewis and Nicholas Evans.

On transport, ideas from young people were wide ranging and radical,

- promotion of electric and hydro cars enabling cheaper and more accessible travel
- introduction of robotic buses to reduce fuel consumption and increase transport efficiency

- promotion and encouragement of more walking and cycling as resources become more scarce and as a way to tackle increasing obesity.

On our community young people's vision was of a connected future with the internet and social media clearly here to stay! They also wanted far better connectivity to the rest of the UK, for example London and Birmingham. They saw town centres needing to be actively transformed from retail centres to social centres. Young people wanted to see a far greater range of clubs and sports and festivals too. And they did not see Worcestershire's ageing population as a negative; rather an opportunity for older people to contribute to economic wealth and overall wellbeing, whether through paid work, volunteering or in acting as the community 'glue' and being vital contributors to building strong, sustainable communities.

Young people also felt there were new opportunities through:

- proactive housing development, promoting young people and families living in dwellings alongside dwellings for older generations and recognising the likely increase in extended families
- lots more mixing between young and older people from buddying up to avoid old people feeling isolated, to sharing wisdom from careers, jobs and life experiences to help young people make future choices.

What was clear from young people was that our economy, well-being and natural environment cannot be viewed independently but rather as part of a whole contributing to a good quality of life. They reflect the views of all age groups in valuing a sense of belonging to the area across our mix of rural areas, villages and towns and across different groups too.

Worcestershire is in an ideal place to start the journey towards focusing on long term outcomes, including improved prosperity and inclusiveness as we move to a more ageing population, and exploiting our unique location and environment. If we get this right, we can create a 'virtuous circle', by which our thriving community and flourishing environment will attract businesses to the county and thus increase our prosperity.

The following sections focus on how we might go about achieving this, by steering each of our individual organisation's contribution towards a common set of goals.



# FOR SALE

## 6. Worcestershire: A Bleak Future?

What sort of Worcestershire will we have if we don't act together to make life better for the next generations? We've examined the facts and predictions and many of the things we can measure show that we won't stay prosperous and have the quality of life we value today unless we act.

In this chapter we put together the case for change.

Worcestershire today is a prosperous county. Yet pay here remains well below national averages and real household incomes are falling.

In recent years, unemployment has risen 50% faster than nationally and the level is nearly double what it was through the last decade.

People are already being priced out of housing; the affordability of housing is a major issue, particularly for those who are lower paid. The lower quartile house price is about 8 times the average lower quartile earnings, compared with about 6.5 nationally.

And whilst three quarters of Worcestershire's residents are at least 'comfortably off' this hides real challenges. About 20% of people live in areas which are amongst the 10% most deprived nationally. We have rural issues of isolation, with parts of the county recognised as being in the top 5% most deprived for access to services (Source: CLG, 2010).

Over the next generation there are significant potential changes that will further impact our prosperity and well-being. If we do nothing, our quality of life is likely to decline.

## Our Prosperity

### Will Worcestershire have fewer people of working age?

The over 65 population is anticipated to increase by 75,300 (or 70%), with an even faster rate of growth in the numbers aged 85 or above. This is not much faster than the rate of 65% nationally.

However, at the same time, Worcestershire's working age population is forecast to decline by 7,400 (or 2%) by 2035. This is in direct contrast with a national increase of 9%.

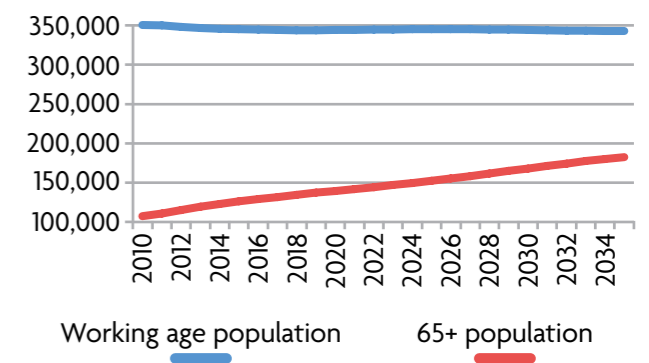
So there will be more demand on services and fewer people to pay for them.

Employment is unlikely to get back to pre-recession levels over the next 20 years or more. The higher proportion of older people in the population would make this worse. There are more than 2,500 (6.5%) 18-24 year olds who have been unemployed for more than 12 months, compared with 6% nationally. There are some parts of the county where the rate is double that. This means the numbers of people who have never worked is growing significantly, and faster than nationally.

Young people will continue to move out of Worcestershire in favour of other parts of the UK currently with an average of over 1,300 people aged 15-19 moving out of the county to other parts of the UK each year. Competition for jobs, specifically skilled jobs, will intensify and skilled young people could be even more likely to move elsewhere for employment, particularly if high numbers of older, but physically and mentally able, people are competing for jobs.

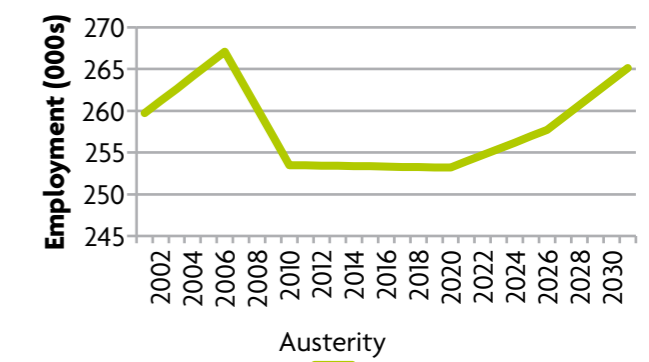
Unless we enact our Next Generation commitments, the demand for services is likely to increase but the economic activity to support this will reduce.

Graph 1: Projected change in Worcestershire population: 2010-2035



Source: Office for National Statistics

Graph 2: Projected employment growth in Worcestershire: 2010-2031



Source: Cambridge Econometrics & Worcestershire County Council



“ it is vital the workforce has the skills and knowledge required by business. ”

## Will Worcestershire have fewer large employers?

The long-term trend in the decline of older manufacturing industries around the urban centres will continue.

Some creation of jobs in the high tech sector is anticipated but this sector only currently makes up approximately 5% of total employment.

Worcestershire has high numbers of small businesses: more than 85% of businesses have 1-10 employees. This is only sustainable and a platform for future growth if these businesses are supported through tough economic times.

The service sector, particularly the public sector, will not be in a position to replace the jobs in the same numbers as they are being lost. Public sector employment in the county is dominated by Worcester, where it makes up 30% of all employees, and across Worcestershire this still reaches nearly 20%, higher than some of the counties we might aspire towards in prosperity terms (e.g. Buckinghamshire and Oxfordshire). We have few sizeable employment sites or large employers of skilled people compared with our neighbours. Over the last ten years, more businesses have shut down in Worcestershire than have started.

As the public sector shrinks, growth will be needed to provide alternative sources of jobs and income.

Unless we enact a Next Generation commitment there are unlikely to be sufficient jobs created or sustained to support current levels of prosperity.

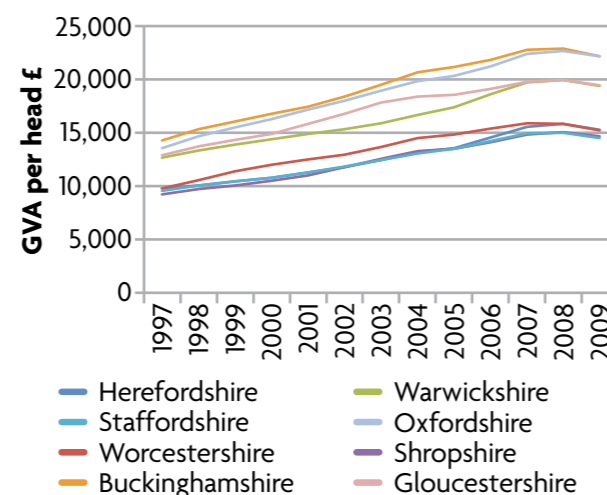
## Has Worcestershire's economy the potential to stagnate and decline?

With fewer skilled working age people and fewer jobs, the more skilled and affluent younger people would leave and the population would relatively age even faster. The trend has been for more highly skilled employees to leave the workforce than to join it.

Whilst there may be some very affluent older people remaining, the activity to support and grow the county's economy would not exist and we could be in a position where the next generation will be poorer than their parents.

Recent shifts in prosperity support this potential scenario. Real household income in the last two years has fallen by 4.5%. Recent and predicted Gross Value Added against some comparator counties shows we need to act to stay competitive as a county.

Graph 3: GVA per resident head



Source: Office for National Statistics

## Could Worcestershire's economic prosperity be at risk due to a lack of skills in the workforce?

In order for Worcestershire's economy to prosper, it is vital the workforce has the skills and knowledge required by business.

A smaller proportion of working age Worcestershire residents are qualified to the equivalent of degree level than nationally (NVQ 4 or above) – 29% v. 31%. There is large variation in the county – 46% in Malvern Hills compared with only 20% in Redditch.

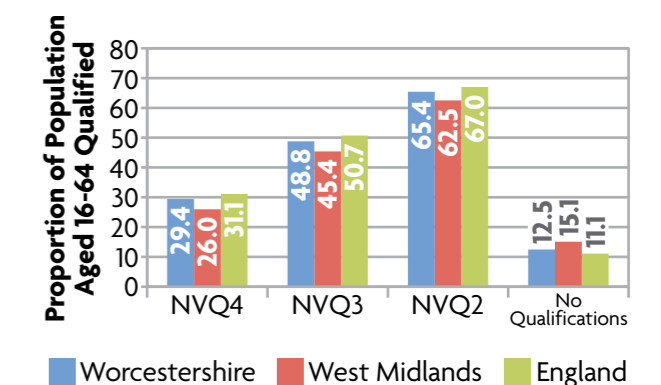
Conversely, the proportion of the 16-64 year olds with no qualification (13%) is higher than the national equivalent (11%), but lower than for the West Midlands (15%).

Whilst apprenticeships starts in the county have been increasing at more than twice the national rate, the actual number of completions has remained steady at around 550, so completion rates are considerably lower. These completions tend to be at the lower levels of NVQ2 and below.

Key findings from The National Employers Skills Survey (NESS) 2009 for the West Midlands suggests that 10% of staff in Worcestershire have skills gaps; this is more than in both the West Midlands and England. At the same time, 19% of all establishments report having staff members that are not fully proficient.

In the West Midlands over one-third of employers indicated that applicants did not have the correct skills required to fill vacancies, with a lack of work experience and qualifications cited as key reasons. Furthermore, 62% of employers with skills shortage vacancies reported that the main skills lacking were technical and practical skills.

Graph 4: Proportion of Population Aged 16-64 Qualified to NVQ Level 2, 3 and 4 or No Qualifications



Source: Office for National Statistics, 2011. Annual Population Survey



“Future changes to our climate could also have implications for the county.”

Droitwich High Street during 2007 floods

## Our Community

### Could Worcestershire’s health and quality of life deteriorate?

In addition to a more ageing population the number of people with Limiting Long Term Illness (“LLTI”) is likely to continue to rise. Depending on advances in medical science and the emergence of new illnesses, the percentage increase in LLTI could be between 27% and 60%.

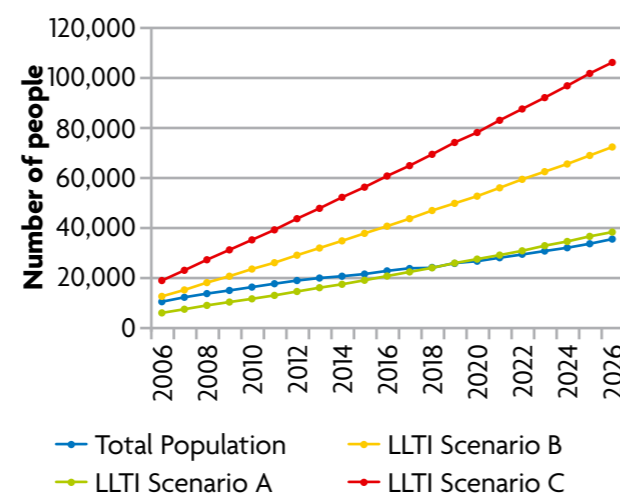
The current rate of adult obesity is statistically significantly higher than nationally. If trends continue almost two thirds of Worcestershire adults will be obese by the middle of this century; obesity costs the NHS and is a drain on the economy in the form of sickness absence, benefits and lost earnings.

More than one in five adults in Worcestershire drink at a level which increases the risk to their health, which compares with the national average. Excessive alcohol consumption leads to costly health and social problems.

With increased use of fuel, energy demand could grow by 20-50% between 2010 and 2030. The increasing reality of fuel poverty is a likely consequence of this, with a 20% rise in household energy bills between 2011 and 2030.

These trends would have a further pull on a potentially stagnant or declining economy and not only impact the quality of life directly for those with illness or living in a vulnerable location but cumulatively have an impact on all residents’ quality of life.

Graph 5: Projected population in Worcestershire 2006-2026



Key to graph:

The three scenarios are based upon projecting forward different rates of Limiting Long Term Illness (“LLTI”) (disability). Scenario A assumes the rate of LLTI from the 2001 census will continue in the future. Scenarios B and C apply increasingly higher rates, taking account of changes from 1991 to 2001.

Source: CCSR, Manchester University

## Our Environment

### Could Worcestershire’s environment be threatened so that the county is no longer a desirable place to live, work and visit?

Worcestershire is an attractive county, primarily due to its environment. However, as the quest for economic growth continues, the environment could be considered relatively less important. Large new developments impacting on Areas of Natural Beauty or Sites of Special Scientific Interest, and the loss of open space and greenbelt, could damage Worcestershire’s environment irreparably.

Future changes to our climate could also have implications for the county. Global temperatures are forecast to increase by 2-4 degrees centigrade by 2100 which would significantly impact Worcestershire’s environment. Currently 10% of Worcestershire’s land area is at risk of flooding and this is increasing. Flooding could become more frequent, affecting homes, disrupting businesses, increasing insurance costs and making vulnerable parts of the county less attractive for investment, affecting productivity and jobs.

When coupled with population growth and development, any changes to the climate could potentially result in water shortages - the Spring/Summer 2012 has shown that water resources in the UK can already run low in current climatic conditions. And if local summer temperatures increase, this may have implications for the health of residents. For example, heatwaves may become more common, causing the number of heat-related deaths to increase dramatically, particularly amongst older people, a problem that will be exacerbated by Worcestershire’s ageing population.

### Will Worcestershire’s Housing Need only increase?

Mean house prices have fallen slightly since 2010/11 with only Worcester seeing a small increase. Interestingly, the number of sales increased across the county for the second year running.

Table 1: Average Sale Prices and Number of Sales by District – 2010/11 and 2011/12

District	2010/11		2011/12		Annual Change
	Average Sale Price	Number of Sales	Average Sale Price	Number of Sales	
Bromsgrove	£237,241	1,115	£236,129	1,152	-0.5%
Malvern Hills	£249,151	867	£241,224	1,027	-3.3%
Redditch	£164,627	916	£158,614	1,009	-3.8%
Worcester	£175,411	1,236	£177,575	1,305	1.2%
Wyche	£248,263	1,410	£235,989	1,503	-5.2%
Wyre Forest	£174,558	948	£171,360	1,107	-1.9%
Worcestershire	£210,055	6,492	£204,973	7,103	-2.5%

Source: Land Registry Bespoke Report, 2012

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## 7. Worcestershire: Working Well Commitments

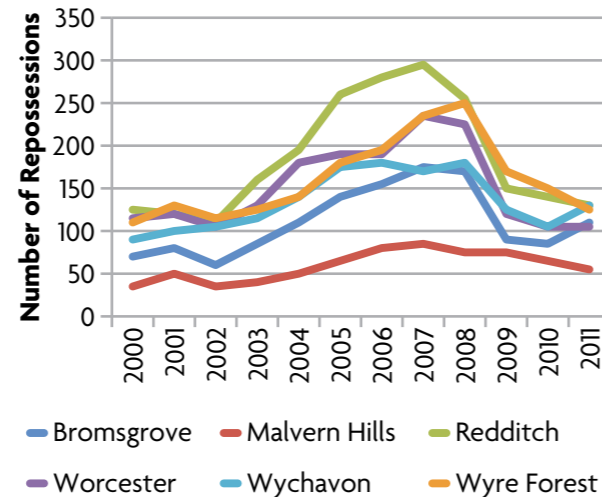
In 2040, Worcestershire will have a radically different and varied economy where people work close to home, often at home, with great technology, in interesting and skilled jobs, leading the way in green technologies.

In 2011/12, in Worcestershire a total of 248 new dwellings were started compared to 400 completions over the same period showing a clear slowdown in build rates. In the previous year 306 dwellings were started with 366 completions.

The demand for housing in the county, and in particular affordable housing, is very high with around 24,000 households registered on a waiting list. However, just over 5,000 of these households are considered to have a ‘significant need’ according to the latest Strategic Housing Market Assessment. Overall, when all elements of affordable housing demand and supply are analysed, it indicates that Worcestershire will be required to provide for a net annual affordable housing need of approximately 1,355 dwellings per annum over the next 5 years, in order to both clear the existing waiting list backlog and meet future arising household need.

Repossessions peaked in nearly all districts in 2007 with 1,195 across the county, with the highest in Redditch (295) and lowest in Malvern Hills (85). The number of repossessions has subsequently fallen over recent years to a total 655 in 2011.

Graph 6: Number of Repossessions by District, 2000 to 2011



Source: Mortgage and Landlord Possession Statistics, MoJ, 2012

We know if we do not proactively look to improve our prosperity we will see a decline in our prosperity and quality of life. Residents and businesses see improved prosperity as a top priority and place supporting the growth of Worcestershire businesses as the top priority for the local economy. Young people echo this view.

**To improve prosperity we must:**

**COMMITMENT 1 – Focus on jobs**

**TARGET 2020**

We will actively seek to bring high skilled job opportunities into Worcestershire. These jobs will be wide ranging and provide opportunities in all sorts of different skill areas and all walks of life. Providing jobs will be a key priority across all sectors. We need to make significant progress on this by 2020, as a platform for continuing to attract employers into Worcestershire.

**COMMITMENT 2 – Grow existing businesses**

**TARGET 2020**

We will deliver the support required, for example finance, office space and professional advisors. This will particularly focus on supporting Small and Medium Enterprises who make up the large proportion of businesses in Worcestershire. We need to work collaboratively and innovatively to make progress on this well before 2020 or we risk an emigration of SMEs outside of Worcestershire.



Malvern Hills Science Park

“creating new opportunities for exciting work”

Case study

### Worcestershire Business Central

#### The issue

A confusing landscape for businesses trying to understand who to contact when requiring support.

#### The solution

‘Worcestershire Business Central’ will provide a single point of access for companies where they can find a total solution to their needs; a portal where businesses can get accurate and up to date information quickly to help their business. If their query cannot be self served via the website they can contact a business support advisor via a dedicated telephone number, email address or live chat. They will manage their enquiry to a successful conclusion either by direct delivery or brokering in local solutions from a local Council or other partner.

#### The ‘next generation’ lesson

Until now we’ve worked in silos and communicated our messages and support to businesses separately. Businesses tell us they find this confusing as they have to hunt around for the support they need. By providing a single site with all needs covered it means we – the public and voluntary sectors supporting the economy and services for businesses – now work better together and provide co-ordinated information and support. It also means we share the information we hold about our businesses so we can provide the right targeted support and manage the relationship far better than we did. Finally it means we can pool resources and market Worcestershire as a brilliant place to do businesses in so that we target and attract new companies to set up here, thus keeping our economy developing and creating new opportunities for exciting work.

### To improve prosperity we must:

#### COMMITMENT 3 – Prioritise key economic sectors

#### TARGET 2020

Based on our existing strengths and emerging opportunities we will prioritise economic sectors which bring the right balance of high skill, high numbers of jobs, those that help to differentiate Worcestershire and those that have an established base in Worcestershire. These sectors currently would include technology, cyber security, engineering, green technologies, food production and education but this needs to be dynamic and reflect changes in the economic environment during the medium to long term, as well as ambitious enough to attract the corporate centres of organisations within these sectors. We need to develop our unique selling points as Worcestershire in respect of sectors well ahead of 2020, in recognition that maturation of these sectors by necessity takes a longer period.

Case study

### Malvern Hills Science Park – prioritising a key sector

#### The issue

An example of where partners, working together, recognise the need for investment in a sector and achieve success.

#### The solution

Malvern Hills Science Park is a community of some 300 people exploiting science and technology so their businesses will grow and prosper in premises that are state of the art for the region. The recently opened Phase 3 building added 35,000sq ft of offices, laboratories and conference facilities. The new building is heated and cooled by geothermal energy. The Innovation Centre has 23 individual units, from 350 to 2000 sq ft, and short term leases are available. The Regional

Technology Exchange provides further discrete units and laboratory facilities. Companies using the facilities include Goodrich, Lantek, Aurix, Borwell and ISSL.

#### The ‘next generation’ lesson

Quite simply getting high technology people and businesses in one place makes sense; not only do businesses benefit from working, learning and sharing skills and experience together to help them grow and develop, it also means schemes like renewable energy are possible through economies of scale. It builds on our vision of developing our green technology sector too, something we and indeed our young people clearly want Worcestershire’s economy to become famous for.



“a work-based, rather than classroom-based, experience for young people.”

“We are the **NEXT** Generation.”  
Facing our future.  
**Together.**

To improve prosperity we must:

**COMMITMENT 4 – Get education and businesses working closer together**

**TARGET 2020**

We need to develop an unprecedented set of working relationships and practices between our education provision and businesses to ensure skills are being developed which businesses really need and which mean new recruits can hit the ground running. Relationships through a common language are built over time but to make this happen we will need to make significant progress before 2020.

Case study

**Redditch Business Leaders supporting young people into work**

**The issue**

Worcestershire’s levels of youth unemployment are worse than the national average. In August 2012, 6.5% of that age group were unemployed, with local ‘hot spots’ – Greenlands Ward in Redditch being the highest in the county at 13.1%. A 2012 survey of local businesses indicated that 85% of recent recruits aged 16-21 were poorly prepared for work, with lack of employability skills (timekeeping, ability to work as part of a team and attitude) being a more significant factor than lack of formal skills and education. Employers did not see the 16-21 age group as a suitable group from which to recruit.

**The solution**

The response was to address the ‘disconnect’ between training providers and the workplace. NEW College is working with Redditch employers to develop a work-based, rather than

classroom-based, experience for young people. The Academy will be located in an industrial area, with employers directly involved in delivering apprenticeships, training and work experience, linked to real job opportunities.

**The ‘next generation’ lesson**

We simply can’t continue to have high numbers of young people out of work. This sort of survey helps us understand what we – as agencies working together – need to tackle. Issues like time keeping, attitude and team work cannot be ‘taught’ in the classroom. We need to get young people out into workplace and learning these essential business skills. We want to see far more projects like this to give our young people a sense of enthusiasm, drive and motivation that we know only comes with hands on experience of working.

Case study

**The Minerva Programme**

**The issue**

Malvern Instruments identified that there were inconsistencies in how they led, managed and developed their people across Malvern Worldwide; not all managers had received management development training, and the training they had received had tended to be ad hoc and not necessarily consistent.

**The solution**

Malvern Instruments invested in the Minerva programme, a bespoke global leadership programme, in partnership with the University of Worcester. The programme provides a stimulus for continuous improvement and improved efficiency, and ensures consistency across a fast-growing and geographically-dispersed company. The company chose the University of Worcester as a partner because its staff demonstrated an ability and desire to work in partnership in a collaborative and flexible way.

A bespoke programme was developed which both met the company’s needs and also provided delegates with the opportunity to attain credits towards a nationally recognised management qualification. Even part-way through the programme, the company is already seeing benefits. Feedback from the managers themselves has been extremely positive, and they are already starting to demonstrate the skills they have acquired on the programme.

**The ‘next generation’ lesson**

So if Malvern Instruments have found benefits in this progressive leadership programme developed with our University, we must spread the word! Strong leadership makes the difference between success and failure, the best leadership motivates, inspires and truly engages employees. Poor leadership makes coming to work on a Monday morning a real drudge. We will set up forums to share success stories like these. We could negotiate the best rates to achieve increased take up. It’s good for business and good for our University.



To improve prosperity we must:

### COMMITMENT 5 – Build a world class education sector in Worcestershire

#### TARGET 2020

Across primary, secondary, higher and further education we will work to ensure the primacy of the education sector in Worcestershire as a key employer. This will be reflected by the quality and reputation of its educational offering, seamless strategies, student experiences through the educational journey and attracting new students from as broad a pool as appropriate for the education stage e.g. higher education looking both nationally and internationally.

### COMMITMENT 6 – Transform relationships with the finance community

#### TARGET 2020

We will enter into a meaningful and long term dialogue to ensure that Worcestershire is a place where start-ups and small and medium businesses thrive.

#### Case study

### Worcestershire business start-up grant and loan schemes

#### The issue

New financing solutions are required to enable and facilitate business start-ups.

#### The solution

Businesses can apply for a start-up grant of £500 to £750. The grant is match-funded from the business's own resources.

An additional booster grant is aimed at helping businesses which have been established for between one and five years and need assistance to help them develop. Businesses which show specific promise and clearly demonstrate how the award will make a measurable difference are recommended for a grant. Successful applicants are offered a grant of up to £2,000 which must be match-funded from the business's own resources.

Under the Loan Scheme, launched in November 2010, Worcestershire businesses have been loaned over £1.1 million.

As a result of loans granted, over 50 new jobs have been created and nearly 50 jobs saved. Loans have been used for diversification and development, new equipment and improvement to facilities.

#### The 'next generation' lesson

We see small and medium sized companies continuing to be by far the largest employer in the future so by giving very practical help like this through small grants totally makes sense to support start up businesses and those wanting to grow too. It also means we can work with businesses on their business plans, their marketing plans and offer a helping hand and best practice advice. People tell us this is often more valuable than the actual money we give. It also means we can link up businesses that might be able to offer support and services to each other.

To improve prosperity we must:

### COMMITMENT 7 – Make the most of our central location

#### TARGET 2020

We will proactively support those developments that better connect Worcestershire with other parts of the country, such as faster rail links to Birmingham and London. We need to capitalise on Worcestershire's geographical position at the heart of the UK, with a constant drive to look outward to better connections across boundaries.

#### Case study

### Transport development

#### The issue

Worcestershire has suffered acutely in accessibility terms from a lack (or perceived lack) of attractive connections to London, the rest of the UK, and internationally. Train times are significantly longer than near neighbours, including Birmingham and Cheltenham. The M5 provides ready access to Birmingham and the South West, however access to the motorway from parts of the county are limited and wider cross country connections are poor.

#### The solution

In terms of rail provision, new stations at Bromsgrove and Worcestershire Parkway will deliver short term enhancements whilst laying the foundations for future development. Bromsgrove station is essential for local electrification, which in itself is a stepping stone to electrifying the line to Worcester. Worcestershire Parkway will open up significant connection opportunities whilst offering the potential to deliver real HS2 benefits to the County.

Birmingham Airport's 'Airport Master Plan', published in 1995, contains ambitious development plans through to 2030 and with regional support, including that of Worcestershire, will give more regular access to Worcestershire for businesses and tourists alike. Including a new air traffic control facility, a surface access strategy and improvements to runway configuration and capacity, this is an example which, if properly supported by Worcestershire, could have a dramatic impact on Worcestershire's prosperity and well-being.

#### The 'next generation' lesson

Our ambitions for Worcestershire Business Central as our marketing strategy can only really be achieved if we have far better road, rail and plane access. Many of these developments have been years in the planning and will take considerable investment to bring to fruition. So we need to unite everyone behind the need to get us better connected to speed up journey times to make Worcestershire an even more choice location.



## “enhance connections and ease pressure points on the highway”

To improve prosperity we must:

### **COMMITMENT 8 – Radically improve transport and broadband infrastructure** **TARGET 2020**

We will ensure our existing infrastructure is enhanced to reduce bottlenecks and ensure major centres in Worcestershire are connected via key transport links. We will invest in technology to continuously improve our virtual connectivity and increase our broadband speeds. With considerable investment in train we need to ensure the momentum is maintained and new infrastructure initiatives are developed to ensure “oven ready” through to 2020 and beyond.

#### Case study

### Strategic road developments

#### The issue

With more and more cars taking to the roads many routes in and out of Worcestershire’s towns suffer from commuter traffic jams, school run bottlenecks and day to day congestion.

#### The solution

Improvements to junctions of the M5 motorway which runs through the entire length of the county would enhance connections and ease pressure points on the highway.

Locally, by looking at heavy traffic flow areas and matching them to geographical solutions such as link roads, for example the Worcester southern link road or the Hoo Brook link road, means the driver gets to their destination with minimised delay and the town centres are relieved of the congestion. A solution which is attractive for everyone.

#### The ‘next generation’ lesson

Whilst a programme of works is underway there is more to be done to get everyone working towards the common goal of improved transport links to improve the environment of our town centres, stimulate economic growth and enhance the experience of the driver in our county.

We need to look at innovative solutions, such as the electric car, and ensure our strategic road developments are in line with housing plans.

#### Case study

### A417 improvements

#### The issue

Worcestershire needs to work with neighbouring counties and national agencies so we benefit from quicker journeys to London and the South East.

#### The solution

The West Midlands authorities are compiling a list of strategic priority schemes that require significant investment and cross-authority working. Worcestershire has petitioned hard for the inclusion of the A417 Air Balloon improvements to be included in the final schedule.

Separately, Worcestershire County Council and the Worcestershire LEP have commenced detailed discussions with the Highways Agency on strategic opportunities to boost growth. The A417 improvements have been identified as an essential scheme to enhance connectivity with London and the South East.

#### The ‘next generation’ lesson

Getting partners united around the need to improve the A417 means we have a far greater chance of success as our schemes compete for limited national resources. We need to build up a strong case to show how improving this route will improve Worcestershire’s prosperity.

#### Case study

### The ‘Connecting Worcestershire’ Broadband Programme

#### The issue

Broadband access is crucial for Worcestershire’s rural economy to be re-invigorated and able to compete on a level playing field with other areas.

#### The solution

A £20 million investment into the county’s broadband infrastructure will ensure that businesses can change and take advantage of new technologies and the opportunities these bring for them to grow, become more efficient and create more jobs. Some rural businesses are isolated and the new infrastructure will revolutionise rural job opportunities, community life and the whole rural economy.

Superfast broadband can help the county’s businesses to sell and provide services to a wider online customer base, enable home working, reduce the need for travel, keep in touch across the world through video conferencing and save thousands of pounds storing and sharing data remotely.

Similarly, broadband can help us all in our daily lives whether we are working from home, comparing and buying services online, searching for information or keeping in touch with friends and family abroad through live video streaming.

The county will also take advantage of the technology revolution further by taking advantage of 4G mobile technology as a real alternative to fixed broadband infrastructures in those areas of Worcestershire where fibre cabling is sparse.

#### The ‘next generation’ lesson

Fast broadband isn’t just so we can watch You Tube clips without buffering and keep our teenagers happy; it’s an essential component of business infrastructure. Our rural areas simply can’t do business efficiently with the poor upload and download speeds we have in many parts. That’s why we’re investing considerable resources on the broadband programme. This will mean our businesses can compete on an equal footing with other areas. There’s all the other social benefits too from faster speeds - feedback from our young people urged us to get on with making it happen.



# Worcestershire: Living Well Commitments

In 2040, Worcestershire will be a vibrant place to live with great social and cultural opportunities, where town centres provide places to meet not just to shop, where young and old people learn from each other, and where people are healthier and take more personal responsibility for their health and well being.

Artist impression of Bromsgrove High Street regeneration

We know if we do not proactively look to improve our prosperity we will see a decline in our prosperity, well-being and quality of life. Therefore this is a priority.

However we know Worcestershire residents and businesses value living and working in Worcestershire for more than just economic reasons. An ageing population offers a significant opportunity, as well as a potential pressure on public sector costs. Older people could become increasingly isolated, lonely and see a decline in their well-being. Conversely, there is an opportunity to create a more social, inclusive Worcestershire which values older people and the contribution they can make both to the economy and overall quality of life.

If we only look to improve our prosperity we will fail to improve those other elements of living and working in Worcestershire that residents value.

To achieve a Social and Inclusive Worcestershire we must:

## COMMITMENT 9 – Enable stronger communities

### TARGET 2020

We will encourage self support and inclusiveness within and across communities. This will mean older people getting more regular contact with others in the community and the community taking a more active role in supporting its most vulnerable. This will also mean communities deciding what is important to them and finding ways to direct delivery. We have strong communities but to make them stronger there needs to be innovation and a more enabling platform in place by 2020, in order that we reap the benefits over the longer term.

### Case study

## Delegated budgets for County Councillors

### The issue

Councillors know the needs of the communities they serve but didn't have any financial resources to make things happen so that they could in place put quality of life improvements.

### The solution

By giving councillors a budget to spend on local projects they are able to play a far stronger role in making things happen and tackle local issues in their wards. Each of the 57 members of the County Council has an allocation of £10,000 to spend on locally-determined initiatives within their Divisions. The fund plays an important role in promoting the economic, social and environmental well-being of communities within Worcestershire.

For example, in August 2012 County Councillor Juliet Brunner, who represented Arrow Valley East in Redditch, used some of her divisional fund to buy a mobile vehicle activated speed sign in response to concerns of local residents and figures obtained from the local police which showed that over 30,000 motorists had exceeded the 30mph limit during a four

week trial period earlier in the year. County Councillor Rob Adams used his community budget of £1,500 to help Norton Community Games purchase commemorative and winner's medals and £1,000 has been given to set up a new youth club for young people aged 11 years upwards.

### The 'next generation' lesson

Councillors need to be the 'go to' person in their community and be seen to make things happen so that they play an even stronger role in local life. What better way to do this than by creating a delegated budget for this very purpose? It means councillors need to get a handle on local issues, consult and involve people in how best this budget should be spent and work with local people to deliver projects. It also makes sure that County resources are shared out so that all areas of the Worcestershire benefit from this devolved fund – tackling the issues that matter most – whether that's transport, health, new clubs or community facilities or whatever issues need a bit of funding to get improvements in place that communities want to see.

To achieve a Social and Inclusive Worcestershire we must:

### COMMITMENT 10 – Encourage the contribution of the individual

TARGET 2020

We will actively support development of community groups based on common interest to promote feelings of connectivity and contribution within communities, particularly where these promote inter-generational activity. The contribution of the individual and community are intertwined. Encouraging the contribution of the individual is a long term commitment but to make real progress we will need to start now and have realised positive changes by 2020.

#### Case study

### Opportunity Vale of Evesham Project

#### The issue

Within the rural parts of the Wychavon district, small pockets of deprivation and inequality exist. Upwards of 1,400 struggling households have been identified in eleven small rural areas. Survey findings have indicated difficulties with heating homes in some areas and significant health needs across all the areas. The results suggested there was scope for improving employment prospects and skills level as well as increasing levels of volunteering.

#### The solution

The Opportunity Vale of Evesham project aims to improve skills and confidence, reduce fuel poverty and improve health and well-being. Wychavon District Council, working with partners, used face to face and postal survey results to develop a range of support and activities, designed to meet the needs of individuals and households within the target communities.

Now at just over half way through the project, results to date include the installation of over 130 insulation measures (giving savings of around £6,500 per year), taking health and other services direct to 600 homes through door knocks, physical activity projects, including subsidised family swims, Zumba classes and gym membership, helping create a new public open space, an over 50s lunch club and intensive work with 15 unemployed people.

#### The 'next generation' lesson

The Opportunity Vale of Evesham partners are now looking at how the public and voluntary sector are delivering services to children, young and older people in the areas and how they can be delivered more efficiently and effectively, using techniques such as customer journey mapping. Other priorities include a mobile crèche, developing work placements, nutrition projects, financial advice and applying the lessons learnt from the project to other parts of Wychavon.

#### Case study

### Feckenham Village Shop

#### The issue

Feckenham is a fairly typical Worcestershire village: a population of 800 people, five miles from the centre of Redditch, 15 miles from the centre of Birmingham, yet set in rolling countryside with its own village green. It has always been a sociable village, with an active church, a cinema club, a history society and an entertainments committee which organises so many events that one has to book the village hall three months in advance. However, a few years ago, Feckenham decided it needed a shop in the village.

#### The solution

A local committee was organised and they promptly set up their own community-run shop. This shop has really taken off. It is now manned by no fewer than 92 local volunteers and recently, at the House of Lords, was named as the Countryside Alliance's best village shop nationally - and not just the best community-run shop! Everyone now wants to live in Feckenham – estate agents from Redditch even use the shop for their advertising. The shop has brought business to the adjoining garage and is generating profits for the local growers who supply it.

#### The 'next generation' lesson

Feckenham really shows how a cohesive and friendly community becomes a virtuous circle. Nearby villages such as Pinvin, Flyford Flavell and Bishampton have taken note and are all now developing similar plans of their own.

To achieve a Social and Inclusive Worcestershire we must:

### COMMITMENT 11 – Develop town centres that are social centres

TARGET 2020

We recognise our retail model will be dramatically different with online and out of town shopping already having a significant impact. We will work to develop urban centres as places where:

- communities and individuals have the opportunity to engage in social activity as well as shop
- residents' much-valued green spaces are incorporated into these centres
- business space is made available and promoted
- less clear boundaries exist between urban centres and residential neighbourhoods, thereby encouraging community cohesion.

#### Case study

### St George's Park, Kidderminster

#### The issue

St George's Park in Kidderminster had been a valued local facility but had become run down and a magnet for anti-social behaviour, drinking, drug-taking and attacks on local minority communities.

#### The solution

Residents, with the support of the parks department, councillors, police and others, formed 'Friends of St George's Park group'. Over the last few years, the park has become a much-valued facility with regular community events throughout the year including a St George's Day celebration, carol singing and bulb planting. You will often see Spike, a local resident and chair of the group, with classes of local school children planting flowers or undertaking some activity to care for the park.

#### The 'next generation' lesson

Changing perceptions of an area always starts with getting local people active and involved. In this case people confronted the anti social behaviour head on, but rather than public agencies simply 'clamping down' for example through upping police action, a group was formed led by champions for change from the local community and schemes and events to divert people from anti social behaviour put in place. It's about giving people new stuff to do and raising pride in an area. We want to see more communities take this bold action with our support.

#### Case study

### Bromsgrove Town Centre Regeneration

#### The issue

The regeneration and revitalisation of the town centre of Bromsgrove.

#### The solution

The Bromsgrove Town Centre Regeneration Programme is backed by a partnership of county and district councils, Worcestershire Primary Care Trust, Herefordshire & Worcestershire Fire & Rescue Service and West Mercia Constabulary.

These partners are working together to achieve the vision of "an attractive and vibrant town centre at the heart of a thriving market town". To achieve this vision, a wide range of activities is taking place, including the building of new public and private developments, the refurbishment of the high street, community involvement programmes and marketing of the town.

#### The 'next generation' lesson

The lesson is simply about people coming together with a shared vision of a better future, in this case for Bromsgrove's town centre, then setting out plans that tackle the issues identified. We want to see far more of this sort of joint working to pool resources and expertise to make more of the places we have.



“We will take the latest technology and ensure it is accessible across Worcestershire”

To achieve a Social and Inclusive Worcestershire we must:

**COMMITMENT 12 – Capitalise on our existing sport and culture**

**TARGET 2020**

We will look to retain and support our existing sport and cultural facilities, recognising the importance they have in contributing to the wellbeing of our residents and the part they play in attracting visitors and potential businesses to Worcestershire.

Case study

**The Regal Cinema regeneration**

**The issue**

The Regal Cinema in Evesham was left neglected for decades and there was a long, very public, debate about trying to get it back up and running. The cost of restoring the listed building was the barrier and its location somewhat challenging in Port Street – with redundant shops, takeaways and a sex shop opposite!

**The solution**

Wychavon Council was approached by a company called Lumiere Kinesis Ltd, who were interested in restoring the cinema to its former Art Deco glory.

Following a £1.5m investment (part from Wychavon in the form of a £150k loan), the cinema is now a thriving hub in Evesham and is already starting to regenerate the area. There are already 7,000 members on their loyalty card scheme, with

many travelling some distance for this unique venue experience which includes a thriving coffee shop. The venue not only shows films, but also live music, comedy, burlesque and even Formula One racing. They’ve even hosted a recording of ‘Just a Minute’ for Radio 4 which attracted a huge crowd.

**The ‘next generation’ lesson**

How lucky are we to have such a gem as this in Evesham? Working with an entrepreneur, Wychavon’s financial and planning support, together with massive community input (many of the workers are volunteers) means an art house cinema is flourishing and offering far more than a mainstream cinema. Exactly what we need if we want our town centres to be as much about the social side as for shopping. People coming for a night out can enjoy a walk along the Riverside and great food at one of the many curry houses around Port Street. A great night out and great for local business too!

To achieve a Social and Inclusive Worcestershire we must:

**COMMITMENT 13 – Make access to the internet universal**

**TARGET 2020**

We will take the latest technology and ensure it is accessible across Worcestershire to reduce isolation and improve accessibility to all services, public or private. We will make all public services available virtually and individuals will be supported to maximise their use. This commitment will in turn bring economic benefits to the technology sector. Embedding the use of technology as a first choice when using services will take time but the change needs to happen faster than would be the natural change aligned with demography. Before 2020 significant strides forward need to be in making access possible and encouraging the use of online technologies in order that benefits can be reaped over subsequent years.

Case study

**Textlocal**

**The issue**

Being able to spot new business opportunities that arise from new technologies is crucial to the health of the economy.

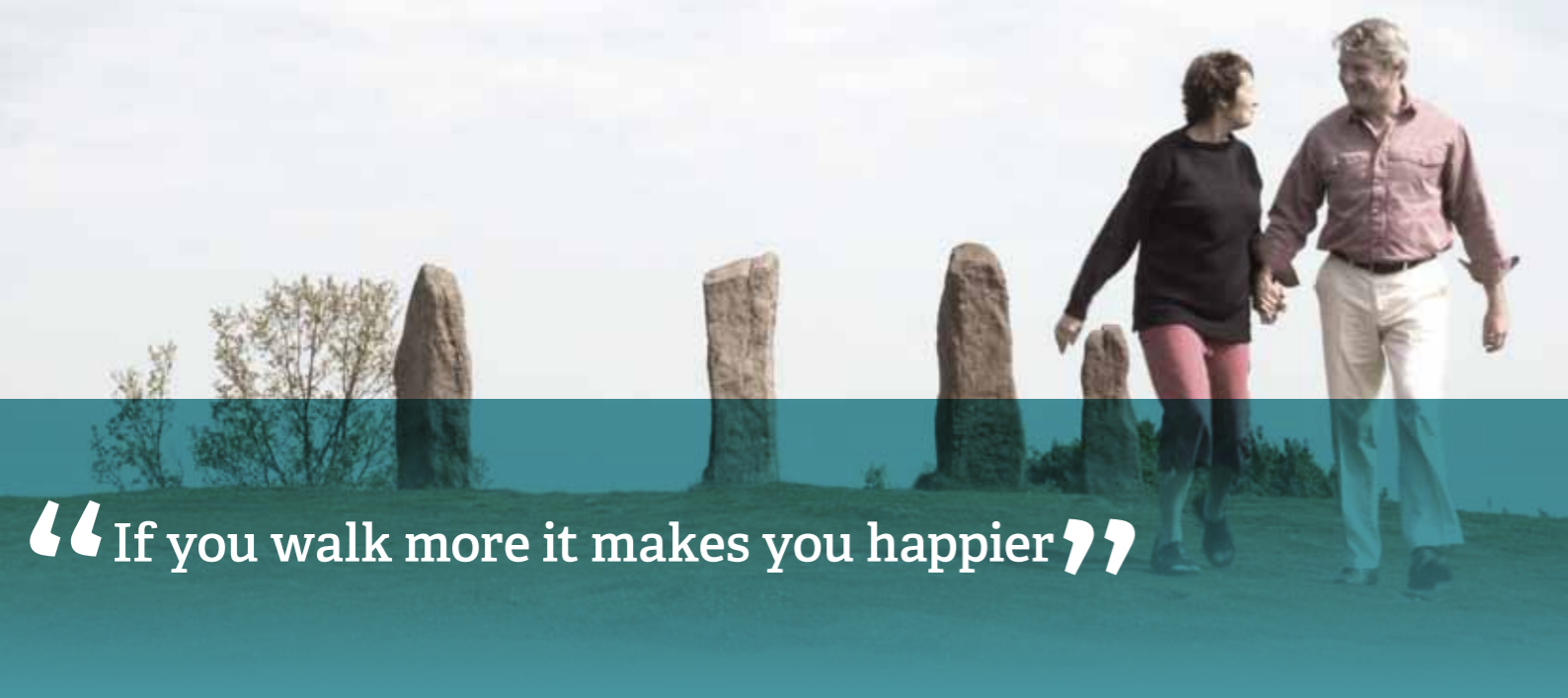
**The Solution**

Textlocal seized the initiative and capitalised on the growth of new methods of communications through their texting service. Based at Malvern Technology Park, Textlocal was founded seven years ago as a ‘bedroom start-up’, with the driving vision of introducing the power of mobile messaging to the mass market – simple, low cost, instant communication for any business, service or community group.

The business now manages the flow of more than 30 million SMS texts per month, helping over 91,000 businesses.

**The ‘next generation’ lesson**

Textlocal is a brilliant example of a business responding innovatively to 24/7 communications needs in a rapidly changing climate. Because it requires a high technology workforce it means skilled jobs for Worcestershire. We want to encourage more of this sort of innovative business and build on this high tech sector.



“If you walk more it makes you happier”

To achieve a Social and Inclusive Worcestershire we must:

**COMMITMENT 14 – Make access to public services independent of access to buildings**

TARGET 2020

We will exploit the latest technology to shift from buildings to community-based and services available digitally based on personal choice.

**COMMITMENT 15 – Encourage individuals to take more responsibility for their health**

TARGET 2020

We will strongly encourage individuals, communities and organisations to take responsibility for their or their employees’ health and wellbeing. This will include making clear personal responsibilities in relation to health, alcohol consumption and weight management, so unhealthy extremes become socially unacceptable. Worcestershire organisations will work to ensure promotion of unhealthy lifestyles is viewed as unacceptable.

Case study

**Worcestershire Walking for Health – Olympic Challenge**

**The issue**

With obesity rates higher than the national average in Worcestershire, we need to find creative ways to get people to take responsibility for their weight and their health

**The solution**

To celebrate the 2012 London Olympics, Worcestershire Walking for Health set the challenge of walking a collective total of more than 2,012 hours during the Olympic fortnight in towns and villages across Worcestershire. Jon White, Worcestershire County Council’s Health Walks Officer said, “If you walk more it makes you happier, healthier and could even

help you live longer”.

Walking for Health began in Worcestershire in 1999 and has increased to the current level of 23 groups across the county, with 31 walks weekly.

**The ‘next generation’ lesson**

It’s the little things like introducing a daily walk into people’s lives that will impact more on public health than expecting a massive influx to the gym! The Olympics inspired us to get more active and we need to make sure we continue that legacy and offer people opportunities - like local walking clubs. These bring people together too and helps people really appreciate what their area has to offer.

To achieve a Social and Inclusive Worcestershire we must:

**COMMITMENT 16 – Actively develop opportunities for older people**

TARGET 2020

We will develop opportunities for older people to add value through paid work, volunteering or in community leadership roles. We recognise the need to be more flexible in the employment offer organisations make to older people, and the volunteering opportunities available need to be more flexible and broader.

**COMMITMENT 17 – Actively celebrate our ethnic, religious and cultural inheritance and diversity**

TARGET 2020

We will actively promote and raise awareness of the rich and diverse culture of our county - welcoming, valuing and including individuals from all ethnic, religious and cultural communities; encouraging them to contribute to the local environment and wider community life. As we attract investment into Worcestershire the diversity will increase. We need to increasingly celebrate our diversity in recognition of this, creating an environment before 2020 where individuals and communities from all backgrounds all welcomed to and in Worcestershire.

Case study

**Personalisation in Action**

**The issue**

Mr S is a 63 year old man with diagnosed dementia who enjoys going out for walks but has no concept of time. He does not answer a mobile phone or ask for help when lost. As his condition progresses there is concern that the risks to him of being out independently are increasing.

**The solution**

Teams across Worcestershire County Council have worked together to provide a solution, in the form of a ‘buddi’ device, which is like a personal sat nav. By providing it early in his diagnosis, Mr S has had the opportunity to incorporate it into a routine so that he always takes his ‘buddi’ with him when he goes out. If he does not return when expected, his wife is able to go on the internet and pinpoint his position. The device also has an alert feature in the event of a fall, and optional ‘geo-fencing’ which allows an alert to be sent if the person

goes beyond a specific area. The solution has enabled Mr S to continue with his current lifestyle, reduce the worry and strain for his wife, and substantially reduce the risks for him. In the words of Mr S, “It’s given me a lot more confidence when I go out on my own”.

**The ‘next generation’ lesson**

Helping people live independent lives is far easier said than done, but here’s a great example of doing exactly that! Using the latest sat nav technology Mr S can enjoy his freedom and fresh air knowing his wife can locate him if needed. With us all living longer ways like this to keeping people safe yet active must become far more the norm in the future.



# 8. Worcestershire: Looking Good Commitments

In 2040, Worcestershire will be a great place to live with an environment that people love, where we value our rural countryside and wildlife, and where others want to live, work, visit and holiday to experience what we offer. We'll have a reputation for green technologies and helping people live greener lifestyles too.

We know that changes to our environment and climate, along with increasing fuel prices, mean that to retain our environment we will need to be smarter in our use of resources and in protecting our residents and businesses from the impact of climate change.

Worcestershire's environment makes it a great place to live and is a significant contributor to our economic prosperity. One of the key reasons businesses are attracted to Worcestershire is because employees enjoy living here, with its mix of green open spaces and pleasant market towns.

**To achieve a Social and Inclusive Worcestershire we must:**

## **COMMITMENT 18 – Dramatically reduce carbon emissions**

**TARGET 2020**

We will seek to reduce our dependence on fossil fuels and support the development of renewable and low-carbon energy sources, such as solar, wind and hydro-electric energy.

## **COMMITMENT 19 – Actively reduce energy consumption**

**TARGET 2020**

We will ensure that the energy consumption of residents and businesses is both affordable and sustainable and ensure we make best use of our natural and renewable energy resources, such as the River Severn. A reduction in energy use across the county is likely to include incentive schemes and control measures, such as the Government's roll out of smart energy meters to all UK households and businesses by 2019, which will help residents and businesses to be more resource efficient, manage their energy bills better and keep costs down. Use of energy requires cultural change within both our public and private sectors and by residents. This takes time and as such actively reducing consumption should be pursued immediately to ensure change has begun to embed before 2020.

“better understanding of the rich cultural heritage of the community”

### Case study

## Gypsy Roma Traveller History Celebration

### The Issue

The Gypsy community is perhaps Worcestershire's largest and oldest minority community. They made a significant contribution to the rural economy, providing a mobile workforce to harvest crops. With changes in farming this work diminished and as stopping places become fewer, prejudice and hostility increased. Today there is considerable misinformation and prejudice against the community.

### The Solution

West Mercia Police, Worcestershire Diocese, local housing associations and Worcestershire Museum Service have been working together to promote a better understanding of the rich cultural heritage of the community and the contribution they made to Worcestershire. Each June Hartlebury Museum with partners celebrate Gypsy Roma Traveller History Month, with traditional crafts, storytelling and chance to view one of the best collections of traditional horse drawn caravans in the country.

### The 'next generation' lessons

Worcestershire has a rich and diverse heritage. As we welcome new communities, together we can play a role in building a prosperous Worcestershire and share and celebrate our differences.

## Case study

### Warmer Worcestershire

#### The issue

In 2008, the Worcestershire Partnership identified that fuel poverty targets were unlikely to be met and obtained a £92,000 grant to kick-start the Warmer Worcestershire project

#### The solution

A county-wide thermal image fly-over survey was undertaken, to identify heat loss from the roofs of properties in Worcestershire. The aim was to make the thermal image interactive map available to the public and to use the data to target advice and support in relation to energy efficiency.

The thermal image has been a fantastic awareness-raising tool and a conversation starter for visitors to energy events, appearing to bring out a competitive streak in many people comparing their homes with their neighbours! The project has

also produced tangible results: by November 2011, 23% of residents' survey respondents had insulated their loft and 12% insulated cavity walls as a result of the campaign.

#### The 'next generation' lesson

The rising costs of energy means bigger bills and more people experiencing fuel poverty (where households spend more than 10% of its income on fuel for adequate heating). Yet simple things like insulation make a big difference to both keeping people warm and reducing energy spend too. This survey gives people an easy way to check their own home and helps energy advisors target grants and support to streets that could benefit from efficiency measures.

## Case study

### Redditch swimming pool. An example of using heat.

#### The issue

When planning for a new swimming pool in Redditch, what energy would be used to heat the pool was thought about at the outset – with financial as well as environmental benefits.

#### The solution

The waste heat will provide 42% of the annual heat demand for the leisure centre resulting in a £16,800 saving on gas bills per year. The project will also reduce the Council's CO2 emissions by around 4%. Schemes such as Redditch's demonstrate that it is possible to make energy savings without compromising on performance or service delivery.

A scheme in Redditch will see waste heat from the crematorium being put to good use at a neighbouring leisure centre to

heat the new swimming pool. The project is the first of its kind in the UK and has achieved a Green Apple Award for environmental best practice..

#### The 'next generation' lesson

The lesson is very simple – think about the opportunities early on in planning projects like this. It's often assumed that going greener will involve extra costs. This project demonstrates that this needn't be the case. Indeed savings can be achieved if we think creatively.

### To improve our environment we must:

#### COMMITMENT 20 – Actively support our unique wildlife, green spaces and biodiversity

##### TARGET 2020

Worcestershire has a great variety of wildlife and landscapes, which are treasured by the local community. In line with national trends, Worcestershire's biodiversity has been declining for over 30 years with the impacts affecting both our towns and rural areas. If Worcestershire is to retain its green and pleasant environment we must look to protect and enhance natural environment, valuing its contribution to making the county a place where people want to live and work. We will work to deliver new commercial and residential development which respects the natural environment and delivers valuable green infrastructure for the community and adds value to the developments.

#### COMMITMENT 21 – Reduce the creation of waste

##### TARGET 2020

We will actively incentivise recycling and reduction of waste including where appropriate use of new technologies. We will explore energy extraction from waste material. Like reducing energy consumption, this takes time as current waste creation is based on habit and existing process. We need to introduce incentivisation ahead of 2020 to ensure change is starting to embed over a longer period of time.

#### COMMITMENT 22 – Plan developments with regard to increased flooding

##### TARGET 2020

We will need to plan housing and service development in a different way both in terms of location and construction, recognising there are likely to be an increase in flood events at the same time as an increased requirement for housing, particularly for older people and to increase our resilience. We will proactively consider the location of critical infrastructure and future developments to minimise risk from change in climate and flood events for example power lines and key transport routes. Year on year this becomes a more acute issue and with housing and service development delivered over a long term horizon changes in how we plan these are required before 2020.

## Case study

### Avon Meadows - the creation of a Community Wetland

#### The issue

Before work started to transform this site it was a derelict and unloved area by the river in Pershore's town centre.

#### The solution

Avon meadows between the River Avon and Pershore town has been restored and enhanced in a project that will not only help protect local properties from flooding and filter runoff entering the river from the town but also greatly increase the biodiversity value of the site.

In the short time since the works were completed to create

a network of ditches and scrapes, the wildlife has started to move in and make use of the new pond, reed bed and wet grassland habitats.

A 'Friends of Avon Meadows' community group has also been established to help manage the site and monitor the wildlife.

#### The 'next generation' lesson

Involving people in the project not only brings a sense of ownership and pride to this sort of scheme but keeps costs of employing contractors in maintenance work too. Indeed the scheme's success is very much down to the strong level of community involvement with a regular programme of work parties!





“affordable, sustainable housing which creates strong and vibrant communities, ”

### To improve our environment we must:

**COMMITMENT 23** – Promote transport alternatives, reviewing as alternatives mature  
■ ■ ■ TARGET 2020

We will promote electric cars, walking, cycling and rail, recognising the impact of road transport on air quality.

#### Case study

### Electric Cars

#### The issue

People are reluctant to invest in low carbon technology while the infrastructure is not in place to support them.

#### The solution

Under the Department for Transport's Plugged-in Places initiative, five electric vehicle charge points have been made available for use by the public across Worcestershire.

Electric vehicle owners in Worcestershire can sign up to Plugged-in West Midlands which provides access to all Plugged-in Midlands charger points. By March 2013, the Plugged-in Midlands scheme aims to have installed 513 charge points in public locations such as car parks and motorway services in the region. In addition to this there will be 200 charge points for domestic properties and 1,000 for eco-housing developments. This network of charge points will provide the infrastructure to support the purchase of more electric vehicles in the area.

#### The 'next generation' lesson

Electric cars are going to be part of the future in response to rising fuel prices and the need to reduce our reliance on fossil fuels. This sort of investment, while small scale now, at least helps make it easier for people to switch and go greener.

### To improve our environment we must:

**COMMITMENT 24** – Encourage green technology and green businesses in order to grow our economic prosperity

■ ■ ■ TARGET 2020

We will ensure that Worcestershire benefits from renewable and environmental technologies.

**COMMITMENT 25** – Close the housing gap between supply and demand

■ ■ ■ TARGET 2020

We will use Worcestershire's development planning framework to close the housing gap between supply and demand by providing affordable, sustainable housing which creates strong and vibrant communities, developed in the appropriate locations, right for employment access whilst protecting the best bits of our environment. This commitment impacts all of our economic growth commitments - without housing, businesses will not have the required personnel and are unlikely to grow. Housing is a prerequisite for growth and needs action well ahead of 2020.

#### Case study

### Kanes Foods – An example of saving energy while also increasing biodiversity

#### The issue

Kanes Foods wanted to demonstrate its commitment to the environment in a very practical way that made sound business sense as well as environmental sense. The business decided to invest in renewable technologies and help local wildlife too.

#### The solution

In July 2012, Kanes Foods opened its new eco-friendly salad factory, complete with a huge roof garden. The curved roof at Kanes Foods' Middle Littleton site, near Evesham, is covered in

grass and native wild flowers. The building uses solar panels to heat water and produce electricity for the plant, while the grassed roof helps to control the temperature of the building, and also blends in with the surrounding Cotswold Hills.

#### The 'next generation' lesson

Business needn't be the enemy of the environment! Indeed this sort of innovation shows what can be achieved to create an usual wildlife habitat and generate electricity through solar panels. It's proving a sound business investment too – with Kanes being far more self sufficient in energy generation.

# Appendix One - Next Generation Champions

This document has been developed by a group of Leaders from a variety of sectors across Worcestershire.

These individuals came together on the back of existing, successful partnership arrangements in Worcestershire such as Worcestershire Partnership and the Local Enterprise Partnership. They represent a cross-section of sectors and bring with them a wealth of experience in working and living in Worcestershire. They are committed to a future

Worcestershire which retains everything good we see today but actively works to improve the overall quality of life in Worcestershire over a longer term horizon.

This group of individuals is not exclusive, and whilst their commitment to the longer term vision of Worcestershire will be demonstrated through their communication of this vision, their ongoing role and membership is likely to change.

## Worcestershire: Next Generation Champions 2013

### **Carl Arntzen**

Managing Director,  
Worcester Bosch

### **Mike Ashton**

Chief Executive,  
Hereford and Worcester  
Chamber of Commerce

### **Waqar Azmi**

Chairman,  
Waterhouse Consulting Group

### **Steve Borwell-Fox**

Director, Borwell Ltd

### **Robert Brewer**

Youth Cabinet

### **John Callaghan**

Principal, North East  
Worcestershire College

### **John Campion**

Leader,  
Wyre Forest District Council

### **David Chantler**

Chief Executive,  
West Mercia Probation

### **Michael Clarke**

Worcestershire Partnership

### **Matthew Cuff**

Youth Cabinet

### **Sarah Dugan**

Chief Executive, Health & Care  
NHS Trust

### **Phil Dutton**

Branch Manager,  
Handelsbanken

### **Chris Edwards**

Headmaster, Bromsgrove  
School

### **David Farmer**

Merstow Green Medical  
Practice

### **Adrian Gregson**

Leader, Worcester City Council

### **David Green**

Vice Chancellor,  
Worcester University

### **Trish Haines**

Chief Executive,  
Worcestershire County Council

### **Adrian Hardman**

Leader,  
Worcestershire County Council

### **Bill Hartnett**

Leader, Redditch Borough  
Council

### **Louise Hewett**

Director, Hewett Recruitment

### **Patrick Holcroft**

Lord Lieutenant

### **Roger Hollingworth**

Leader,  
Bromsgrove District Council

### **Viv Hudson**

Managing Director, Hotel Shop

### **David Hughes**

Leader,  
Malvern Hills District Council

### **Michael Hunter**

Chairman, Worcestershire  
Voices

### **Tony Hyde**

Chief Executive,  
Thomas Vale Construction

### **John Iles**

Director,  
Wyre Community Land Trust

### **John Inge**

Bishop of Worcester

### **Peter John**

Editor, Worcester News

### **Anthony Kelly**

Spa Medical Practice,  
Droitwich

### **Nic Lloyd**

Chief Executive, Malvern  
Theatres

### **Bill Longmore**

Police and Crime Commissioner

### **Paul Middlebrough**

Leader,  
Wychavon District Council

### **Richard Nicol**

Executive Director,  
Rural Experience

### **Ken Nottage**

Chief Executive,  
Three Counties Agricultural  
Society

### **Granville Orange**

Chair,  
Worcestershire Ambassadors

### **Nick Parker**

Executive Manager,  
Vestia Community Trust

### **Peter Pawsey**

Chair,  
Local Enterprise Partnership

### **Keith Perkins**

Chair, County Association  
of Local Councils

### **Richard Quallington**

Chief Executive, Community  
First

### **Debbie Roberts**

Managing Director, EPIC

### **Mark Roberts**

Strategy Director, Qinetiq

### **David Shaw**

Chief Constable,  
West Mercia Police

### **Bryan Smith**

Formerly Chairman of  
NHS Worcestershire

### **Rob Smith**

Chief Executive,  
Youth Support Service

### **Rob Sykes**

Chair, Worcestershire  
Community Foundation

### **Simon Trickett**

Chief Officer,  
South Worcestershire Clinical  
Commissioning Group

### **Penny Venables**

Chief Executive,  
Worcestershire Acute Hospitals  
NHS Trust

### **Paul Walker**

Managing Director,  
Malvern Instruments

### **Guy Weston**

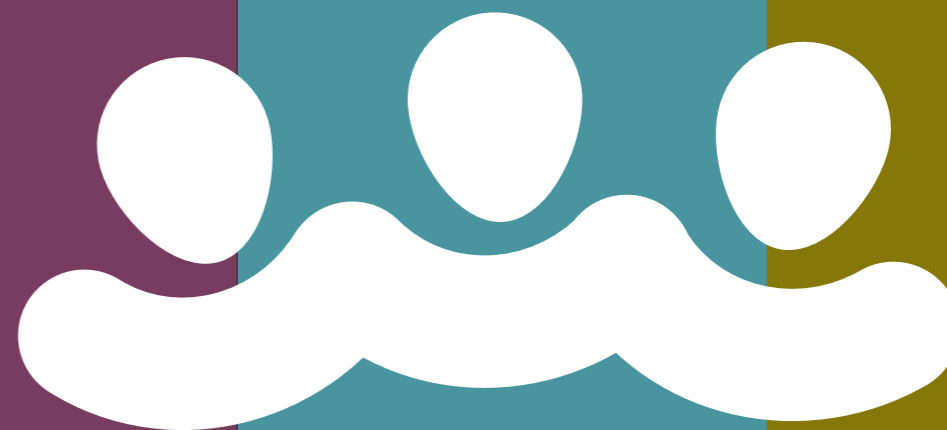
Chief Executive, Festival  
Housing

### **Gerhard Wheeler**

Brigadier,  
143 (West Midlands) Brigade

### **Mark Yates**

Chief Fire Officer,  
Hereford and Worcester  
Fire and Rescue



hello@wearethenextgeneration.co.uk  
www.wearethenextgeneration.co.uk



WORCESTERSHIRE

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[hello@wearethenextgeneration.co.uk](mailto:hello@wearethenextgeneration.co.uk)

[www.wearethenextgeneration.co.uk](http://www.wearethenextgeneration.co.uk)