

# Agenda

## Economy and Environment Overview and Scrutiny Panel

**Wednesday, 30 September 2015, 10.00 am**  
**County Hall, Worcester**

All County Councillors are invited to attend and participate

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## DISCLOSING INTERESTS

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

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

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

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

### WHAT MUST I DO WITH A DPI?

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

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

### WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

### WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

### DON'T FORGET

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

**Economy and Environment Overview and Scrutiny Panel  
Wednesday, 30 September 2015, 10.00 am, County Hall,  
Worcester**

**Membership**

**Councillors:**

Dr K A Pollock (Chairman), Mr G J Vickery (Vice Chairman), Mr A T Amos, Mr A A J Adams, Ms P Agar, Mr W P Gretton, Mr M E Jenkins, Mr J W R Thomas and Mr P A Tuthill

**Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
1	<b>Apologies and Welcome</b>	
2	<b>Declarations of Interest and of any Party Whip</b>	
3	<b>Public Participation</b> <i>Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by email indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 29 September 2015). Enquiries can be made through the telephone number/email address below.</i>	
4	<b>Confirmation of the Minutes of the previous two meetings</b> (previously circulated)	
5	<b>Economic Progress in Worcestershire</b>	1 - 70
6	<b>Superfast Broadband</b>	71 - 74

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Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

To obtain further information or hard copies of this agenda, please contact Stella Wood telephone: Worcester (01905) 76 6619, email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

All the above reports and supporting information can be accessed via the Council's website at [http://www.worcestershire.gov.uk/info/20013/councillors\\_and\\_committees](http://www.worcestershire.gov.uk/info/20013/councillors_and_committees)

Date of Issue: Friday, 18 September 2015

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## **ECONOMY AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL 30 SEPTEMBER 2015**

### **ECONOMIC PROGRESS IN WORCESTERSHIRE**

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#### **Summary**

1. The Chairman of the Worcestershire Local Economic Partnership (WLEP), the Head of Business Development at the Hereford & Worcester Chamber of Commerce, the Chairman of the Worcestershire Federation of Small Businesses, the Cabinet Member for Economy, Skills and Infrastructure, and the Head of Strategy and Infrastructure, have been invited to the meeting to discuss economic progress in Worcestershire.

#### **Background**

2. Economic progress in Worcestershire is an issue on the Panel's work programme, agreed by the Overview and Scrutiny Performance Board (OSPB) and Council in May this year. As part of this, the Panel has asked for information on:

- economic conditions in Worcestershire and what the Council might do to help increase "Gross Value Added (GVA)" (i.e. the contribution to the economy of each individual producer, industry or sector)
- progress on the Strategic Economic Plan (SEP) projects
- the Local Economic Multiplier – how Council spending might benefit the local economy
- development of 'Worcestershire Business Central' as the county's growth hub
- the role of the Federation of Small Businesses and Chamber of Commerce in supporting small/medium sized businesses

Relevant officers have been invited to discuss these issues.

3. In June 2015, the Overview and Scrutiny Performance Board (OSPB) discussed the activities and vision of the WLEP, and the scope for Worcestershire to become a more innovative economy, with Gary Woodman, the Chief Executive.

4. The OSPB also raised the issue of the impact on local businesses of any devolution of Government powers to Worcestershire. Possible devolution is being led by the Worcestershire's Leaders' Board and it is suggested it could be considered at a future meeting with the Council Leader when more is known about the County's options.

#### **Economic growth**

5. Positioning the County to be 'Open for Business' is a key priority in the Council's Corporate Plan. The economic vitality of Worcestershire and the success of local businesses are fundamental factors in shaping the quality of life and prosperity of

local residents. The Council is working with its partners, including the Worcestershire Local Enterprise Partnership, the Chamber of Commerce, strategic businesses, small and medium enterprises and District Councils, to develop the economy. The Panel has asked for an update on how the local economy is developing and a presentation is attached at Appendix 1.

### **Worcestershire LEP and SEP Projects**

6. On 9 May 2014 the Panel discussed the vision for transport infrastructure and related infrastructure projects. It was explained that the Strategic Economic Plan (SEP) was the key plan for capital expenditure and brought together all interventions to support the economy. These included transport projects such as Worcestershire Parkway, dualling of the Southern Link and other projects for 2015/16, 2016/17 and longer. The Government was promoting economic growth nationally and had pooled a number of different funding streams into one Local Growth Fund (LGF) amounting to £2 billion in the next few years. Worcestershire had submitted bids amounting to over £40 million over the next few years and further bids of £120 million for longer term transport projects.

7. An update on progress of these projects is attached at Appendix 2.

### **Local Economic Multiplier**

8. The Panel have asked to discuss local economic multiplier work in Worcestershire. An economic multiplier effect describes the impact that spending has in the economy, taking into consideration knock-on effects. The measuring process starts with a source of income and follows how it is spent and re-spent within a defined geographic area. A higher proportion of money re-spent in the local economy means a higher multiplier effect because more income is generated for local people. More income retained locally, or nationally, means more jobs, higher pay and more tax revenue for government, all of which may lead to better living standards.

9. Local Multiplier 3 was developed by the New Economics Foundation as a way of measuring local economic impact. It is designed to help people examine local money flows and how their organisation can improve its local economic impact, and the effect of the public's procurement decisions. Further information can be found from the following link <http://www.proveandimprove.org/tools/localmultiplier3.php>

10. An analysis has been carried out of spend in Worcestershire using this approach and details are attached at Appendix 3.

11. Members are reminded that a scrutiny of local procurement was carried out in 2012, which looked at whether the Council's procurement procedures and contract specifications do enough to encourage local businesses to bid for Council contracts.

### **Worcestershire's Growth Hub - Worcestershire Business Central**

12. Worcestershire Business Central (WBC) is part of the national Growth Hub network. The business support service provides the [www.business-central.co.uk](http://www.business-central.co.uk) web portal, with a response desk that takes enquiries and a dedicated engagement team that works with companies and partners. The growth hub provides local

businesses with a link to local and national business support, along with clear guidance about starting and growing a business. From mid-September 2015, the service is under the governance of WLEP and co-located at H&W Chamber of Commerce.

13. The Panel has asked to consider the effectiveness of Worcestershire Business Central (WBC) to date, and how its services have been and will be promoted. A review of the impact of WBC since its establishment in February 2013 is attached at Appendix 4 and an update on the future developments of the growth hub is attached at Appendix 5.

## **H&W Chamber of Commerce/Federation of Small Businesses**

14. H&W Chamber of Commerce and the Worcestershire Federation of Small Businesses are both not for profit organisations, working to support the local business community. The Panel have asked to consider the role of H&W Chamber of Commerce and the Worcestershire FSB in supporting small/medium businesses, and how County Councillors might be able to help.

15. Brief outlines of what is offered by H&W Chamber and the FSB are attached at Appendices 6 and 7.

## **Purpose of the meeting**

16. The Panel is asked to consider the issues above and determine whether they wish to make any comments to the Cabinet Member with Responsibility.

## **Supporting Information**

- Appendix 1 – The State of the Worcestershire Economy
- Appendix 2 – SEP projects
- Appendix 3 – Local Economic Multiplier Analysis
- Appendix 4 - Review of the impact of Worcestershire Business Central to date
- Appendix 5 – Worcestershire Business Central Growth Hub – the next steps
- Appendix 6 – Work of H&W Chamber of Commerce
- Appendix 7 – Work of Federation of Small Businesses

## **Contact Points**

### County Council Contact Points

Worcestershire County Council (01905) 763763

Worcestershire Hub (01905) 765765

Email: [Worcestershirehub@worcestershire.gov.uk](mailto:Worcestershirehub@worcestershire.gov.uk)

### Specific Contact Points for this report

Stella Wood, Overview and Scrutiny Officer, Commercial and Change Directorate Tel: 01905 82 2873

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and Minutes of

- Overview and Scrutiny Performance Board on 8 June 2015
- Economy, Environment and Communities Overview and Scrutiny Panel 9 May 2014

All of which are available on the Council's website at

<http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agendas.aspx>

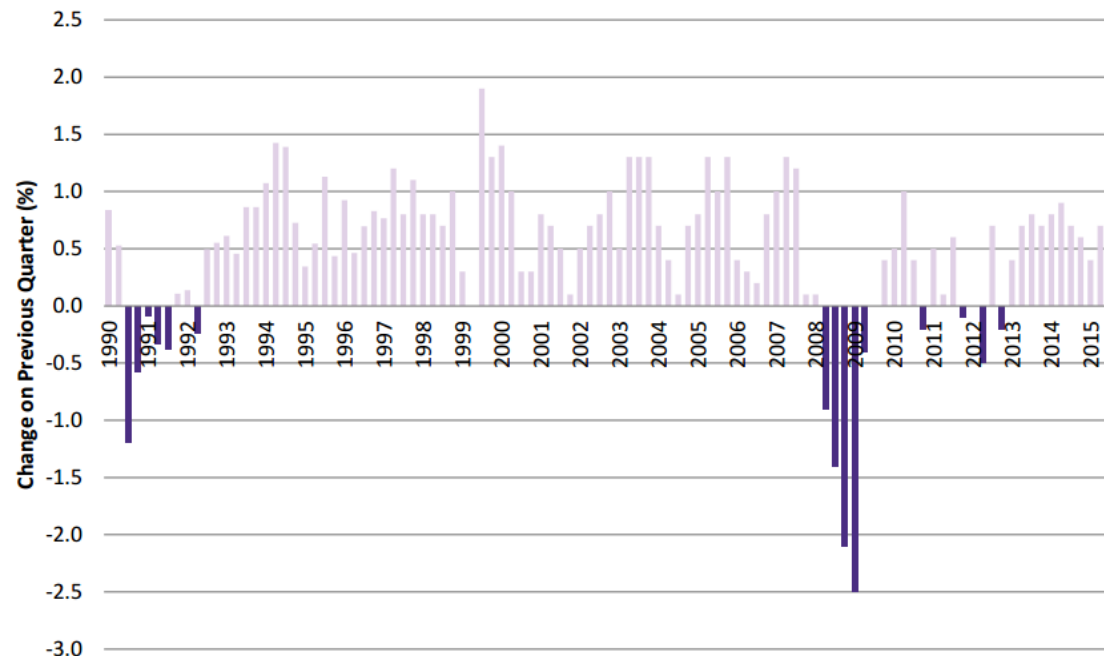


# State of the Worcestershire economy

Economy and Environment Overview and  
Scrutiny Panel

# National context

- Strong economy (national and local) is key to prosperous and healthy Worcestershire
- Nationally economy is growing
  - GDP – average 0.7% growth per quarter over the last 8 quarters
  - GDP forecast – 2.5% (2015), 2.3% (2016 and 2017) (OBR)



Sources:

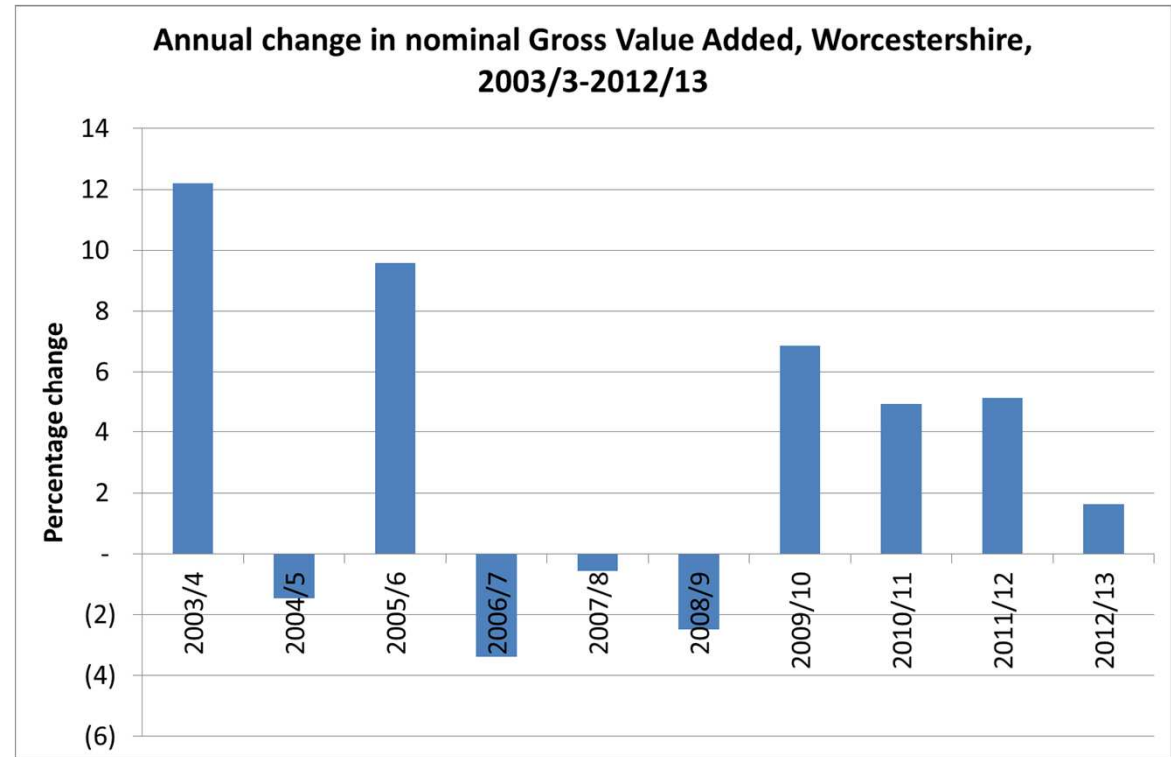
Office for National Statistics , Gross Domestic Product  
Office for Budget Responsibility

# Gross Value Added (GVA) - what is it?

- Measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom
- A productivity metric that provides a monetary value for the amount of goods and services that have been produced, less the cost of all inputs and raw materials that are directly attributable to that production
- Linked with Gross Domestic Product (GDP)
  - **GVA + taxes on products - subsidies on products = GDP**
- Latest data are for 2013
  - 2014 data to be released in December 2015
  - Published by the Office for National Statistics

# Gross Value Added

- Worcestershire Gross Value Added = £10.6bn in 2013
- Nominal Gross Value Added has increased 17% from 2008-2013
- Only Oxford (23%) and London (18%) Local Enterprise Partnerships have grown faster



Source: Office for National Statistics , Regional Accounts 2013

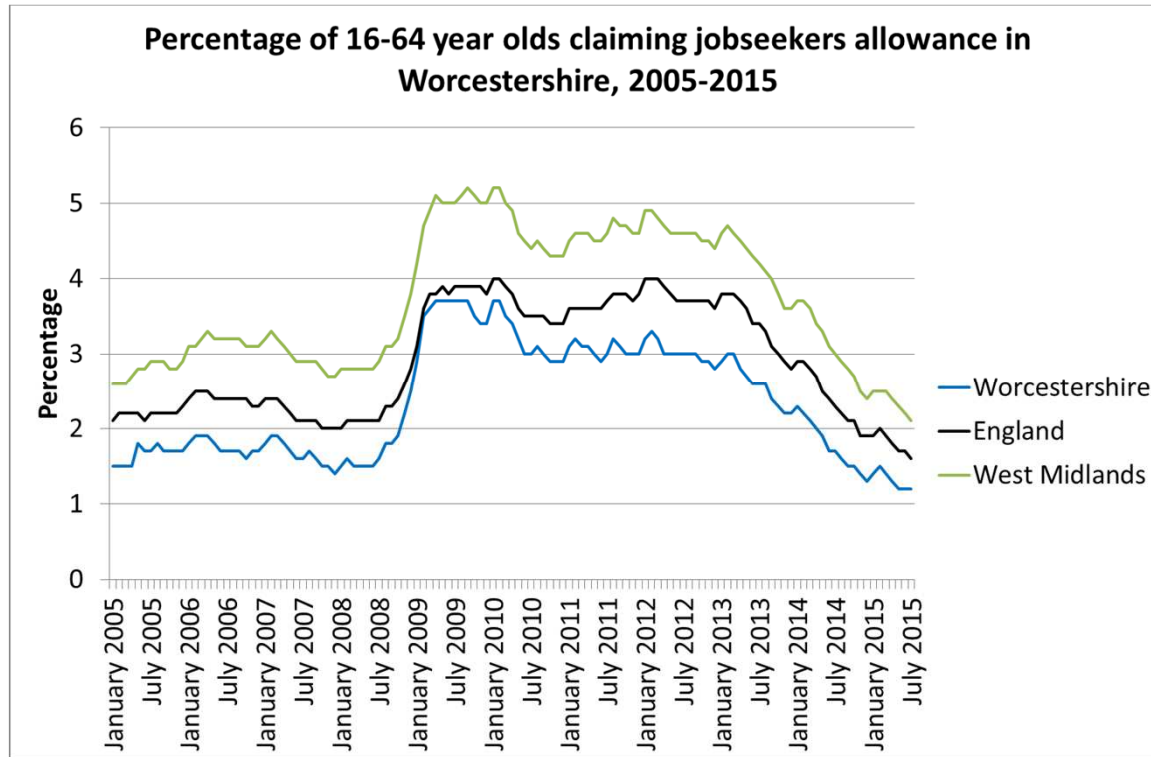
# GVA per head

- County's GVA per head (£18,454) is:
  - £5,600 (23%) less than England
  - £5,200 (22%) less than Warks, £10,300 (36%) less than Oxfordshire
  - If Worcestershire's GVA per head was in line with England, total GVA would be £3.2bn higher than it is
- And...County's GVA per person in employment (£45,967) is:
  - £6,900 (13%) less than England
  - £3,300 (7%) less than Warks, £10,900 (19%) less than Oxfordshire
  - If Worcestershire's GVA per person in employment was in line with England, total GVA would be £1.6bn higher than it is
- Why the differences?
  - Warwickshire (Large manufacturing and Distribution [BMW at Hams Hall, Aston Martin/Jaguar Land Rover at Gaydon]), Oxfordshire (High tech manufacturing [Lotus and Williams F1], Large manufacturing [BMW, Cowley], IT [Sophos, Research Machines])?

Source: Office for National Statistics , Regional Accounts 2013

# Claimant count in Worcestershire

Page 10

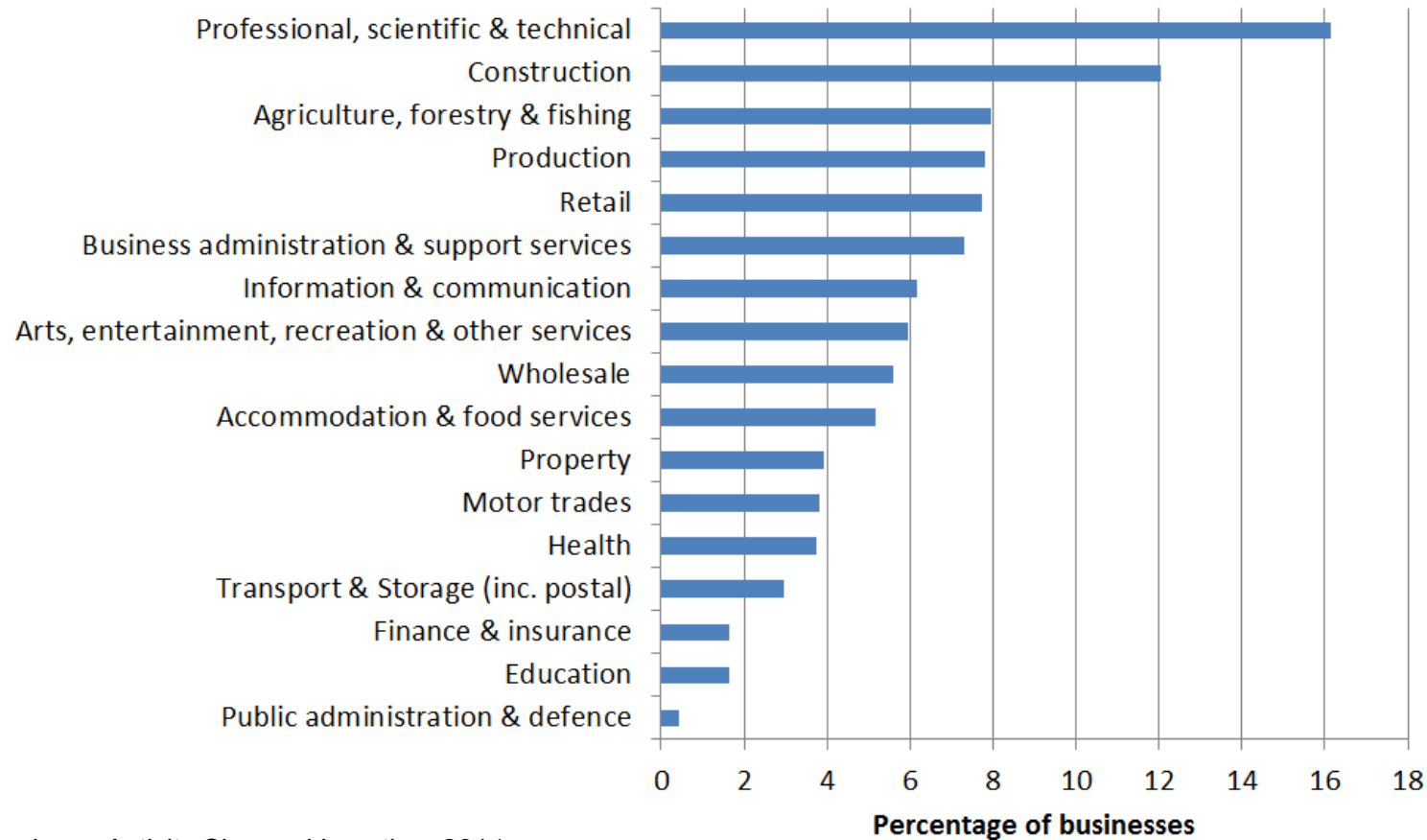


- 4,068 claimants in July 2015
- lowest number of claimants since 1983 (earliest year for which we have data)
- 1.2% of 16-64 year olds
  - England = 1.6%
  - West Midlands = 2.1%
- Number of claimants has fallen 19% since January 2015

Source: Office for National Statistics, NOMIS, Claimant Count

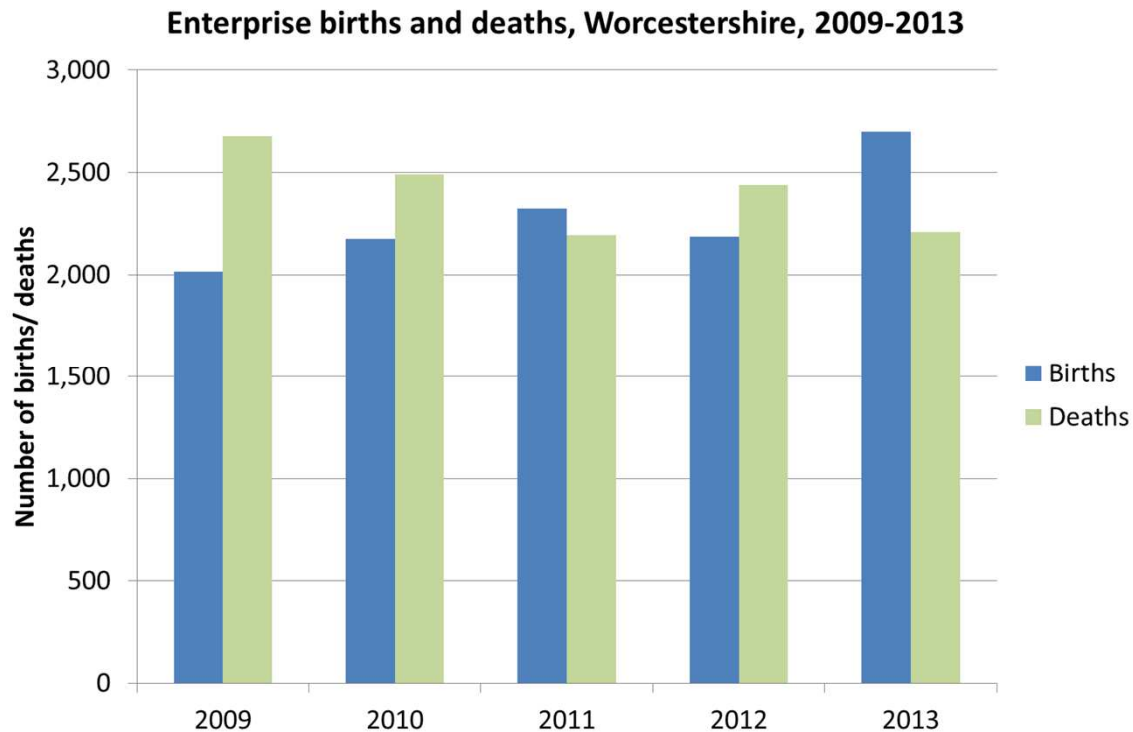
# Industrial sector of businesses

**Enterprises by industrial sector, Worcestershire, 2014**



Source: UK Business Activity Size and Location, 2014

# Business births, deaths and survival



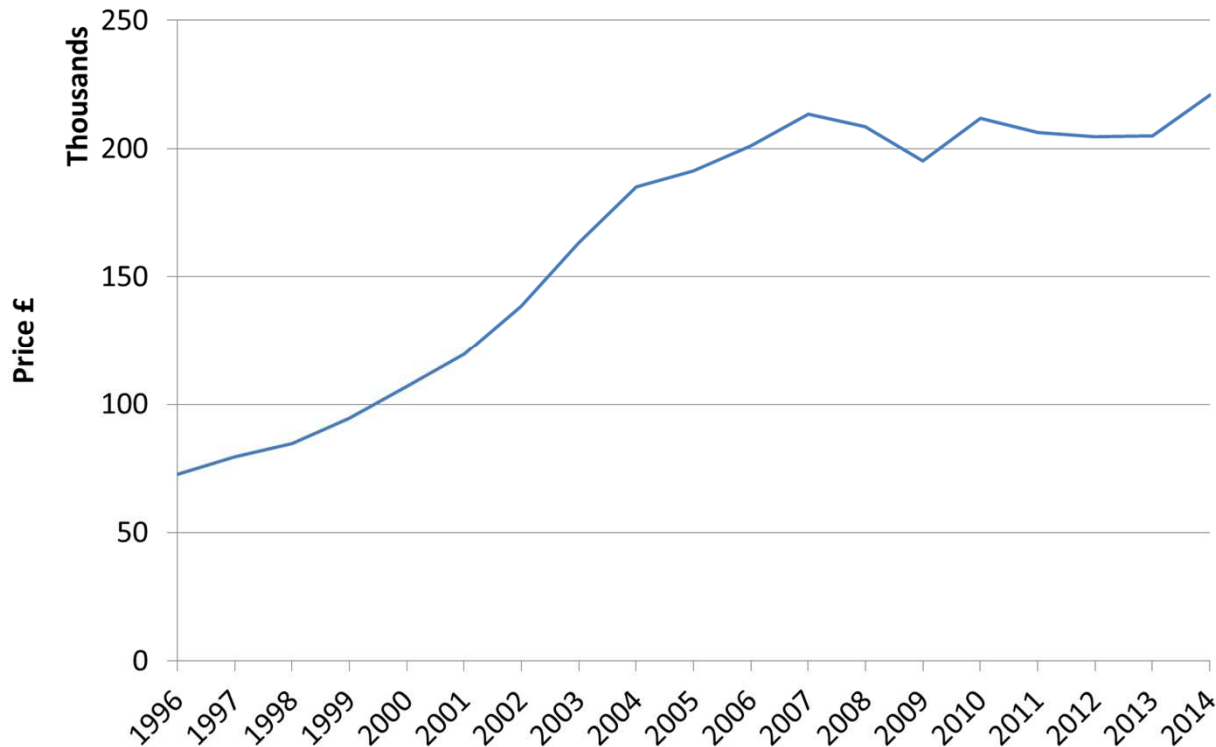
- 92.7% of businesses born in 2012 survived their first year
  - England 91.1%
  - West Mids 92.1%
- 41.5% of business 'born' in 2008 were still operating 5 years later
  - England 41.2%
  - West Mids 41.2%

Source: Office for National Statistics, Business Demography 2013



# House prices

Mean house prices, Worcestershire, 1996-2014



- Mean house price in the county has been largely flat for a number of years during and post-recession
- Mean house price in Worcestershire was £221,110 in 2014
- This was a 7.9% increase on 2013

Source: Land Registry

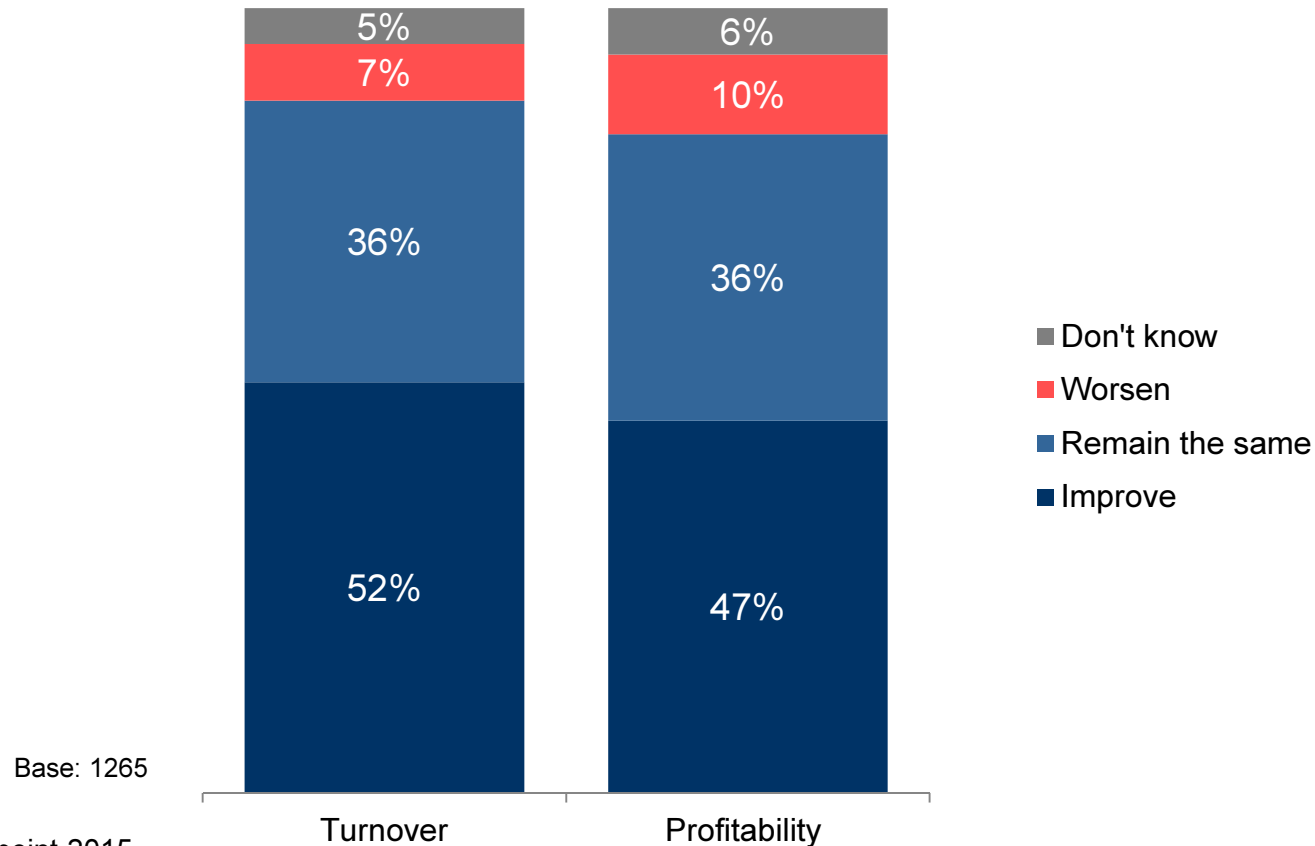
# Business sentiment - Viewpoint

- Telephone survey of 1,265 businesses based across the County
- Fieldwork conducted between 15<sup>th</sup> May & 30<sup>th</sup> June 2015
- Online survey available for telephone contacts and separate online survey for wider businesses
- Data has been weighted to reflect Industry Sector based on ONS Inter Departmental Business Register profile
- Business size refers to number of employees:
  - Micro (0 to 9)
  - Small (10 to 49)
  - Medium (50 to 249)
  - Large (250+)

NB: Definitions based upon organisation total workforce, including any non-Worcestershire based sites

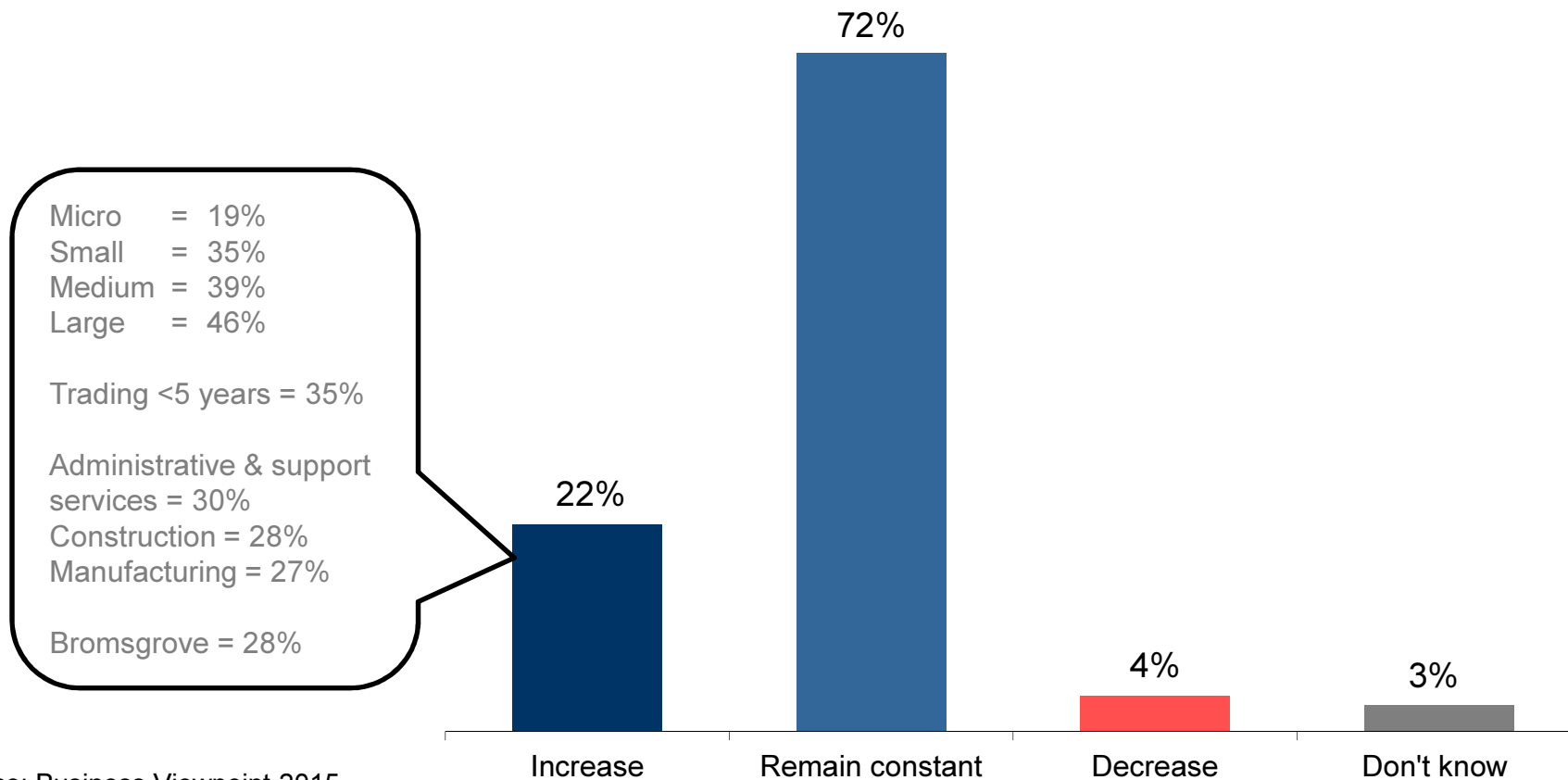
**Around one-half of businesses expect their sales turnover and profitability to improve in the coming 12 months. These findings are similar to 2013.**

Expectations of company turnover and profitability over the next 12 months



# Around one-fifth of businesses anticipate increasing their workforce in the coming 12 months.

Expectations of company recruitment over the next 12 months

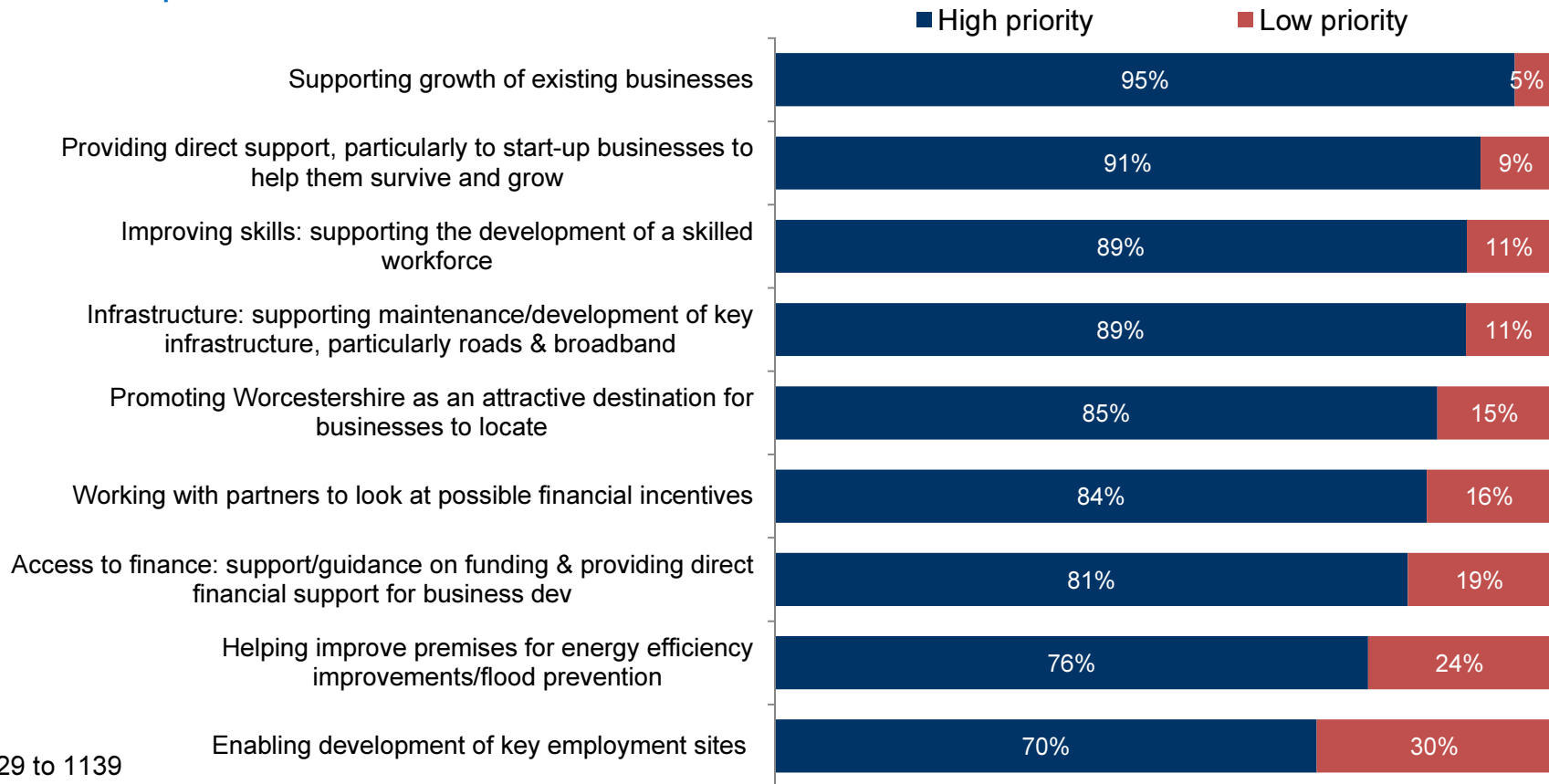


Source: Business Viewpoint 2015

Base: 1265

**The top four economic priorities are supporting the growth of existing businesses, providing direct support to help businesses survive and grow, improving workforce skills and supporting the maintenance and development of key infrastructure**

**Economic priorities for Worcestershire**



Base: 1229 to 1139  
Source: Business Viewpoint 2015

# Conclusions

- National and local economies growing
  - GDP and GVA increasing
  - Claimant count has fallen and is lower than at any point
  - Business confidence is good – turnover, profitability and intention to recruit
  - Growth in new businesses (business births)
- Worcestershire behind other areas in terms of productivity
  - GVA per head and per person in employment lower in Worcestershire than Warks, Oxfordshire etc...



Worcestershire  
Local Enterprise Partnership

Appendix 2

# Worcestershire LEP Review

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Mark Stansfeld, Chair &  
Ian Edwards, Growth Plan Project Manager

# Background



- A partnership between the public, private, education and third sectors
- Replaced the Regional Development Agencies in 2010
- 39 nationally covering all of England
- Responsible for developing and delivering the Strategic Economic Plan across partners.
- Focus on supporting private sector growth and creating jobs
- Conduit for European and Local Growth Funds



# The State of the County



- Significant GVA growth in the last 5 years (3<sup>rd</sup> nationally)
- Poor productivity for each hour worked within the county (£25.39 vs. nationally average £30.10)
- Very high rate of employment at 78.3%, (regional 70%, national 72.4%)
- Low average annual workplace salary at £23,977 (regional £24,920, national £27,487) Average resident salary is significantly higher at (£25,431)
- 74% of people who live the County – work in the County.
- Skill levels within the County are broadly on par with national averages
- House prices in Worcestershire are lower than the national average (median price of £170,996)
- Quality of Life Surveys – Worcester in top ten best places to live

# Our Vision



*“To build an internationally recognised, highly competitive, innovative business location with better productivity and sustainable economic growth.”*

# Strategic Economic Plan



## So what's in the SEP? Our Place



### Four game-changers

- ▶ Redditch Eastern Gateway
- ▶ South Kidderminster Enterprise Park
- ▶ Worcester Growth Corridor
- ▶ Malvern Hills Science Park

- Advanced manufacturing
- Agri-tech
- Cyber security, defence & IT

three key sectors



### Why?

"..there's an acute shortage of business accommodation and land in the county."

DTZ research



£2.9 billion increase in GVA\*

\* Gross Value Added: a measure of productivity.



# Our themes and priorities



## OUR THEMES AND PRIORITIES

INCLUSION | RESEARCH/INTELLIGENCE  
ENVIRONMENT SUSTAINABILITY | TECHNOLOGY/INNOVATION



"Our ten year plan for **jobs, growth** and the **economy.**"

# Local Growth Deal



- Lord Heseltine report 'No Stone Unturned'
- In July 2014, Worcestershire LEP was awarded £54.2m
- Combined with other partner contributions the total investment package was £154.2m



# Key messages of Our PLACE funded projects ..



## **Worcester SIX**

- Game changer site, great M5 J6 location of 70 acres
- £5m LEP investment leading to the creation of up to 5500 high quality jobs
- Planning permission granted and work started on site
- Stoford actively seeking pre-lets



# WORCESTER SIX A BUSINESS PARK LIKE NO OTHER IN A GAME-CHANGING LOCATION

OFFICE / TECHNOLOGY / INDUSTRIAL / WAREHOUSING / MANUFACTURING

10,000 - 500,000 SQ FT (929 - 46,452 SQ M)

Worcester Six Business Park is a 72 hectare (178 acre) site set immediately to the east of the M5 motorway at junction 6.

The park has much to offer including access to one of the best road transport networks in the UK, including M5, M6, M42 and M50 traversing the country.

With outline planning consent for 1,500,000 sq ft (140,000 sq m) of manufacturing, offices, R & D and logistics buildings, Worcester Six is set to become one of the regions flagship developments in the world class location of Worcester.

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





# Key messages of Our PLACE funded projects ..



## **Worcestershire Parkway**

- £8.3m investment from LEP
- New station and rail programme to reduce journey time to London to less than 2 hours
- Also provides access to Cross Country trains to Bristol and Sheffield and beyond
- Stimulates housing and economic growth in the area.







# Key messages of Our PLACE funded projects ..



## Malvern Hills Science Park

- Worcestershire County Council investment of £4m for Phase 4 development with LEP investing up to £4m in Phase 5
- All about technology companies - cyber, IT, defence – a sector we want to expand
- Full benefit with road and bridge improvements e.g. Southern Link Road improvements



# Key messages of Our PLACE funded projects ..



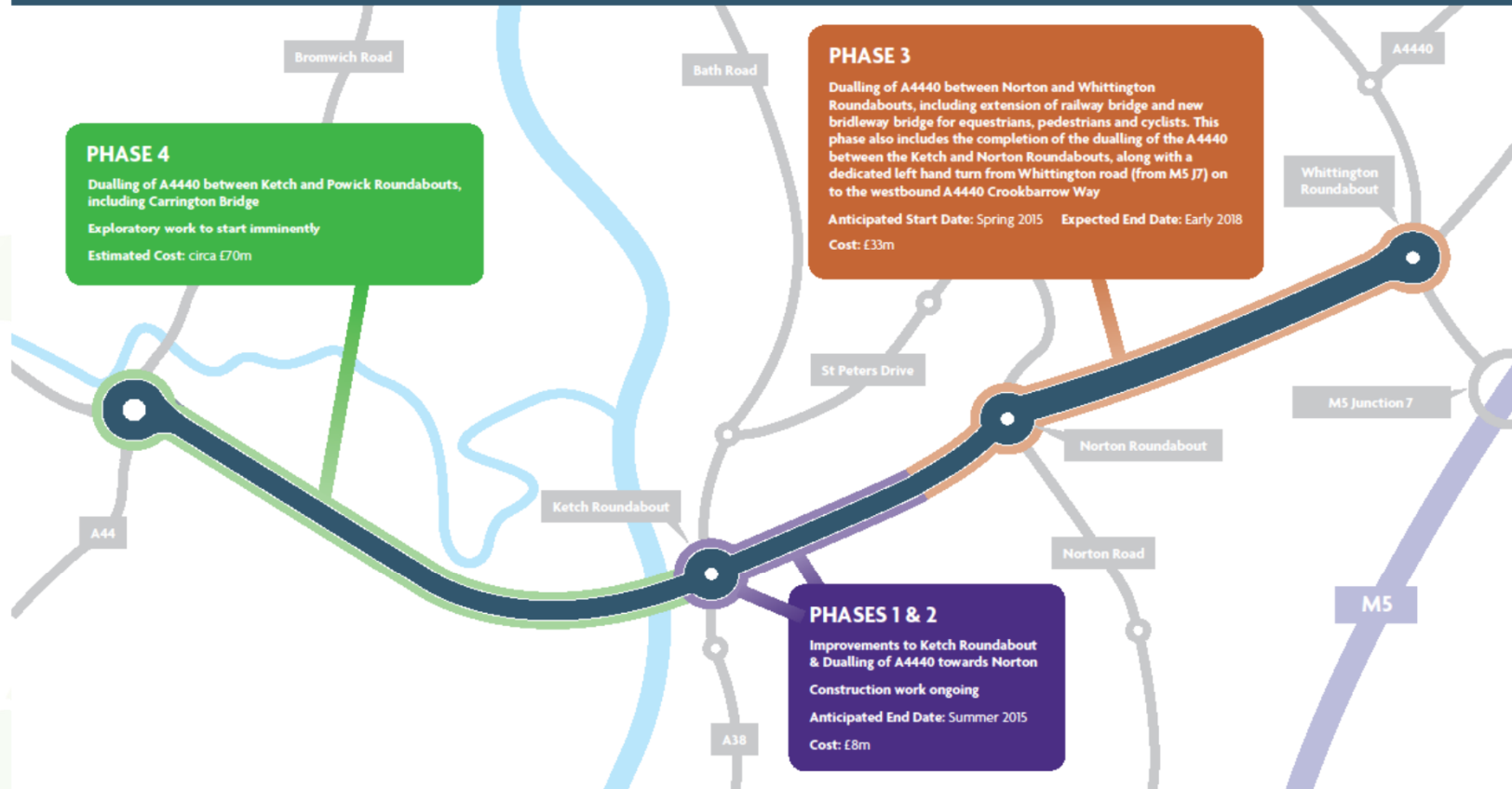
## Southern Link Road (A4440) Phase 3

- £12m investment from LEP
- New dual carriageway
- Connecting West Worcester and Malvern – speed up journey time





## A440 Southern Link Road Improvements





# Key messages of Our PLACE funded projects ..

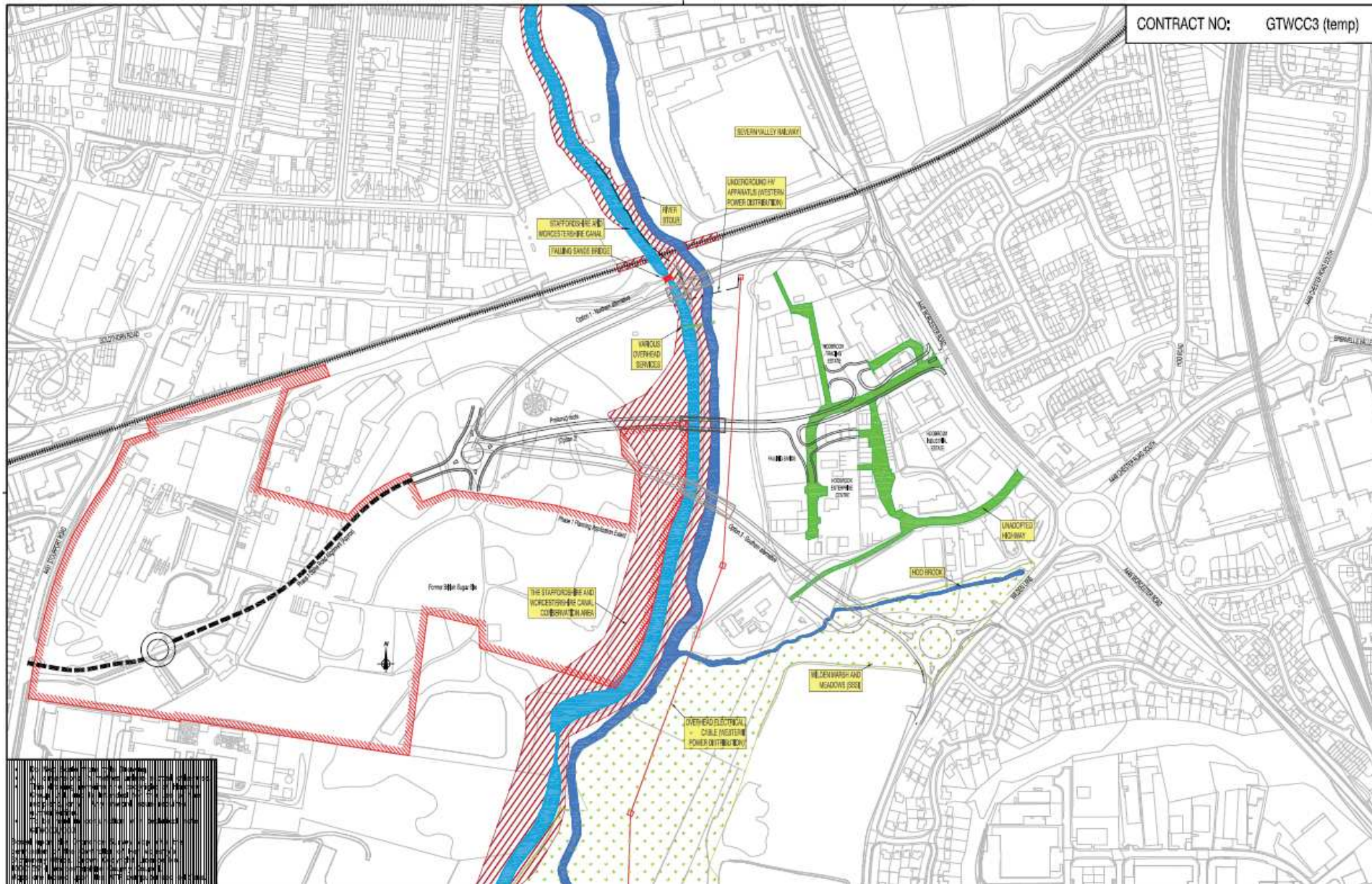


## Hoobrook Link Road

- £3.6m LEP investment (plus £2.5m from GBSLEP)
- Supports the delivery of the Kidderminster Enterprise Park



CONTRACT NO: GTWCC3 (temp)





# Key messages of Our PLACE funded projects ..



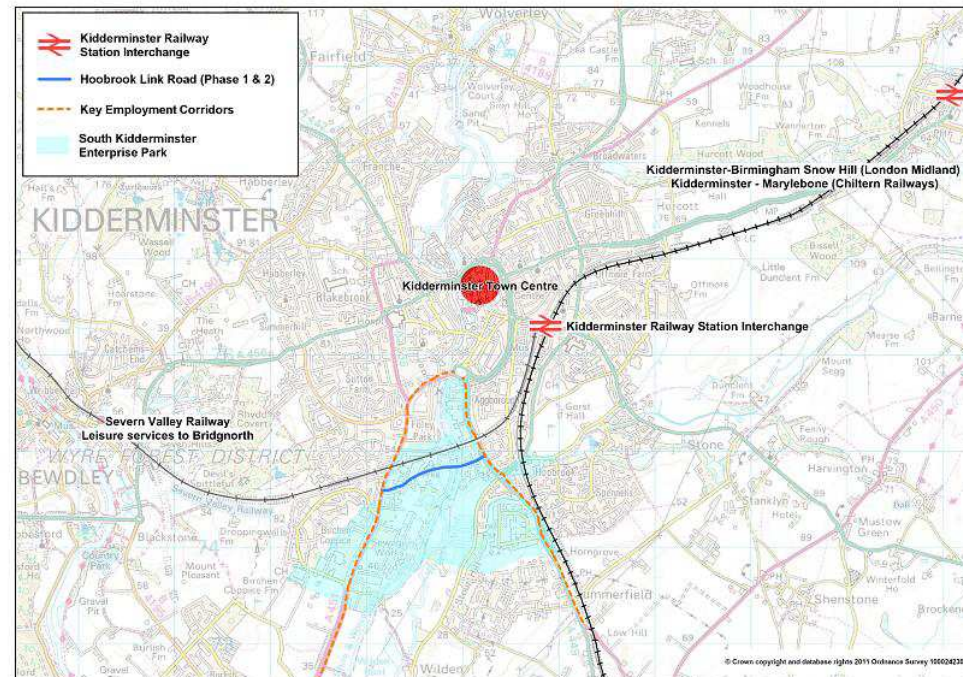
## **Kidderminster Railway Improvements**

- £4.3m scheme (£2.5m WLEP £1.8m GBSLEP) scheme being developed
- Improve bus/rail/pedestrian interchange facilities improving access to rail services from Kidderminster, Bewdley, Stourport on Severn and the wider Wyre Forest area.





# Worcestershire Local Enterprise Partnership





# Key messages of Our PLACE funded projects ..



## Redditch Eastern Gateway



- Ongoing negotiations between developer and landowner
- Awaiting confirmation of local plans for Stratford, Bromsgrove and Redditch
- Expected planning application to be submitted September 2015.



# Key messages of Our PLACE funded projects ..



## **Flood Alleviation Programme**

- £4m WLEP investment tackling hotspots to reduce flooding and speed up journey times

## **Superfast Broadband**

- £2.39m WLEP investment to increase coverage to 95% of residential and business premises
- Significant focus on business take up





### Map showing anticipated deployment of fibre Broadband

This map provides an overview of the anticipated roll out of fibre Broadband in Worcestershire. This includes proposed commercial plans and anticipated deployment through the Superfast Worcestershire partnership by the end of June 2018.

Please be aware that this map is for early indicative purposes only - it is not accurate at the premise level and should not be considered as such.

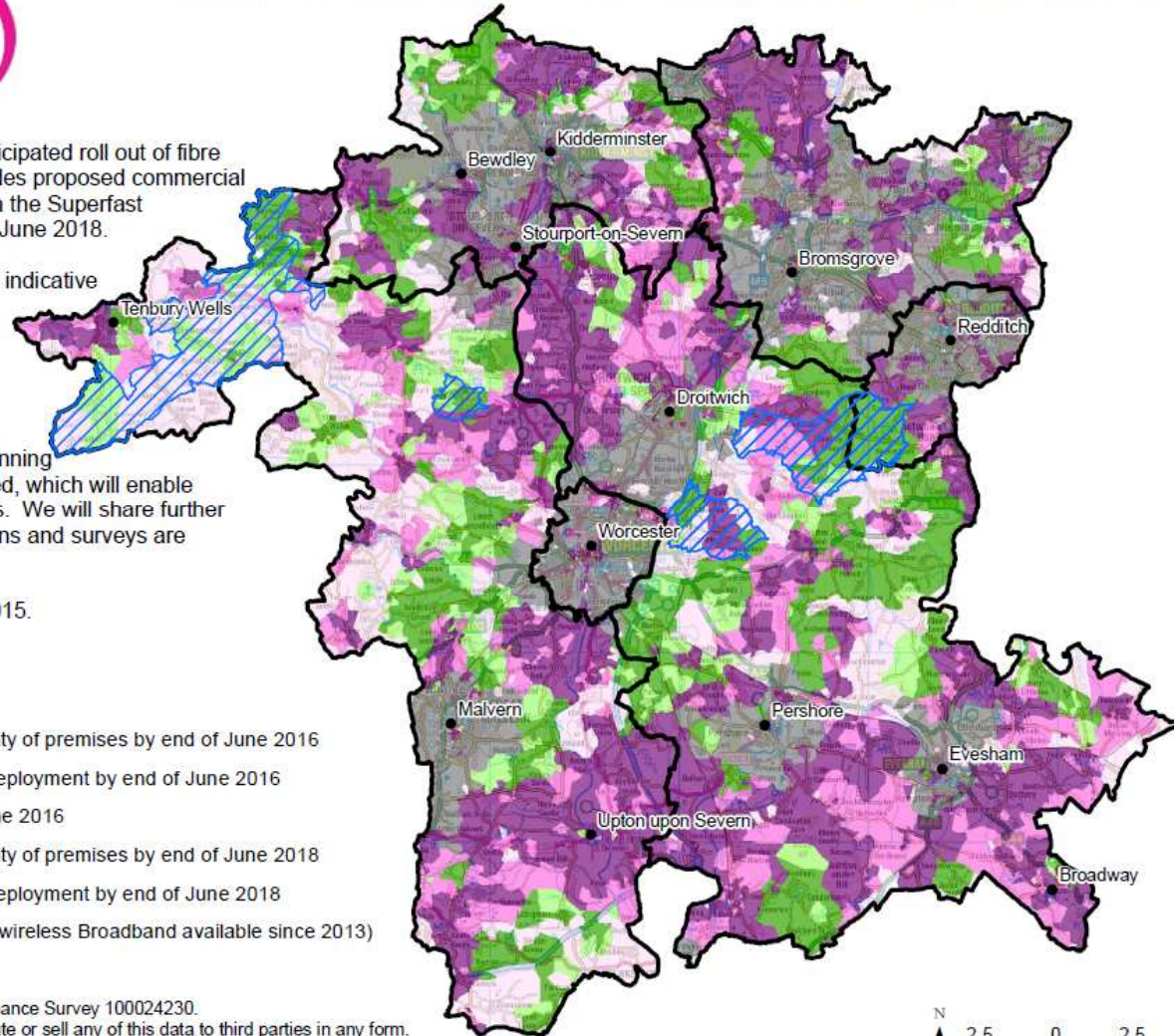
Anticipated deployment plans currently shown on this map are subject to change. More will be known after the intensive planning and surveying for each phase is completed, which will enable us to refine and confirm deployment plans. We will share further information on phased deployment as plans and surveys are confirmed.

Map based on information as at March 2015.

#### Legend

- Commercial rollout
- Deployment expected to cover majority of premises by end of June 2016
- Partial coverage anticipated during deployment by end of June 2016
- At least 2Mbps to be available by June 2016
- Deployment expected to cover majority of premises by end of June 2018
- Partial coverage anticipated during deployment by end of June 2018
- Community Pathfinder project areas (wireless Broadband available since 2013)
- Worcestershire District boundaries

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# Key messages of Our PEOPLE funded projects



## Centre of Vocational Excellence

- £800,000 WLEP investment in new facilities for engineering and manufacturing training led by Hereford and Worcester Group Training Association

## Manufacturing Engineering Technology Academy (META)

- £250,000 WLEP investment in new equipment for existing South Worcestershire College led project

## Both:

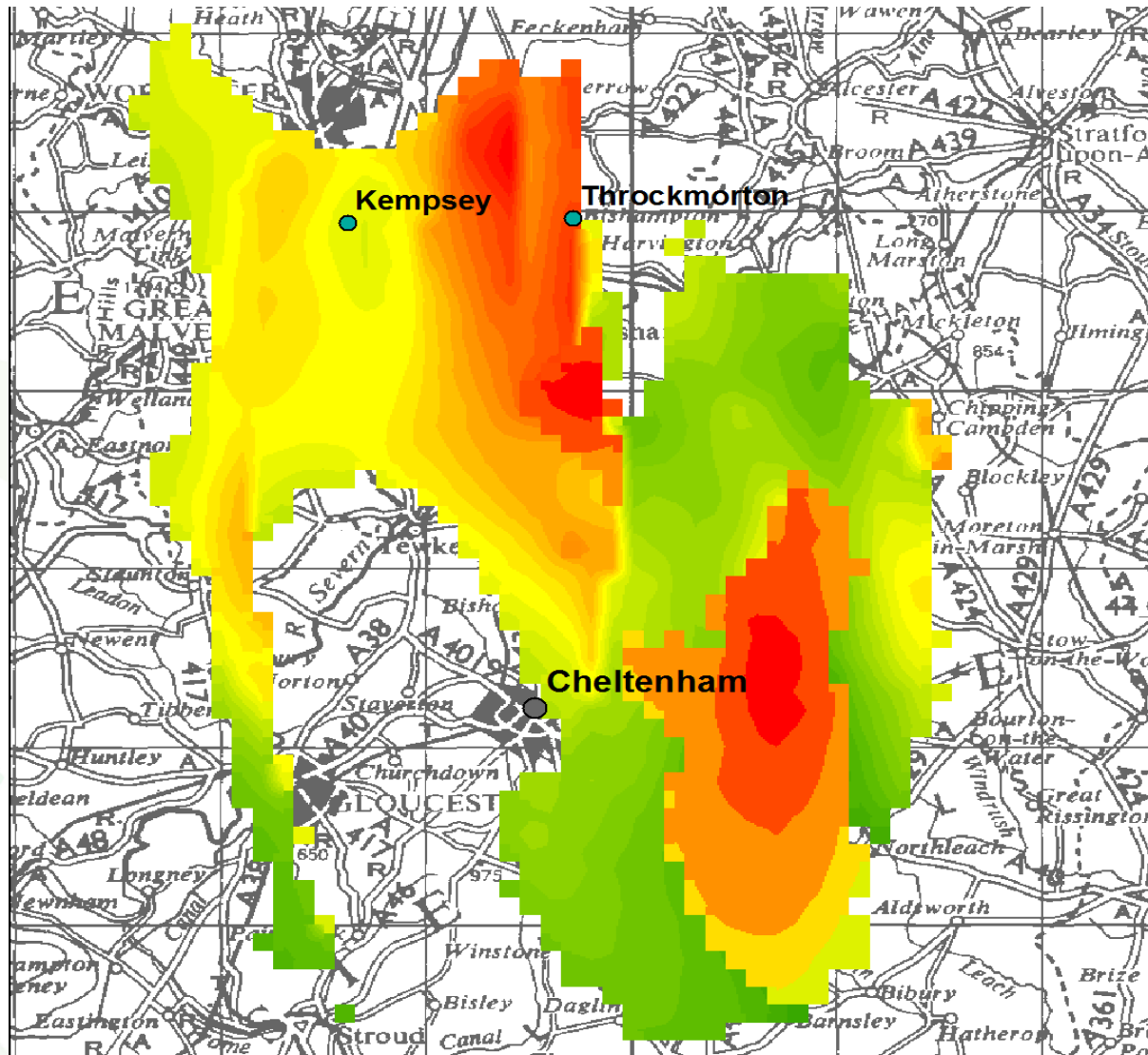
- Help address low level of engineering skills in County

# Key messages for Our **BUSINESSES** projects...



## Geothermal Heat Pilot

- Feasibility study into geothermal potential within the Worcester Basin
- Candidate sites currently being identified



# Key messages for Our **BUSINESSES** projects...



## Worcestershire Business Central

- £250,000 investment in development of Worcestershire Business Central
- Focus on:
  - Increased business engagement
  - Reduction in duplication
  - Delivering EU funded business support
  - Connection with National offer





# Key messages for Our **BUSINESSES** projects...



## **Vale Park, Evesham**

- Existing business park with high quality businesses i.e. Walsh Mushrooms, Vale Fresco, etc.
- 30 acre development site in public ownership
- Only Food Enterprise Zone in the West Midlands, one of 17 nationally
- Local Development Order being developed to establish future supported uses relating to the food and drink sectors.





# Growth Deal 2....Total now stands at £54.2m



A further £7.2m was allocated in January 2015 to fund:

- **Business Growth Grants** building on the success of existing schemes such as the Worcestershire Expansion Fund and Redundant Building Grants
- **Skills Capital Fund** to invest in college and training provider capital programmes to include new buildings and refurbishments
- **Infrastructure Fund** to invest in accessing and servicing commercial and housing developments.



# Key messages of Our PLACE funded projects ..



## Cathedral Square Worcester

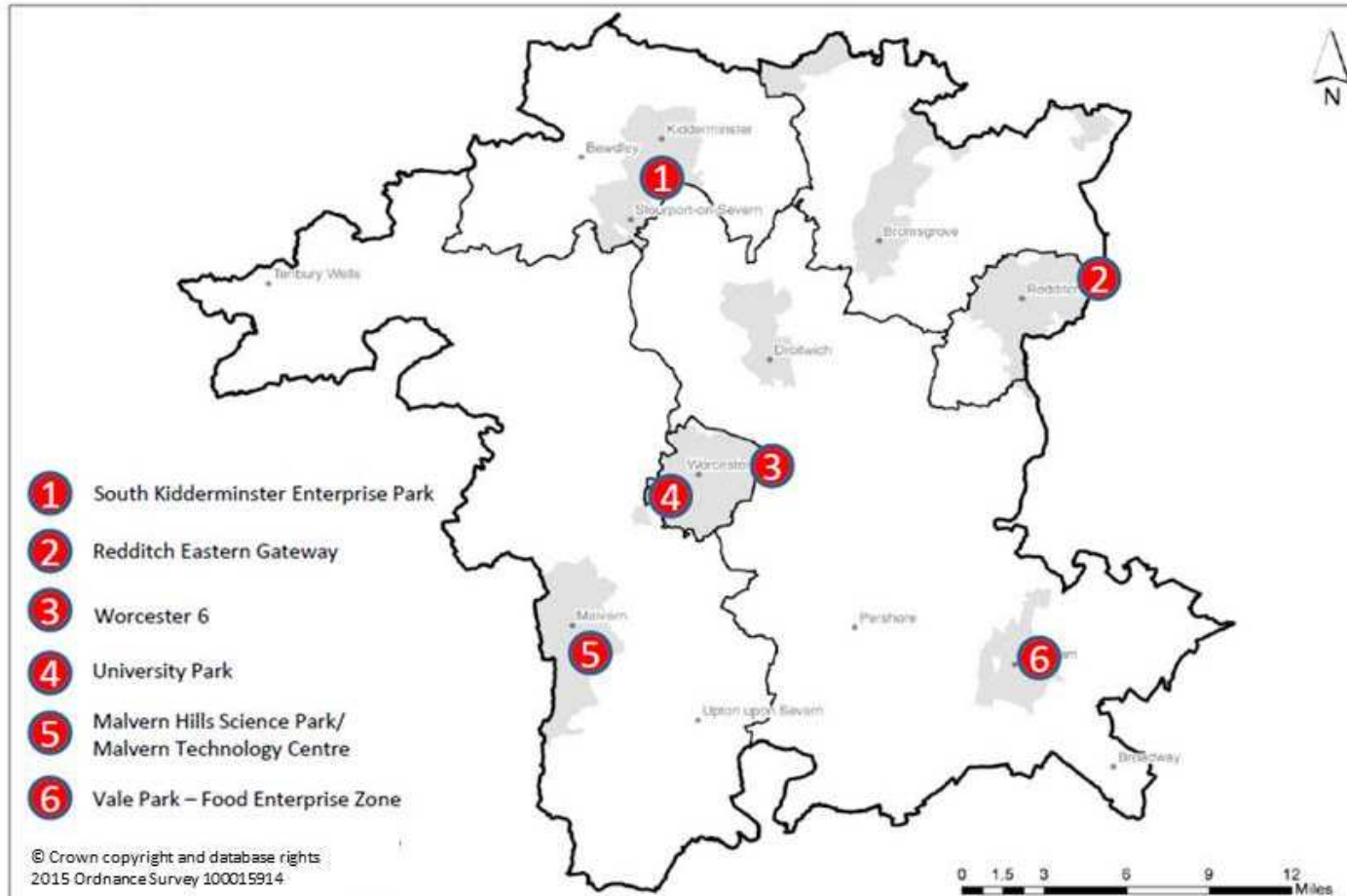


# EU programme



- 60m euro programme for Worcestershire
  - With priority areas for investment
  - research and innovation
  - supporting small and medium enterprises
  - creating a low carbon economy
  - increasing labour market participation
  - promoting social inclusion
  - developing people's skills
  - supporting micro and small rural business
  - investing in small scale renewable and broadband investments
  - supporting tourism activities

# Enterprise Zone Bid



# Local Economic Impact Local Multiplier 3 (LM3) analysis

Economy and Environment Overview and  
Scrutiny Panel

30 September 2015

# Contents

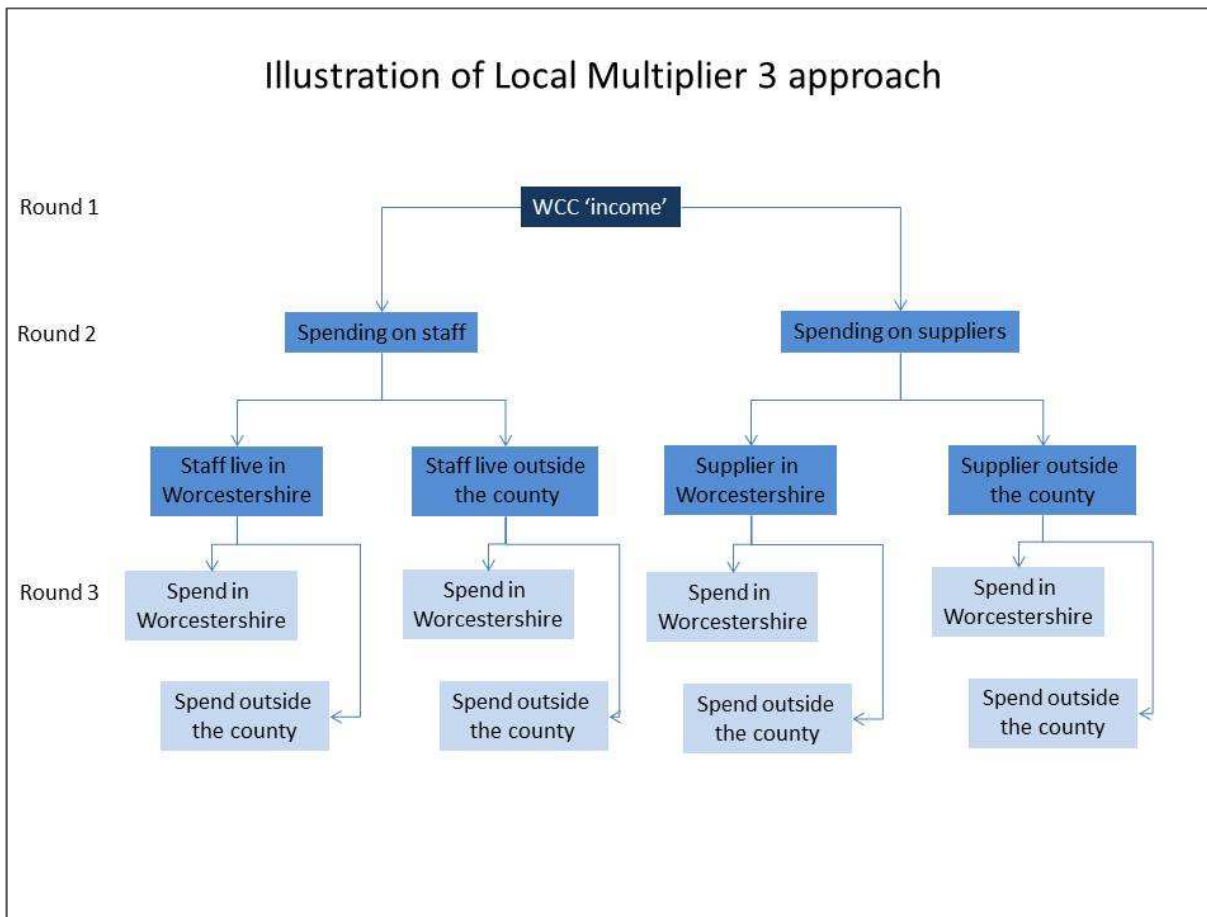
- Background
- Outline of the approach
- Results
  - Each round
  - Local Multiplier 3 Indicator
- Conclusions

# Background

- Council spends significant sums on services
- Local Multiplier approach is a simple and understandable way of measuring local economic impact of that spending
  - Considers flow of money into and around an area
  - Developed by the New Economics Foundation
- Initial analysis of 2013/14 data presented to the Open for Board in March 2015 – subsequently updated using 2014/15 data (presented here)
- Uses Finance and Human Resources data, plus evidence gathered from supplier and staff engagement

# Local Multiplier 3 - Approach

Illustration of Local Multiplier 3 approach



Round 1:  
Starts with 'income' of WCC (money available to be spent)

Round 2:  
Identifies how this money is spent, and how much is local/ non-local

Round 3:  
Identifies how suppliers and staff spend their money, and how much is local/ non-local

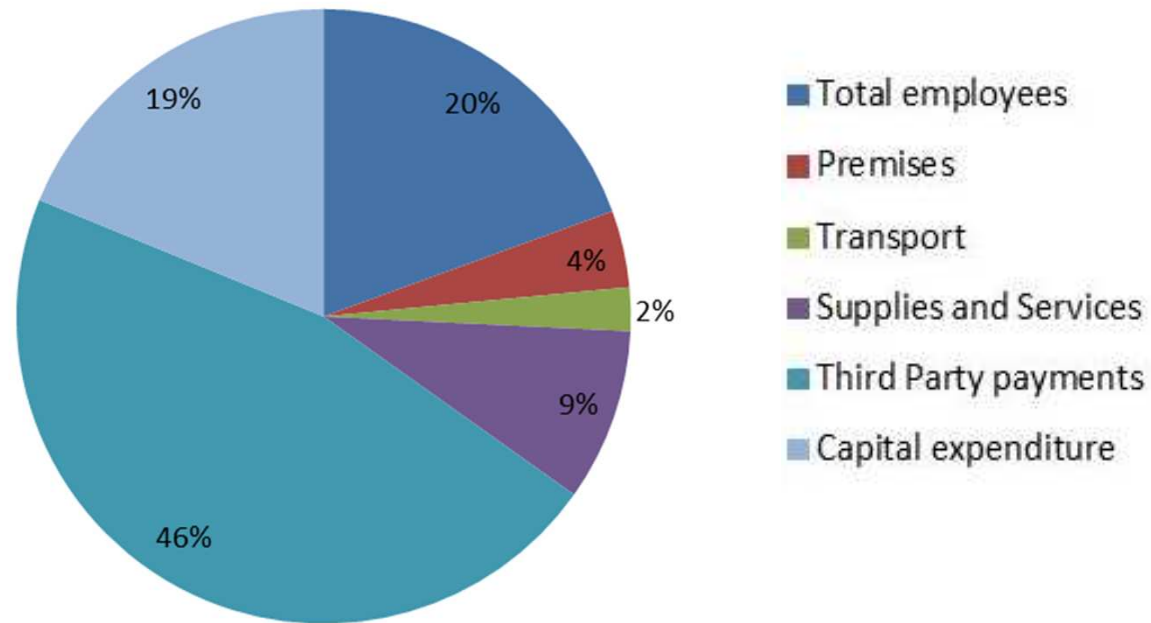


# Local Multiplier 3 – Round 1

- County Council 'income' = £644.5m
- Figure includes:
  - spending of Worcestershire County Council activities
  - spending on major school capital projects where the Council hold the funding
  - schools support within WCC e.g. Learning and Achievement
- Excludes:
  - spend devolved to schools from the Dedicated Schools Grant
    - each school spends this on operating the school (i.e. staff, building costs, other running costs)
    - Schools Devolved Capital (minor projects)
- Increase of £51,870 on 2013/14 expenditure
  - Largely due to increased capital expenditure
  - e.g. Energy from Waste, Highways schemes, Malvern Hills Science Park etc...

# Local Multiplier 3 - Round 1

WCC total non-schools expenditure,  
2014/15



Total: £644.5 million

# Local Multiplier 3 - Round 2

- Finance and HR data used to identify local/ non-local spend by category

Category	Total expenditure £m	Local expenditure £m	% local
Total employees*	125.3	54.7	43.7
Transport	14.7	11.8	80.3
Premises	26.0	281.2	73.4
Supplies, services, third party payments	357.2		
Capital Expenditure	121.2	79.3	65.4
<b>Total</b>	<b>644.5</b>	<b>427.0</b>	<b>66.3</b>

Almost £55m went to employees who live in Worcestershire as take-home pay – this is 44% of the total spending on employees

66% of WCC spending goes to staff or businesses within Worcestershire

\* Of the £125m total spend on employees £35m is employer National Insurance and pension contributions and is considered non-local, and £21m is employee tax and deductions which are considered non-local - the remaining £69m, is paid to staff, of which 80% goes to staff who live in Worcestershire

## Local Multiplier 3 - Round 3

- Staff and suppliers were surveyed regarding where money received from Worcestershire County Council is spent
  - 42 staff and 80 suppliers responded
- Local staff and local suppliers spend more in Worcestershire

Category	Total expenditure (from Round 2) £m	Local expenditure £m	% local
Staff resident in Worcestershire	54.7	29.0	53
Staff not resident in Worcestershire	14.0	3.6	26
Worcestershire based suppliers/providers	372.3	246.8	66
Non-Worcestershire based suppliers/providers	146.9	15.3	10
<b>Total</b>	<b>587.9</b>	<b>294.8</b>	<b>50</b>

Staff living in Worcestershire indicated they spend 53% of their income in the county, compared to 26% for non-Worcestershire-based staff

# Local Multiplier 3 - Indicator

- **LM3 indicator =  $\frac{\text{round 1} + \text{round 2} + \text{round 3}}{\text{round 1}}$**

Theoretical maximum LM3 value = 3.0 (if all spending stayed local)

Realistic maximum upper limit = 2.5

- **LM3 indicator =  $(644.5 + 427.0 + 294.8)/644.5 = 2.12$**
- Every £1 spent by Worcestershire County Council contributes a total of £2.12 to the county's economy
- Total amount of money in the local economy from the three rounds of WCC spending is £1.37bn

# Local Multiplier 3 – how can we use it?

- A higher LM3 score would indicate more of the money spent by WCC is staying in the local economy
- For a given level of spend, LM3 score could theoretically be increased by:
  1. Increasing the percentage of staff that live in Worcestershire
  2. Increasing the percentage of staff spending in Worcestershire
  3. Increasing the percentage of spend that goes to local Worcestershire companies
  4. Increasing the percentage of supplier spending that goes to Worcestershire staff and businesses

Greatest scope to increase LM3 from supplier spend rather than staff spend BUT need to comply with procurement regulations

# Conclusions

- Local Multiplier analysis helps the council to understand and consider how the money it spends flows through the local economy
- The analysis looks at part, but not all, of the council's economic impact
- Could inform procurement processes
  - through supplier discussions
  - understand local benefits from potential contracts (e.g. when Commissioning)
  - but process and decisions need to comply with procurement rules

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Prepared for: Economy and Infrastructure Scrutiny 30<sup>th</sup> September 2015

Date: 11<sup>th</sup> September 2015

Title: Worcestershire Business Central

Prepared by: Sue Crow – Economic Development Manager

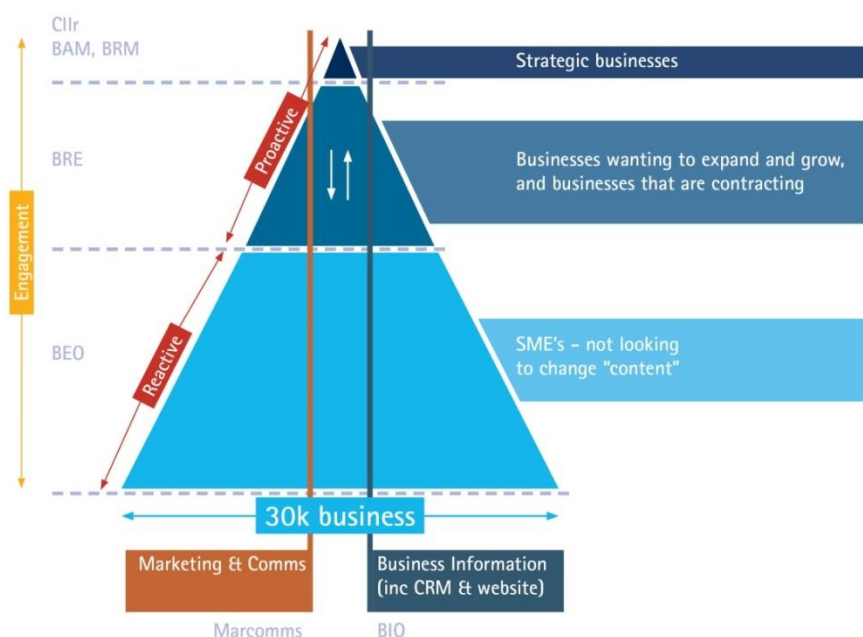
Purpose: To review the impact of WBC since its establishment in Feb 2013

## Background

Worcestershire Business Central (WBC) was piloted in Oct 2012 and officially launched in February 2013. The service was developed in response to a changing economic development landscape with the closure of Business Links and Regional Development Agencies nationally. This left local businesses with no obvious point of contact for support.

The economic development partners within the county (County Council, district councils, Worcestershire LEP, HW Chamber of Commerce, DWP, FSB and Training providers) came together to develop the model for Worcestershire Business Central.

WBC is a single point of access for all businesses information and needs, it has a dedicated phone line (0300 123 1440), email ([info@business-central.co.uk](mailto:info@business-central.co.uk)) website ([www.business-central.co.uk](http://www.business-central.co.uk)), social media accounts and account/advisor management and was set up to support Worcestershire businesses to start up and grow.



*Acronyms used in the above diagram*

*BAM - Business Account manager, BRM – Business Relationship manager*

*BRE – Business Relationship Executive, BEO – Business Engagement Officer*

*SMEs – Small to Medium Size Enterprises*

Worcestershire Business Central has supported all types of businesses across the county regardless of their size, stage of business or sector. Worcestershire has approximately 25,900 businesses.

The service was segmented based on size of business and growth aspirations as detailed in the diagram above. As part of the service offer HW Chamber was contracted to work with the strategic businesses in the county ensuring large employers had a key contact, the Business Relationship Executives have proactively worked with growing companies and business networks in the county. With start-ups and micro businesses supported through the telephone service delivered by the Business Engagement Officers and referred through to service providers.

Since its launch, LEPs were tasked with establishing Growth Hubs. Recognising its success, WBC was acknowledged as the Worcestershire LEP's Growth Hub in June 2014 with a ministerial launch. WBC was the first Growth Hub in the West Midlands and 9th in the Country, a real success story for Worcestershire.

### **Current Level of Achievements:**

#### **WBC Core Service:**

- Over 5,000 business enquiries (over 40% of enquiries are via email)
- Over 50,000 unique visitors to the website – this compares to a county average of approx. 5,000 prior to WBC launch.
- Customer satisfaction – 90% of customers would recommend WBC to others.
- Approx. 60% of telephone/email enquiries are from start-up /early stage businesses.
- 20% of Enquiries are from Worcester City, Wyre Forest 19%, Wychavon 18%, Redditch 12%, Malvern 11%, Bromsgrove 10%

#### **WCC Business Support Programmes promoted through WBC: (full breakdown of programmes in Appendix 1).**

- **Find it in Worcestershire** - over 7600 companies now registered and over £150m worth of opportunities posted.
- **Redundant Building Grant scheme** – provided almost £1m funding to local businesses creating over 160 jobs
- **Connecting schools and business** - Placements 755 work placements created for young people through
- **Worcestershire Expansion Programme**- Local Businesses have benefitted from £2.1m of funding, creating 245 jobs
- **Skills support for the workforce:** 516 training packages delivered by
- **Proof of concept** £1.2 million awarded to support business innovation, supporting local businesses to take concepts and ideas through to commercialisation.
- **Enterprising Worcestershire** has supported over 400 new business start-ups

#### **The future:**

From September 2015 Worcestershire Business Central will be delivered under the governance of WLEP and co-located with Herefordshire and Worcestershire Chamber of Commerce. WCC will continue to support the staffing of WBC and be a key partner in the future direction of the service.

## Appendix 1- WCC Business Support Programmes 2013-2015

Project Name	Description:	Project Timescales	Partners	Outputs
Enterprising Worcestershire	Support for start-up and growth businesses - business advice, coaching workshops and grants.	Nov 12 - Dec15	Blue orchid, BIS Smart, Grants	435 Jobs created, £16.5M GVA, 400 Business start ups, 550 SMEs assisted.
Worcestershire Loan Fund	SME loan fund, up to £50,000	Aug 13 - Sept 15	Impetus	25 Jobs created, 25 SMEs Assisted.
Graduate Programme	50% Funding to employ graduates on either a 1 year or three month work experience placements.	Oct 13 - Sept 15	Good2Great, Redwing Solutions	45 jobs created, £1.7m GVA
Cyber sector Support programme	Training and business advice for cyber companies and SME's re cyber security grants for business als available.	Nov 13 - Sept 15	3SDL	20 Jobs created, £750k GVA, 60 SMEs assisted.
Schools and Business	Work experience programme, linking schools to business via a web portal.	Sept 13 - Aug 16	Project Development Phase - tender to follow	785 Work Placements 200 Businesses engaged
Worcestershire Expansion Programme	Grant programme for large scale growth - up to £1M. Match funding required.	Jan 14 - March 15	Project Development Phase - tender to follow	245 Jobs Created
Inward Investment	Attract and retain companies to invest in Worcestershire. Marketing programme and development of landing package.	Jan 14 - Sept 15	Grants	£0.2M GVA, 5 SMEs assisted
Warndon Skills Centre	establishment of a purpose built construction skills centre in Warndon.	Sept 13 - Dec 15	Project Development Phase - tender to follow	176sqm of training facility.
Resource Efficient Worcestershire	Advice, support and grants for SMEs with energy and resouce efficiency.	Aug 12 - Dec 15	Pro Enviro, Chamber, Grants	60 SMEs assisted.
LEADER	support programme for rural economy supporting tourism and micro enterprise.	July 2015 - March 2020	Grants	Commences Nov 2015
ESF - Skills Support for the Workforce	Skills programme to support employers to up skill their workforce supporting LEP key priority sectors.	Dec 13 - July 15	Training and Skills Development	650 SME supported
Proof of Concept	Innovation support and grants (50%) to bring products to market.	Dec 13 - Sept 15	Central technology Belt / Grants	26 jobs created, £1M GVA, 40 SMEs assisted.
Women2web	Demand stimultaion project encouraging the take up and application of Broadband and IT in women owned businesses	Sept 2014 - March 2016	HW Chamber, FSB, Mid-West Rural, Women in Rural enterprise	200 Businesses supported
		<b>Total</b>		<b>800+ new Jobs, £30M+ GVA, 1600+ SMEs assisted.</b>

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Prepared for: Economy and Infrastructure Scrutiny 30<sup>th</sup> September 2015

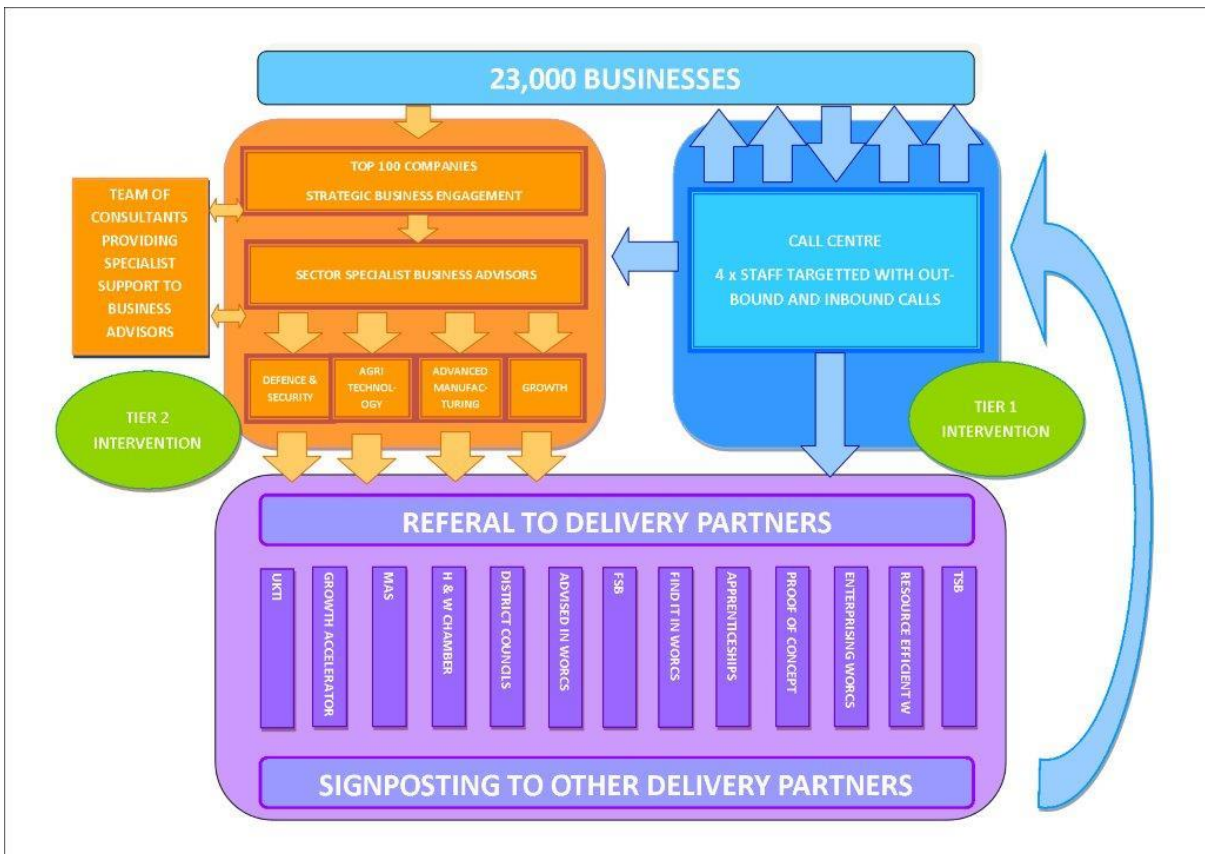
Date: 18<sup>th</sup> September 2015  
 Title: Worcestershire Business Central, the next steps  
 Prepared by: Cassie Bray – Head of Business Development

**The future:**

Worcestershire Business Central (WBC) co-located to the Herefordshire and Worcestershire Chamber of Commerce (HWCC) on 15th September 2015, under the governance of Worcestershire Local Enterprise Partnership (WLEP). Worcestershire County council (WCC) continue to support the staffing of WBC and will be a key partner in the future direction of the service.

The forward strategy for the delivery of the WBC service builds on the success of the existing service but expands to offer further focussed support to the sectors which have been identified by WLEP as having particularly strong potential for growth in Worcestershire: Defence & Security, Agri Tech and Advanced Engineering.

WBC continues to be a single point of access for all businesses information and needs, with a dedicated phone line (0300 123 1440), email ([info@business-central.co.uk](mailto:info@business-central.co.uk)) website ([www.business-central.co.uk](http://www.business-central.co.uk)), social media accounts and account/advisor management. The structure for WBC has been refined to support the delivery of high level business advice and support. This service is a proactive vehicle, delivered with a two tiered intervention system.



**Tier 1 Intervention**

A team of Business Relationship Executives provide support, advice and signpost to solutions from the wide range of support available. The team are trained in the suite of local and national business support products with regular ongoing briefings on any new initiatives. With the new model, penetration to the market place will increase. The Business Relationship Executives will continue to respond to inbound enquiries but now have an enhanced brief, to engage a large number of the total businesses in the county with a targeted outbound drive promoting current support available – Start-Up, Proof of Concept, Inward Investment, Growth Vouchers, Organisational Needs Analysis, Training, Apprenticeships etc.

Ensuring these calls are meaningful to the businesses is critical and this is achieved by targeting particular sectors or sizes of businesses to promote specific products or services that are relevant to them, ensuring the products and services have a natural fit with the business.

**Tier 2 intervention**

A team of Business Engagement Managers deliver face to face business advice, supporting the businesses to grow and thrive through a high level dedicated account management service. The Business Engagement Managers have excellent business skills, in addition to in-depth sector specific experience aligned to the LEP priority sectors. Businesses also benefit from the excellent relationships Business Engagement Managers hold with WBC partners in the Growth Hub, these include UKTI/ MAS and Growth Accelerator.

There will be a number of factors that will act as a catalyst for businesses to move from tier 1 to tier 2 intervention and these are diagnosed via the call centre. These catalysts include but not exclusively; businesses in any of the LEP priority sectors, businesses experiencing sustained growth or rapid growth, medium sized businesses considered a potential cause for concern, businesses trading internationally etc.

### Herefordshire & Worcestershire Chamber of Commerce

#### **Background:**

Established in the 1830's during the industrial revolution, Herefordshire & Worcestershire Chamber of Commerce remains a dynamic member-led, not for profit organisation, working to support the local business community and specifically our 1400-strong network of member businesses. Whilst the nature and scale of what we do has changed over time, today we still work to strengthen the position of our members and ensure that the interests of local businesses are heard.

#### **Operating:**

The Herefordshire & Worcestershire Chamber of Commerce is 1 of 52 Chambers in the UK accredited by the British Chambers of Commerce. The Herefordshire & Worcestershire Chamber of Commerce is a private company which employs over 50 staff across the two counties and supports over 1400 members. Operating as a not-for-profit, any surplus income generated from membership is re-invested in the development of support for our members. The Herefordshire & Worcestershire Chamber of Commerce also works in partnership with UK Trade & Investment and the two counties' Tourism bodies offering a diverse range of products and support solutions.

#### **Lobbying & Representation:**

As the leading voice of business for the two counties, Herefordshire & Worcestershire Chamber of Commerce supports the views of all businesses and ensures they are represented locally, regionally, nationally and internationally. Through feedback from members, working with the British Chambers of Commerce, ongoing partnership with the Worcestershire and Marches Local Enterprise Partnerships and regular interaction with key decision makers, the Chamber ensures that the interests of local businesses are heard in Westminster, Whitehall and Brussels, whilst maintaining a relentlessly pro-growth mantra that dictates our policy.

#### **Membership Benefits:**

Existing to support local businesses to grow and succeed members of the Herefordshire & Worcestershire Chamber of Commerce benefit from a diverse range of services, professional expertise and wealth of knowledge. Support services include HR and legal advice, legal insurance, business directories, networking, start-up advice, business & funding support, policy & representation and export advice. Further support services are available through commercial partners who offer exclusive member arrangements for healthcare, foreign exchange, vehicle solutions, shipping and more. To view all membership benefits, please visit [www.hwchamber.co.uk/join-today/benefits](http://www.hwchamber.co.uk/join-today/benefits)

#### **Summary:**

The Herefordshire & Worcestershire Chamber of Commerce provides a diverse range of support services, tailored to suit businesses of any size. With strong Corporate Social Responsibilities and operating to a Silver standard for the Investors in People Accreditation, we are strong advocates for our local community. Acting as a one point of call for any business query, we can help signpost and resolve the most challenging business needs our members face. The success of our members is central to everything we do.

Prepared by Cassie Bray, Head of Business Development, 18 September 2015

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### Federation of Small Businesses

#### Background

The FSB was established in 1974 as a lobbying organisation. Anyone in the UK running a business, ranging from a sole trader to somebody employing 249 personnel is eligible for membership. FSB is an employer's organisation and does not currently offer membership to staff, although Directors of limited companies are eligible for membership.

#### Operating

FSB is cross party and not for profit, generating the vast majority of its income via membership subscription, making it an independent voice of small businesses for the UK.

#### Lobbying

FSB works locally, regionally, nationally and in Europe to ensure that the small business voice is heard. Lobbying successes have included: the introduction of Small Business Rate Relief, a Government U turn on increased duty on cider and another Government U Turn on Capital Gains Tax. Currently, FSB is working on the recently announced changes to dividend payments to business owners, the introduction of the National Living Wage and is preparing information which will help FSB members and the wider business community understand the issues around the UK's EU status.

#### Membership Benefits

The majority of FSB members join to benefit from the excellent portfolio of free and value for money business services: legal advice, tax advice, insurance advice and business banking are all provided free of charge. There are also a number of business services provided by partners who offer good value for money: utilities, private health care (some of which is free as part of the subscription package), vehicle solutions, print and mail, pensions and a great deal more – view the full list at [www.fsb.org.uk/benefits](http://www.fsb.org.uk/benefits)

#### In summary

The FSB can provide the essential business services which the majority of businesses need in order to function in a competitive market, what it doesn't do is provide business start up and growth advice – for this we signpost to external providers. FSB works with: LEPs, LEADER, Councils, Police and other regulatory bodies as a sign-poster. FSB provides 12 membership magazines per year, a weekly E-newsletter, a local and national website, Twitter campaigns and a national Facebook page, all of which help businesses remain informed of the shifting sands of the business world. Locally, FSB sponsors students, runs events, works with various agencies and organisations and makes regular and relevant comments in the local media, all of which is aimed at protecting and promoting the interests of SMEs.

Prepared by Angela Fitch, Development Manager, Federation of Small Businesses  
Shropshire, Herefordshire & Worcestershire  
16 September 2015

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## **ECONOMY AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL**

**30 September 2015**

### **SUPERFAST BROADBAND**

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#### **Summary**

1. Steve Henderson, BT Regional Director, Next Generation Access, and Rob Shakespeare, BT Contract Manager, have been invited to provide an update on the delivery of Superfast Broadband in Worcestershire. Pauline Harris (Programme Manager) and Ste Ashton (Senior Project Manager) Worcestershire County Council, are also invited. This update will cover progress of the Superfast Worcestershire Partnership including the Extension Programme.

#### **Background**

2. The contract with BT asks for an Annual Report, summarising programme activity, achievements against milestones and how public concerns and demand have been managed, to be submitted to scrutiny. The latest annual report was in September 2014 and included confirmation that BT was meeting its contractual milestones and that targets were being met.

3. The Panel also discussed superfast broadband on 20 May 2015, including progress of the five rural communities originally supported by the County Council to submit a bid to DEFRA. Members had a number of concerns about the clarity and transparency of information on the roll-out of superfast broadband. Members had suggested it would be helpful for communities to know whether the link had been surveyed, where it was in the programme plan, whether the cabinet had been installed, or power had been connected and when residents could ask their service provider to upgrade.

4. This year's annual update is attached at Appendix 1.

#### **Purpose of the meeting**

5. Members are asked to discuss the delivery of Superfast Broadband in Worcestershire. In doing so, Members may wish to consider:

- how value for money is being ensured
- timeliness and transparency of information on which areas will be upgraded, when and how they were prioritised
- how customers are being engaged in the roll out
- what are the reasons for seemingly low take up in some enabled areas and what can be done to stimulate increased demand – is it possible to know which Internet Service Providers were providing SFBB to how many residents how many upgrades are taking place

- progress on discussions with planners and BT colleagues to help inform developers of the need to liaise with BT (or other providers of open access networks) to ensure broadband access for new developments is designed in at the planning stage.
6. Members are asked to determine whether they wish to make any comments to the Cabinet Member with Responsibility.

## **Supporting Information**

- Appendix 1 – Superfast Broadband Annual Update 2014/15

## **Contact Points**

### County Council Contact Points

Worcestershire County Council (01905) 763763

Worcestershire Hub (01905) 765765

Email: [Worcestershirehub@worcestershire.gov.uk](mailto:Worcestershirehub@worcestershire.gov.uk)

### Specific Contact Points for this report

Stella Wood, Overview and Scrutiny Officer, Commercial and Change Directorate Tel: 01905 82 2873

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and Minutes of

- Economy Environment and Communities Overview and Scrutiny Panel 17 September 2014
- Economy and Environment Overview and Scrutiny Panel 20 May 2015

All of which are available on the Council's website at

<http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agendas.aspx>

**SUPERFAST BROADBAND ANNUAL UPDATE 2014/15**

1. Worcestershire County Council signed a £20 million contract with BT in August 2013 (contract 1) to ensure Superfast Broadband is available to over 90% of the County's residential and 90% of business premises by June 2016.
2. Since the last scrutiny update in May 2015, a second contract (contract 2) was signed for £5.9m [WCC £4.78m BT £1.12m] to provide fibre coverage to a further 9154 premises. Superfast Worcestershire partnership programme will now benefit 65,500 (94%) Worcestershire rural homes and businesses with access to fibre broadband infrastructure.
3. The table below shows the main sources of funding for both contracts 1 and 2.

<b>Source of Funding</b>	<b>Value</b>
BT	£10.4 million
WCC	£8.5 million
BDUK	£6.9 million
Local Growth Fund	£2.4 million

4. The Superfast Worcestershire programme will also ensure that all premises in the County have access to the universal basic service commitment of 2 mbps download speeds.
5. There are eight phases to contract 1 and two phases to contract 2. The first premises were connected, ahead of schedule in May 2014 and we are currently delivering phase 5. Deployment for Contract 1 will be completed by June 2016 and September 2017 for Contract 2.
6. Engineering work, in Worcestershire started at the end of May 2014 – this was after a period of careful surveying and planning. As at 30 September 2015, more than 41,820 premises, served from 255 cabinets will now be able to connect to fibre broadband as a result of the programme. BT has consistently exceeded their contractual commitment, delivering faster and within budget.
7. BT modelled the solution on the Superfast white postcodes<sup>1</sup> as specified in the Speed and coverage template by Worcestershire County Council. The deployment plan takes the results of the proposed solution to maximise the delivery of fibre at the lowest cost to achieve Worcestershire's overall 90% coverage and specific 90% business premises target. Whilst at the same time delivering in line with the BDUK and Worcestershire County Council requirements to ensure that we provide value for money.
8. County Council and BT officers work together at County Hall to jointly plan and ensure effective deployment of the infrastructure across Worcestershire – this partnership approach has ensured swift issue resolution, coordinated customer engagement and a team approach to highways and planning requirements.
9. BT remain confident that the programme will continue to deliver as planned. Whilst there have been operational challenges which could have delayed the programme, the impact of these has been mitigated. The programme is currently ahead of schedule with the

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<sup>1</sup> Areas of the County deemed not commercially viable by any supplier as part of the open market review.

majority of future structures already planned or being built.

10. The first Rural Community Broadband Fund (DEFRA Communities) structures will start to be deployed between October 2015 and December 2015. However, the majority of these structures will be deployed between January 2016 and March 2016 with any remaining structures completed in April 2016 and May 2016. The Superfast Worcestershire website contains all the up to date information on structures that are going and have gone live and should be the first point of call for residents trying to find out when they can order the new services.
11. The Department of Culture, Media and Sport's Broadband Delivery UK (BDUK) undertook an external review of the Superfast Worcestershire Programme and reported high levels of confidence that the required level of contract management is in place, concrete evidence of sustained assurance activity, and excellent levels of knowledge and compliance with contractual mechanisms.
12. The BT solution has been designed to deliver an open access fibre network enabling any Communication Provider and Retail Service Provider to access the network and offer their fibre products and services to the market. This means that the residents and businesses of Worcestershire have a true choice of who they choose to supply their broadband service.
13. Value for money is closely scrutinised by BT and the Worcestershire project team. Both contracts have been rigorously assessed by BDUK and Worcestershire's own external experts to ensure value for money was evidenced.
14. Each quarter, a County Council audit officer and finance officer, along with BDUK, work through the formal "Milestone to Cash" process, to ensure ongoing and regular auditing of the programme. This requires BT to provide extensive detail of work undertaken in the preceding quarter and BT can only claim for actual expenditure incurred and evidenced.
15. BT is only paid when the Council and BDUK are fully assured that what has been claimed is correct. Furthermore, any overspend is at BT risk, whereas efficiencies and underspend are re-invested in the project to extend reach or further improve speeds in the county.
16. Success of the programme is also measured by Take-Up, where a higher than predicted take-up will drive further benefits to the programme, Worcestershire County Council and the residents/businesses of Worcestershire. Currently the programme is significantly ahead of plan, currently c.20%<sup>2</sup> compared to the predicted c.4% at this time in the project.
17. The BDUK website also highlights the fact that Worcestershire is performing well against other BDUK contracts and in a number of cases is performing significantly better. This has been achieved because the Superfast team have stickered all live cabinets to say that superfast broadband is available. This is followed up by local advertising and postcards being delivered to every address. There has also been a radio campaign undertaken over the summer and currently there is a Social Media trial being undertaken within Worcestershire.

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<sup>2</sup> The c.20% figure does not include consideration of cabinets upgraded in the last 60 days