

Agenda

Council

Thursday, 10 November 2016, 10.00 am
County Hall, Worcester

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বাংলা। আপনি যদি এই দলিলের বিষয়বস্তু বুঝতে না পারেন এবং আপনার জন্য অনুবাদ করার মত পরিচিত কেউ না থাকলে, অনুগ্রহ করে সাহায্যের জন্য 01905 765765 নম্বরে যোগাযোগ করুন। (Bengali)

廣東話。如果您對本文檔內容有任何不解之處並且沒有人能夠對此問題做出解釋，請撥打 01905 765765 尋求幫助。 (Cantonese)

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Türkçe. Bu dokümanın içeriğini anlayamazsanız veya dokümanı sizin için tercüme edebilecek birisine ulaşamıyorsanız, lütfen yardım için 01905 765765 numaralı telefonu arayınız. (Turkish)

اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی، ننگێر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهی و دهستت به هیچ کس ناگات که وهیگهریتوه بۆت، تکلیه تملخون بکه بۆ ژمارهی 01905 765765 و داوای رینۆینی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

DISCLOSING INTERESTS

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

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

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

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

WHAT MUST I DO WITH A DPI?

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

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

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

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

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

Not normally. You must withdraw only if it:

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

DON'T FORGET

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

Thursday, 10 November 2016, 10.00 am, County Hall, Worcester

Agenda and Summons

Councillors: Mr A P Miller (Chairman), Mr A A J Adams, Mr R C Adams, Ms P Agar, Mr A T Amos, Mrs S Askin, Mr J Baker, Mr R W Banks, Mr M L Bayliss, Mr A N Blagg, Mrs S L Blagg, Mr C J Bloore, Mr P J Bridle, Mr J P Campion, Mr S J M Clee, Mr S C Cross, Mrs P E Davey, Mr P Denham, Mr N Desmond, Mrs E A Eyre, Ms L R Duffy, Mr A Fry, Mr S E Geraghty, Mr W P Gretton, Mrs J L M A Griffiths, Mr P Grove, Mr A I Hardman, Mr M J Hart, Ms P A Hill, Mrs A T Hingley, Mrs L C Hodgson, Mr C G Holt, Mr I Hopwood, Mr M E Jenkins, Ms R E Jenkins, Mr R C Lunn, Mr L C R Mallett, Mr P M McDonald, Mr T A Muir, Mrs F M Oborski, Mr S R Peters, Dr K A Pollock, Mr D W Prodger, Prof J W Raine, Mrs M A Rayner, Mr A C Roberts, Mr J H Smith, Mr R J Sutton, Mr C B Taylor, Mr J W R Thomas, Mr R P Tomlinson, Mrs E B Tucker, Mr P A Tuthill, Mr R M Udall, Mr G J Vickery, Mr T A L Wells and Mr G C Yarranton

1 Apologies and Declaration of Interests

To receive apologies and invite any Councillor to declare any interest in any of the items on this agenda.

2 Public Participation

To allow a member of the public to present a petition, or ask a question relating to the functions of the Council, or to make a comment on any matter on the agenda.

Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday, 9 November 2016). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.

3 Minutes

To approve as a correct record and authorise the signing of the Minutes of the meeting held on 15 September 2016 (circulated previously electronically).

4 Chairman's Announcements

To receive any announcements to be made by the Chairman.

5 Visit of the West Mercia Police and Crime Commissioner 1 - 2

An opportunity for councillors to ask questions of the Police and Crime Commissioner about his Safer West Mercia Plan. It is planned that the Chief Constable will also attend this meeting.

6 Fire and Rescue Authority 3 - 8

To consider the annual report of the Hereford and Worcester Fire & Rescue Authority (**red pages**) and to receive any answers to any questions asked about this report from the Chairman of the Authority. It is planned that the Chief Fire Officer will also attend this meeting to answer any questions on operational matters.

7 Reports of Cabinet 9 - 30

To consider a report on decisions required by Council (yellow pages) and on decisions taken by the Cabinet (white pages).

8 Notices of Motion

To receive the report of the Head of Legal and Democratic Services on any Notices of Motion received by him (Lilac pages). Councillors are asked to note that any Notices of Motion must be received by the Head of Legal and Democratic Services no later than noon on Thursday, 3 November 2016.

9 Reports of Cabinet Members with Responsibility 31 - 38

To receive the report of the Cabinet Member with Responsibility for Highways on current issues and proposed developments within his area of responsibility and to receive answers to any questions on the report (**green pages**).

10 Question Time 39 - 42

To receive answers to any questions asked by Councillors (Orange pages).

(Members are reminded of the timescale adopted by Council for notice of questions. A Councillor may only ask a question if:

- It is delivered in writing to the Head of Legal and Democratic Services by noon on Monday 7 November 2016 or

- If it relates to urgent business, the Head of Legal and Democratic Services is notified at least half an hour before the start of the meeting.)

11 Reports of Committees 43 - 48

To consider the reports of the Pensions Committee and the Planning and Regulatory Committee (**white pages - attached**) which summarise the decisions taken by those bodies.

NOTES

- **Webcasting**

Members of the Council are reminded that meetings of the Council are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

- **Catering Arrangements**

Luncheon will be available at 1.00pm or thereabouts in the Lakeview Room. This will be provided for all Councillors, without payment, and for pre-notified guests, who must be paid for in advance. An indication of any guests wishing to take luncheon should be given to staff in the Business Support Unit at least three days before the Council meeting.

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. The above reports and supporting information can be accessed via the Council's website at: www.worcestershire.gov.uk

To obtain further information or a paper copy of this agenda please contact John Higginbotham, Committee and Appellate Officer by telephone on Worcester (01905) 766607 or jhigginbotham@worcestershire.gov.uk

Date of Issue: Wednesday, 2 November 2016

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COUNCIL
10 NOVEMBER 2016**VISIT OF THE WEST MERCIA POLICE AND CRIME**
COMMISSIONER

1. The Police Reform and Social Responsibility Act 2011 introduced significant changes in police governance and accountability, in particular replacing the structure of Police Authorities with directly elected Police and Crime Commissioners (PCC). The public accountability for the delivery and performance of the police service within each force area is placed into the hands of the PCC on behalf of their electorate. The PCC sets and shapes the strategic objectives of their force area in consultation with the Chief Constable. The West Mercia PCC is scrutinised by the West Mercia Police and Crime Panel. The Council's representative on that Panel is Mr Tony Miller.

2. Mr John Champion was elected as the PCC for West Mercia earlier this year. He has agreed to attend this meeting to give a brief presentation on the priorities within his draft Safer West Mercia Plan 2016 - 2021 and answer questions asked by councillors. He will be accompanied by West Mercia's new Chief Constable, Mr Anthony Bangham.

Supporting Information

The draft Safer West Mercia Plan 2016 – 2021 which can be accessed at <https://www.westmercia-pcc.gov.uk/wp-content/uploads/2016/09/Safer-West-Mercia-Plan- Draft .pdf>

Contact PointsCounty Council Contact Points

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Hereford & Worcester Fire Authority

Annual Report to Worcestershire County Council

10 November 2016 – Agenda item number 6

Authority Chairman and Vice-Chairman 2016/17

1. Councillor D W Prodger MBE, from Worcestershire County Council, was re-elected as Chairman of the Authority and Councillor R J Phillips, from Herefordshire Council, was re-elected as Vice-Chairman.

Chief Fire Officer

2. Chief Fire Officer Mark Yates retired on 31 March 2016 following permission granted by the Authority in December 2015. Mr Yates commenced with Hereford & Worcester in 2010 and retired with over 32 years continuous service.
3. The Authority have appointed Nathan Travis BA (Hons), MPA (Warwick) as Chief Fire Officer/Chief Executive. With almost 23 years spent in the fire service Mr Travis has most recently served as Deputy Chief Fire Officer for Oxfordshire Fire & Rescue Service (OFRS).
4. During his time at OFRS, Mr Travis has faced challenging operational incidents, most notably wide-area flooding in Gloucestershire in 2007 and Oxfordshire in 2013/2014 – and most recently the major building collapse at Didcot power station.
5. On a national level, Mr Travis leads the environment and sustainability reference for the Chief Fire Officers' Association, which involves liaising closely with the Environment Agency to identify areas where the fire service can work more closely with them to help prevent and mitigate injury to people and damage to their communities as a result of major weather-related events.

Performance

6. The Service attended 6,459 incidents in 2015-16. This was 347, or just over 5%, more than last year. Although we expect there to be fluctuations up and down in the number of incidents from year to year, we still analyse the underlying causes, with the aim of improving our targeted prevention activities. Despite the increase, though, the overall trend continues to be downward, and this year's total is still the second lowest total in the ten years we have collected data in this way.

Budget Savings

7. Since the start of the 'austerity' period in 2010-11, the Fire Authority's annual revenue budget has reduced by 16 per cent in real terms. Taking into account the additional running costs over the last five years, such as inflation pressures, national pay rises, tax increases and maintenance of property and equipment, this has resulted in a headline budget reduction from £32.6 million in 2010-11 to £32.0 million in 2016-17.
8. In order to meet these pressures, we have made reductions in our workforce, including managers and support staff, made changes to crewing at fire stations, cut our spending budgets and removed two fire engines from the fleet. By 2019-20 the full implementation of these measures will be saving £6.7 million per year.
9. The External Auditors issued an unqualified opinion on the Authority's 2015/16 financial statements and an unqualified Value for Money Conclusion on 27 September 2016.

Community Risk Management Plan 2014-2020

10. Following the agreement of the Community Risk Management Plan (CRMP) the Fire Authority approved a two-year trial period of the voluntary Day Crewing Plus (DCP) duty system for the second fire engines at Hereford and Worcester. Both Hereford and Worcester fire stations went live with the new DCP crewing pattern on Monday 11 May 2015 and the system continues to provide 24/7 availability for the second appliance. A review of the trial is currently underway and the findings will be reported to the Fire Authority in due course.

Wyre Forest Emergency Services Hub Station Consultation Update

11. Following a Transformation Fund award of £2.38 million from Government to involve the relocation of three existing fire stations into a single, central hub and co-location of multiple partners (West Mercia Police, Severn Area Rescue Association and the British Red Cross) the Authority conducted a public consultation programme. Facilitated by an independent social research specialist, Opinion Research Services (ORS), the process ran for 12 weeks between 1 September and 27 November 2015. The consultation returned 192 completed questionnaires, 10 written submissions and one petition in addition to numerous public and stakeholder meetings and forums.
12. ORS concluded that overall there was an even balance between the level of support and the level of opposition to the proposals but emphasised that the consultation was about the principle of establishing a hub station and noted that

many respondents felt unable to form a definitive view without knowing the proposed location of any hub. As a result the Authority approved a further phase of consultation running from 4 July to 9 September 2016 to seek the views and opinions of staff, local communities and their representatives to ensure that all views were considered on the two preferred locations for the hub both on Stourport Road in Kidderminster.

13. At the meeting on 11 October 2016, the Fire Authority gave the go ahead to proceed with the Wyre Forest Emergency Services Hub and decided on the location. This will be disclosed once negotiations on the site have taken place. Unfortunately we are unable to disclose the chosen location any sooner as it could jeopardise securing the site. The new hub will be a great asset to the Service and to the Wyre Forest community. Not only will it result in greater collaboration between emergency services, but it will also provide more sustainable retained emergency cover than at present and allow teams to work together more effectively in areas such as prevention and enforcement.

Dying 2 Drive

14. As part of the Service's suite of community safety initiatives the Dying 2 Drive scheme, which has successfully run for a number of years throughout Herefordshire took place for the first time in Worcestershire in September 2016. The multi-agency road safety scheme aimed at reducing death and serious injury amongst young road users in Worcestershire had 8 schools signed up, with 380 young people attending the sessions at the new Worcester Fire Station.
15. The events commenced with a hard hitting road traffic collision reconstruction, involving all of the emergency services and live casualties. The reconstructions were closely followed by powerful, interactive workshops run by the Fire & Rescue Service, West Mercia Police, Safer Roads Partnership, West Midlands Ambulance Service and St John Ambulance. During these workshops, the consequences of bad decisions were explored and, amongst other activities, students were shown how to perform live saving cardiopulmonary resuscitation (CPR).
16. The feedback received has been exceptional with schools commenting upon the clarity of the key safety messages together with the impact the sessions had on the young people who took part.
17. Work is already underway to attract even more schools to next year's event.

Evesham Fire Station

18. Work on a new fire station in Evesham complete with a strategic training facility, which will allow for more advanced training is nearing completion. The build is progressing well and is on target for its completion date at the end of November. The location of the new station near the leisure centre is an excellent site for our purposes, being close to the existing fire station and with good access to the main road network.

Worcester Fire Station

19. His Royal Highness, The Duke of Gloucester, officially opened the new Worcester Fire Station on 19 November 2015. The new station offers much improved modern welfare amenities as well as a much needed training facility. The new training rig allows for more advanced training exercises and allows firefighters to further prepare for many different types of fires and rescues ultimately allowing us to deliver the best service we can to the communities we serve. The building also has provision for the Young Firefighters Association and has multi-use lecture facilities. Fit-for-purpose and energy efficient the station will provide significant savings in the long-term future.

Operational Communications Centre

20. Work has now commenced on the new Operations Communications Centre (OCC) located at Hindlip Park in Worcester, where Fire Control staff will co-locate with West Mercia Police in the future.

21. A turf-cutting ceremony took place on 7 October to celebrate the start of build. The OCC, which will be jointly shared between HWFRS and West Mercia Police, is anticipated to be completed by the end of December 2017. The sharing of facilities allows for quicker deployment and closer working for incidents where both the police and fire service are required, whilst reducing overheads for both organisations. Co-locating Fire Control staff with the police will also result in improved working relationships, better management of incidents through joint sharing of intelligence and data, and a better service for the public.

National Flood Relief December 2015

22. Firefighters were despatched to assist with flood relief efforts in the north of England as part of a national deployment programme. On 28 December 2015, the Service was requested to immediately mobilise a high volume pump (HVP) and hose module to Lancashire. A Type B boat team (powered boat and advanced water rescue) from Droitwich was also deployed to assist. During this

period of flooding, a HVP Tactical Advisor was also mobilised on two occasions to offer technical support and advice.

23. The feedback from the deployments indicate that both crews were clearly regarded as highly skilled, equipped and motivated and provided assistance to significantly affected communities.

Members' Allowances

24. Members voted that the level of Members' Allowances for 2016/17 be increased by 0.2% in line with the Consumer Price Index.

Cllr D W Prodger MBE
Chairman – Hereford & Worcester Fire Authority

FURTHER INFORMATION is available on the Service's website at www.hwfire.org.uk/your-right-to-know/our-publications/

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COUNCIL
10 NOVEMBER 2016**REPORTS OF CABINET****(a) MATTERS WHICH REQUIRE A DECISION BY COUNCIL**

Corporate Plan Refresh - 'Shaping Worcestershire's Future' (2017-2022)**Recommendation**

- 1. The Cabinet recommends that the refreshed Corporate Plan - 'Shaping Worcestershire's Future (2017 – 2022)' be approved and adopted from 1 January 2017.**
2. The Council's current Corporate Plan Worcestershire: FutureFit (2013-17) was adopted by Council in January 2013.
3. The current Corporate Plan period is set to expire in 2017 and acknowledging the changing national and local landscape in which the Council is operating, the Plan has been refreshed to ensure the content continues to be relevant over the next five years through to 2022. The draft refreshed Plan is attached at Appendix 1.

Building on the Council's track record

4. The refreshed Plan, 'Shaping Worcestershire's Future (2017-2022)', is a continuation of the journey started out under the current Plan and sets out a direction of travel for the Council which builds on the successes achieved and progress made in embedding the Council's excellent commissioning-based authority approach.
5. The proposed vision and ambition for Worcestershire seeks to shape the "place" as well as the services the Council provides and seeks to change the relationship of the Council with the individuals, families and communities of Worcestershire, in order to grow a greater level of community capacity across the county.
6. This has been verified independently, as recently as April 2016, when the Council hosted a Local Government Association (LGA) Peer Challenge event in which a number of senior leaders from the public and private sector visited the Council to assess performance and capability/capacity in a range of areas including financial viability, leadership and management, and leadership of place, amongst others.
7. The four key priorities of *Open for Business, Children and Families, Health and Well-Being* and *The Environment* are to be retained, recognising the significant traction they have had in delivering positive outcomes for key stakeholders including residents, businesses, staff, partners, and the Voluntary and Community Sector (VCS).

8. The LGA feedback stated that there had been an evident 'change of gear' and increased pace of change across the organisation and an acknowledgement that the Council has a firm grasp on the scale of the future financial challenge. The political and managerial leadership of the Council were noted as well respected, both internally by staff and externally by a range of partners and stakeholders.

9. The LGA feedback also noted that there is a recognition and support for the Council's ambitious and aspirational vision and it was clear that there is drive and energy to work with partners to develop a 'World Class Worcestershire' but also to make the Council a great organisation as an employer and partner.

10. There were a number of challenges identified by the LGA as well. Given that some of the ideas, proposals and plans of the Council, (for example, improving economic prosperity, promoting health and well-being and striving for self-sufficiency are longer term in regard to return on investment) it was recommended that they would need regular review and refinement to ensure there is an appropriate balance and emphasis across the transformation programme.

11. Linked to this, there was a recommendation to be mindful that there is already a lot of change and transformation taking place across the organisation. Therefore, a confidence and a willingness to de-commission and de-prioritise where necessary will be required, as will ensuring there is a consistent and communicated narrative for change.

12. Consistent feedback from the LGA acknowledged that the Council was developing a clear track record of delivery against priorities, most noticeably in Open for Business, with a plethora of successful initiatives and the realisation of several major infrastructure projects.

13. Examples of successes and achievements delivered by this Council under the current plan period include (not an exhaustive list):

- Open for Business
 - o Worcestershire is one of the fastest growing local economies in the country based on all Local Enterprise Partnership (LEP) areas
 - o Strong partnership working with the LEP – attracting over £57m capital funding from central Government via the Local Growth Deal from 2015/16
 - o The economic “game changer” programme including development of key sites in the county:
 - Worcester Growth Corridor
 - Malvern Hills Science Park
 - South Kidderminster Enterprise Park
 - Redditch Eastern Gateway
 - o Significant investment in broadband network, more than doubling business access to fibre broadband (from 43% to over 90%)
 - o Highways improvements and infrastructure enabling works at Worcester Six Business Park, which will provide up to 70 hectares of employment land
 - o Redevelopment of Bromsgrove Railway Station
 - o Southern Link Road (A4440) improvements – Phases 1 and 2 delivered and Phase 3 underway

- o Hoobrook Link Road built in Kidderminster
- o Phase 4 expansion of Malvern Hills Science Park to create an additional 26,000 sq ft of office space.
- Children and Families
 - o 16,000 new apprenticeship starts between 2012 and 2015
 - o 9 out of 10 schools classed as good or outstanding by Ofsted
 - o Reduced the number of NEETs from 5% to 3%
 - o 18% rise in number of children adopted in 2015/16 compared to 2014/15
 - o Continual improvement in GCSE outcomes for the last four years.
- Health and Well-Being
 - o 308 additional units of 'extra care' accommodation have been created – enabling more people to live independently for longer
 - o Over 10,000 dementia friends trained across the county – raising awareness and helping to create dementia-friendly communities
 - o 577 people in 2015/16 successfully rehabilitated in their own home
 - o Reduction in the number of alcohol-related admissions for under-18s
 - o Reduction in the number of teenage pregnancies
 - o Increase in the number of mothers breastfeeding their babies.
- The Environment
 - o Since 2013, over 300 flood alleviation schemes completed in Worcestershire – reducing the flood risk for over 1,500 residential properties and businesses
 - o Road & pavement investment – e.g. £12m Driving Home
 - o Public realm improvements in Bromsgrove, Worcester and Kidderminster
 - o The annual value of the county's tourism economy is now over £850m per annum
 - o There has been an 18.6% reduction in greenhouse emissions across the county since 2005
 - o Investment in the Energy from Waste plant.

14. Each of the four key priorities interlink with one another to underpin the overarching vision of a 'Prosperous Worcestershire'. *Open for Business* outlines the ambition to support and grow the local economy to increase prosperity, enabling self-sufficiency and generating income so the Council can invest in those areas that residents say are the most important to them.

15. This links to *Children and Families* by ensuring the Council is giving children the best possible start in life and ensuring a good quality education, supporting attainment to progress ultimately into employment with good prospects and higher paid jobs – the Council's commitment to growing a world-class workforce of the future.

16. Our county's environment provides easy access to the countryside and a wealth of stunning scenery and is a real Unique Selling Proposition (USP). *The Environment* celebrates the recreational, cultural and heritage offer, which is worth over £850m per annum to a highly successful tourism economy, as well as acknowledging that Worcestershire provides an attractive location to invest in a new business or to grow an existing one.

17. The Council's country parks, open spaces and woodlands provide great walking and cycling opportunities which in turn support its *Health and Well-Being* vision to

promote healthy, active lifestyles for all. *Health and Well-Being* also outlines the Council's encouragement for people to take more responsibility for their own health and support them to live independently for as long as possible. It includes a commitment to partnership working with the Health economy in ensuring effective public health and social care services.

An 'Enabling Council' vision

18. As the title of the refreshed Plan suggests, 'Shaping Worcestershire's Future (2017-2022)' is broader than simply the operations undertaken by the Council, and paints a really ambitious vision for the county.

19. The refresh recognises that the Council cannot deliver this Plan in isolation and will need to work with individuals, families, communities and partners to realise the vision of Worcestershire as a thriving, prosperous county which is a great place to live, work, visit and invest in. This is reflected in *Open for Business* and *The Environment* themes.

20. The Council's Children and Families and Health and Well-Being priorities reflect the work being done to help people get the best start in life, achieve their full potential and live active and independent lives. It also underlines the Council's commitment to continue to be there for the most vulnerable people in society who need it most.

21. The refreshed Plan clearly outlines the direction of travel to become an 'Enabling Council', one which supports communities, families and individuals to do more for themselves, wherever possible, and to broker solutions.

22. By working with communities the Council will enable self-reliance, resilience and unlock a greater level of community capacity to sustain those things that we all wish to see continue, but which the public sector alone cannot achieve.

23. The Council recognises the important role that voluntary and community groups perform and the Council will work with them to further strengthen our communities.

24. The Council also continues to work closely with the Health economy to develop a shared vision of the challenges and priorities for the future in health and social care.

Personal and Collective Responsibility and Collaboration

25. In promoting *Health and Well-Being*, the refreshed Plan emphasises the importance of us as individuals and communities in making responsible choices when planning our lives, so as to significantly increase our chances of improved outcomes and longevity.

26. By being proactive about improving our own health, we will be better positioned to control our own destiny, rather than expecting others to decide and provide services on our behalf to fix the effects of unhealthy lifestyles.

What does this mean for the Council?

Innovation and Approach to Risk

27. To deliver this ambitious vision for Worcestershire, the Council acknowledges it will

need to recalibrate its approach to taking risks. There is an understanding that the Council will need to be more innovative, be creative and take some considered risks in its approach to service delivery and delivering outcomes.

28. We are keen to create an environment within the Council and with partners, where boundaries can be pushed and new concepts, ideas and different ways of working tried out. This means a willingness to accept some things won't always work perfectly first time but the learning gained will be used to adjust and refine the Council's approach.

Improving our insight into future demand for services

29. A key focus of the Council, in fact part of its DNA moving forward, will be to proactively develop successful strategies to better manage demand for services. This will require a holistic approach, working with partners to deliver success.

30. The Council will develop its workforce with the skills to effectively manage demand on its high cost services, including how it approaches and measures the impact of prevention. These skills will complement those commissioning and commercial skills which have developed and matured over the past 18-24 months, recognising they will continue to remain a key part of the operating model area under the refreshed Plan.

Becoming financially self-sufficient

31. The refreshed Plan outlines a positive outlook with an ambition for the Council to become more self-sufficient over the lifetime of the Plan.

32. The Council will move further away from reliance on central Government funding and become more focused on how it generates income locally, seeking to control its own destiny.

33. Self-sufficiency will support how it uses the substantial assets of the Public Sector in Worcestershire to best effect. This will reduce the burden on the County Council's revenue budgets to support new investment.

34. This strategic investment will yield a return over time by unlocking housing and employment growth which in turn will generate greater council tax and business rates income in the county, which will enable the Council to reinvest in those priorities which residents tell us are most important to them. This presents the Council with a very real opportunity to empower itself through a more positive self-sufficient approach.

35. By the end of this refreshed Plan, it is anticipated that the Council will remain a significant player in the local economy, and one of the largest employers in the county, overseeing a total revenue and capital spend (including schools) of over £800 million per annum.

36. The Council will continue to secure maximum value from the Worcestershire pound, delivering a positive impact on the Worcestershire economy whilst enabling positive outcomes for the individuals, families and communities of Worcestershire.

How Will We Judge Progress?

37. To ensure progress can be measured in the delivery of 'Shaping Worcestershire's

Future (2017-2022)', each of the four priority areas identify a handful of key progress measures which represent success. These represent a mix of what the Council can directly control together with outcome measures which it will seek to influence as they are important to residents and businesses.

38. These measures will be agreed as part of a refresh of the Council's Corporate Balanced Scorecard and reported on a quarterly basis with clear lines of accountability identifying the responsible officer within the Strategic Leadership Team through to the Cabinet Member with Responsibility. The Balanced Scorecard will be accessible through the public-facing website.

Consultation and Engagement

39. Since 2010, the Council has spoken to and surveyed over 55,000 people about its services. In 2016 alone, councillors and senior officers have talked to more than 1,000 residents at public roadshows held across the county. The Council engages with residents every day on social media platforms, including Facebook, Twitter, Instagram and LinkedIn. The Worcestershire County Council website is visited by around 130,000 users a month and the Council will continue to drive other innovative ways to engage residents, businesses and service users.

40. A wide range of consultation and engagement activities have been undertaken and utilised to inform the development of this refreshed Plan. The 2016 Annual ViewPoint survey results have been considered; public roadshows with residents have been facilitated across the county during the summer 2016 and have helped to inform priorities.

41. The highest priorities according to feedback from the public roadshows (which is consistent with feedback over the last 5 years) are:

- Safeguarding vulnerable children
- Protecting vulnerable adults
- Maintaining roads & highways.

42. Business consultations have also taken place and a strategic business event was held in June 2016 to seek input on a range of issues relevant to local business.

43. Additionally, a round of stakeholder engagement with key partners is underway to share the emerging vision and priorities and to seek feedback. This programme of engagement will include the Herefordshire & Worcestershire Chamber of Commerce, Worcestershire Local Enterprise Partnership, District Council Leaders and Chief Executives, the Local Nature Partnership, Schools representatives, Youth Cabinet, Worcestershire Voices (VCS) and the Health and Well-Being Board.

44. The Council's Overview & Scrutiny Performance Board (OSPB), at their meeting on 12 October, received a presentation from the Leader and Chief Executive on the refreshed Corporate Plan and was invited to provide comments and feedback. Appendix 2 sets out the Board's feedback. After reviewing and considering the feedback from the OSPB meeting on 12 October, the Cabinet delegated responsibility to the Leader to finalise the refreshed draft Plan in the light of Cabinet and OSPB feedback ahead of its submission to Council. Appendix 3 summarises further feedback received by the Leader and changes that have been made to the Plan as a result.

Integrated Business and Financial Planning

45. Council will be deciding the 2017/18 budget at the meeting on 9 February 2017. The refresh of the Corporate Plan reflects local priorities and the known and forecast implications of the central Government funding provision.

46. The financial challenge the Council faces continues to increase through increasing demand on many services together with reductions in central Government funding. The refresh has been undertaken in line with the Council's annual business planning process and in conjunction with updating the Council's Medium Term Financial Plan.

Legal, Financial and HR Implications

47. Currently, the Council directly employs over 2,500 Full Time Equivalent (FTE) staff, excluding those staff who work in schools. Salaries account for about one third of all Council spend and so it is critical that not only does it have a highly skilled and agile workforce but it continues to reform the way it works.

48. By 2022, the Council still expects to be one of the biggest employers in the county. However, by then it is anticipated that many more roles will be shared with other organisations (e.g. NHS, Police, Fire and Rescue), making most use of the Worcestershire pound and moving further towards a 'One Worcestershire' approach.

49. This will require major investment in skills as well as changes to the way roles are recruited and approaches to career planning. This work has already commenced with the Council's Investing in the Future workforce development programme.

50. Delivery of the Corporate Plan priorities will be achieved through service delivery and/or specific programmes/projects, each of which will be responsible for ensuring due consideration to legal, financial and HR implications in their planning and implementation.

Public Health Impact Assessments

51. A Public Health Impact Assessment has been carried out in respect of these recommendations. It identified that the realisation of the vision and successful implementation of the priority areas outlined within the Corporate Plan refresh will positively impact on social and economic factors, physical health, mental health and well-being and access to services.

52. Delivery of the Corporate Plan priorities will be achieved through service delivery and/or specific programmes/projects, each of which will be responsible for ensuring due consideration to public health impact in their planning and implementation, in particular addressing inequalities.

Equality and Diversity Implications

53. An Equality Relevance Screening has been carried out in respect of these recommendations. It identified that any Equality and Diversity implications arising from the implementation of the Corporate Plan will be addressed as part of specific service delivery arrangements, and/or the implementation of programmes or projects related to

the objectives within the Corporate Plan.

Energy Efficiency Spend to Save Fund

Recommendation

54. The Cabinet recommends that the Energy Efficiency Spend to Save Fund increase to the Capital Programme be approved and the capital budget cash limits be updated accordingly.

55. In September 2015, the Council approved an increase of £0.6 million to the Energy Efficiency Spend to Save Fund thereby increasing the fund to £2.3 million. The programme of energy efficiency works has been very successful; the scheme is self-financing with savings in energy budgets funding the cost of borrowing. To date, a total of 93 Spend to Save projects had been completed with annual cost savings of £0.25 million, saving 847 tonnes of carbon dioxide per year with an average 7.5 year payback.

56. An additional allocation to the Energy Efficiency Spend to Save Scheme of £0.7 million is requested, taking the total investment since 2010 to £3 million. This will enable further capital investment in energy efficiency projects including lighting, insulation and the installation of renewable technology across the Council's property estate and street lighting portfolio.

57. Electricity prices are expected to rise by between 40% – 60% over the next 10 years and the ability to fund energy saving projects will become an increasingly important issue. The payback periods and energy savings associated with projects will also become more favourable as energy prices rise.

58. Central Government confirmed in the Budget on 16 March 2016 that the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme will continue until March 2019 and then be replaced with increasing the Climate Change Levy (CCL) where a new reporting mechanism will be developed. Any action that the Council takes now to reduce energy and carbon will stand it in good stead looking forward.

Phase 2 of the development of In-house Post-16 Supported Living Accommodation and Residential Facilities within Children's Services

Recommendation

59. The Cabinet recommends that the addition of £2 million to the Capital Programme for Phase 2 of the development of in-house Post-16 Supported Living Accommodation and residential facilities within Children's Services be approved to be funded by revenue savings from the projects.

60. The Council's aspiration for children and young people in Worcestershire is for them to grow up and thrive within the county. It is therefore vitally important children and young people are supported within the county wherever it is safe to do so; and where children or young people have needed to move out of county for a period that the Council facilitates a move back to Worcestershire as soon as possible.

61. The development of in-house services allows the Council to do this and is also more cost effective than the external market. This development is a key part of the Children's

Social Care Financial Recovery Plan in response to the increasing financial demand which is being placed on the Children's Placement Budget. The majority of savings will be generated from 2017/18 onwards based on the need to source properties, develop them to meet the specific needs of the children and young people and recruit additional staff.

62. Summarised in the table below are a series of investments that are proposed to support the Financial Recovery Plan in Children's Services. Each area of investment is supported by way of a short explanation below this table.

Table [1]: Summary of Children Services Investment Proposals

| Scheme £ million | Investment | Annual Forecast Savings | Payback period (years) |
|---|------------|-------------------------------|------------------------------|
| Supported Living – Phase 2 | 0.6 | 0.25 | 2.4 |
| Supported Living – Complex Needs | 0.6 | 0.35 | 1.7 |
| Change of Use Short Breaks and Residential Services and additional in-house Residential | 0.8 | 0.1 | 8 |
| Total | 2.0 | 0.7 | 2.9 |

63. In addition to the forecast revenue savings, whilst not accounted for in the business case, the Council is forecast to benefit from the capital appreciation of the assets proposed for purchase.

64. The cost of capital investment, and increase requested in the Capital Programme, will be funded by a revenue contribution from the savings achieved by the projects and therefore there are no net additional revenue implications of the proposal to increase the Capital Programme by £2 million.

Supported Living – Phase 2

65. In June 2015, Cabinet approved the further development of 17 in-house supported living units for young people to increase the internal capacity to 23 with four places already being available for children with complex needs at Cheltenham Road, Evesham and two units at Downsell Road, Redditch. The investment of £1 million is on target to meet the annual net savings of approximately £0.3 million in 2016/17 as all the properties are now occupied.

66. The demand for supported living is increasing due to a range of factors. A business case and needs assessment has been developed to extend this programme of work, known as Phase 2. Phase 2 includes the addition of a further 11 in-house 24/7 supported living facilities for 16 and 17 year olds in order to support their move to more independent living. The anticipated savings forecast after taking into account the need to recruit additional outreach support workers is £0.25 million per year from a capital outlay of around

£0.6 million for the relevant properties.

67. This investment is intended to provide a payback of less than 3 years and will allow young people to be based in a community which meets their education, vocation or social needs. The staff will be employed by the Council and will work with the young people to ready them for independence, giving them CV writing and interview skills, employment and housing advice as well as support with budgeting and living independently.

Supported Living – Complex Needs

68. There are an increasing number of young people with complex needs requiring supported living as an alternative to residential care as a step down before independence. A business case and needs assessment has been developed to invest in a further unit similar to existing services. The capital cost of the site is estimated to be around £0.6 million and the cost of this capital investment will be offset by the savings generated from stepping children down from more expensive placements.

69. Annual savings are forecast to be £0.35 million for 2017/18 as more expensive placements are replaced by this more appropriate facility which will also provide them with the skills required to live independently. The payback period is less than 2 years.

Transfer of services between Orchardene, Pershore Short Breaks Unit and Hill View Residential Facility Malvern, conversion of space within Oak House, Worcester and Old Hollow West Malvern to provide additional residential accommodation and the purchase of an additional in-house residential facility

70. A number of properties within the Council portfolio are operating below capacity due to the configuration of rooms and communal spaces.

71. A business case has been developed to convert Hill View from a 6-bed residential facility which is operating at below capacity due to difficulties in matching 6 children to occupy the home at one time into a 6 bed short break unit. This will provide additional respite accommodation for up to 15 children as an alternative to a permanent placement or for children currently under the care of the Council as well as the potential to increase the ability for these properties to accommodate more young people.

72. This will support cost avoidance as it is expected that this will delay or avoid a number of children coming into care or the cost of external respite required due to a placement breakdown. With average costs of £42,000 per annum per looked after child, total cost avoidance in one year could be up to £0.6 million assuming full occupancy.

73. Orchardene will then become a 4-bed residential unit and an additional room at both Oak House and Old Hollow can be created by reconfiguring communal and garage facilities. The costs of conversion are estimated at £50,000 for each of the 4 units.

74. Connected to the proposed redesigns described above, a business case has been developed to purchase a further in-house unit as an alternative to agency residential care. The capital cost of the site is estimated to be £0.6 million.

75. The savings are forecast to reach £0.1 million per annum, and more importantly a number of children will then be able to be placed in Worcestershire, close to their communities and families, and to reduce the time and associated costs of social work visits

and contact by family. The payback period for this is 8 years.

76. The overall impact of these changes will be to increase the provision of short breaks beds by 2 and in-house residential by 4.

Eastham Bridge, Tenbury Wells

Recommendation

77. The Cabinet recommends that the addition to the Capital Programme of the Eastham Bridge scheme be approved and that the capital cash limits be updated accordingly.

78. The Council is now at a stage to move forward with the replacement of Eastham Bridge, Tenbury Wells which collapsed earlier in the year. Initially costs of at least £1 million were anticipated for this financial year. Since that time further due diligence has been undertaken which has included the need to move to a permanent solution for the bridge sooner than first anticipated. Consequently, the costs of the permanent replacement and associated recovery and investigation fees will be up to £2 million, and be supported by an appropriate business case.

79. Works will begin in October this year and it is anticipated the new bridge will be open for use in Spring 2017. The Council plans to fund these works by the withdrawal of £1 million from its £13 million General balances reserve, with the remainder being found by a reallocation of Earmarked Reserves.

80. The Cabinet has delegated authority to the Director of Economy and Infrastructure, in consultation with the Cabinet Member with Responsibility for Highways and the Chief Financial Officer, to establish the funding of this scheme in total.

Acquisition of Wildwood Office, Worcester

Recommendation

81. The Cabinet recommends that the addition to the Capital Programme of the scheme to acquire Wildwood Office, Worcester, as set out in the exempt finance report at Appendix 4, be approved and that the capital cash limits are updated accordingly in due course to reflect the actual cost of acquisition.

82. In March 2016 the Cabinet approved a report which detailed the new Property Asset Strategy promoting ways to exploit opportunities to provide the best value from the Council's assets and reduce costs to the taxpayer. Acting on this strategy and the Council's drive towards self-sufficiency, discussions have been opened with the owners of Wildwood office on the Council's interest in negotiating a purchase of the freehold interest.

83. In September 2004 the Council took a 30 year lease of the newly completed Wildwood office complex which consists of approximately 5990sqm (64,500sqft) of office space on the ground and first floor with 155 parking spaces. The decision was made to provide a single site solution near to County Hall to reduce the number of costly city centre sites and the travelling time and staff costs incurred travelling to and from County Hall. The extra office space also helped relieve the increasing pressure experienced at

the time for additional staff accommodation at County Hall.

84. Last year the freeholder of Wildwood, The Trustees of the Merchant Place Property Syndicate 35, offered the Council the opportunity to purchase the freehold. 'Sales details' were prepared for the Council but the Council's advisors report that the property has not been widely advertised on the open market. The property is offered for sale as an investment opportunity seeking offers based on an acquisition price of £10,700,000 for the freehold. In addition to the purchase price, acquisition would incur Stamp Duty Land Tax at 4% plus professional and other associated fees, raising the total cost to approximately £11,290,000 based on this asking price. Although there is flexibility on the purchase price to be negotiated there needs to be a commitment from the Council that it is seriously interested before these negotiations can be developed to a conclusion.

85. The Council holds a lease on this property with a further 18 years to run. The lease does not contain a break clause so the Council is locked into this arrangement for the full period. The current rent is £678,845 per annum, with upwards only rent reviews every 5 years based on comparable market values. The next rent review is due in November 2019. In addition to this, the Council has to meet all other premises-related outgoings.

86. The lease contains a restrictive alienation clause that requires specific landlord approval to any arrangement involving sub-letting parts of the building and is subject to strict conditions and will only permit two sub-leases. The landlord's consent is also required for arrangements where employees from other organisations join county staff in collaborative working initiatives based in this property. Getting Landlord's approval requires the Council to meet the landlord's fees and is time consuming. The Council's Directorate of Adult Services and Children, Families & Community teams occupy space on the ground and first floors and there is a Multi-Agency Shared Hub operating from the building. The Council has also sub-let the west wing of the ground floor to NHS Worcestershire for their Patient Flow Centre.

87. The lease also requires the Council to fully maintain the property to a specified standard and the Council has created and maintained a reserve from its corporate maintenance budget enabling it to meet these commitments.

Financial and Non-Financial Benefits

88. A detailed financial appraisal of this proposal is contained in the exempt finance report at Appendix 4. The first method compares both the long-term position of either continuing to rent for the period of the lease or acquiring the freehold of the property and then disposing of the freehold at year 19 which would be the end of the notional lease term (i.e. today's cost of the property over the same time period in both scenarios). Secondly it demonstrates the practical impact on the Council's budget year on year over a 25 year loan period if the Council were to borrow to purchase the freehold of the property.

89. The financial appraisal is based on a recent independent valuation reflecting the RICS valuation standards (Red Book), noting that this valuation is below the owner's valuation set out in paragraph 84. The appraisal demonstrates in both methods of assessment that to purchase the freehold at this value presents the preferred option in the long-term as it provides a saving as opposed to the cost of leasing. It also shows

that the loan payments each year can be managed within the current budget allocated for the annual rental payment, so requiring no further pressure to increase the existing budget.

90. The cost benefits are based on the Council retaining ownership for at least the period of the unexpired lease term. However, the initial asking price is higher than the valuation provided by the Council's professional advisors set out in the exempt finance report at Appendix 4 and at the asking price the impact on actual cash flow through the Council's accounts would exceed existing budget provision beyond the length of the unexpired lease term. **It is not, therefore, considered to be financially feasible or value for money to acquire the property at the asking price but it is justified at the value within the financial appraisal.**

91. There are also operational and management benefits associated with ownership rather than continuing to lease this property and if acquired at the right price this would provide significant advantages. Ownership of the property would remove the restrictions on the number of sub-lettings and the Council will have the freedom to arrange any number of sub-leases and flexible joint services based in the building. This would remove the need, time and costs of obtaining landlord's consent and improve the Council's ability to increase flexibility of use and potential income from this property.

92. Ownership would remove the existing maintenance commitment under the lease which dictates when certain maintenance has to be carried out and so would enable a more flexible maintenance regime to be adopted. It would also eliminate any final claim from the landlord for dilapidations at the end of the lease term.

93. The way the public sector works now is significantly different to when the lease was originally signed and will continue to change over years to come. The Wildwood building demonstrates some great examples of where different public sector organisations work closely together for the benefit of residents. The Council's property portfolio needs to reflect such a resident centric, "whole system" approach to delivering outcomes by being flexible. Dependent on price, this potential sale provides such an opportunity.

Legal, Financial and HR Implications

94. Authority to negotiate the final contract and subsequent purchase within the limits of this report and Appendix 4 has been delegated to the Interim Director of Commercial and Change in consultation with the Cabinet Member with Responsibility for Transformation and Commissioning, and in consultation with the Chief Finance Officer. This proposal will only be effected where there is no detrimental impact on the Council's revenue budget cash limits as the loan payments to finance the purchase will be funded from the existing budget for rent payments which will no longer be required.

95. The scale and strategic nature of this proposal is a key decision hence Cabinet approval was sought to both the principle of acquisition and to the financial limits within which negotiations can be conducted. With Cabinet agreement to seek to acquire the freehold of the property, full Council is now asked to agree to amend the Capital Programme to make financial provision to enable such a decision to be enacted.

96. It should be noted that the valuation of the property may be affected should the transaction be achieved given that the existing leasehold would be extinguished

following the purchase. This is fully considered within the exempt finance report at Appendix 4.

97. All financial implications are covered in detail in the exempt finance report at Appendix 4 and there are no HR implications.

Privacy and Public Health Impact Assessments

98. There are no privacy or public health implications associated with this matter.

Equality and Diversity Implications

99. There are no equality and diversity implications associated with this decision.

Supporting Information

- Appendix 1 – DRAFT Corporate Plan: 'Shaping Worcestershire's Future (2017-2022)' – *to follow*
- Appendix 2 – Overview and Scrutiny Performance Board Feedback
- Appendix 3 – Further feedback received by the Leader and changes to the Plan as a result – *to follow*
- Appendix 4 – Exempt Finance report for Council members only. (This Appendix is NOT FOR PUBLICATION as supporting information as it discloses information in relation to the financial or business affairs of any particular person (including the local authority holding that information) and the public interest is better met by its non-disclosure as it contains commercially confidential information relating to the financial aspect of this proposal).

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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 background papers relating to the meetings of the Cabinet held on 29 September 2016 and 13 October 2016.

Cabinet
13 October 2016

Agenda item 4 – Corporate Plan Refresh – "Shaping Worcestershire's Future (2017-2022)"

Feedback from the Overview and Scrutiny Performance Board meeting on 12 October 2016

- The Plan should ensure that Scrutiny and Members are a route to help with innovation, policy development and enablement
- Add in mention of the challenge of the changing economy as a consequence of Brexit and how we can help to manage that change
- Although the Plan recognises success, we should be careful to avoid complacent language which may give a false impression that we cannot improve.

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COUNCIL
10 NOVEMBER 2016**REPORT OF CABINET****(b) SUMMARY OF DECISIONS TAKEN**

Equality in Schools - Notice of Motion

1. In July 2016 the Council referred the following motion to the Cabinet for determination:

"That Worcestershire County Council should take part in the Stonewall Education Equality Index and should encourage schools to take part in the Stonewall Schools Champions Programme or to use the Birmingham LGBT schools tool kit."

2. There was general support for the thrust of the Motion, whilst noting that the Council's approach to supporting and influencing local schools had evolved over time, with schools now having greater autonomy and individual accountability. The Council's role was to encourage schools rather than instruct and an amendment was considered appropriate. The Council frequently liaises with schools to ensure they are sufficiently aware of issues such as those raised by Stonewall and to make schools aware of how they may access resources and training.

3. The Cabinet formally agreed that the Council should encourage schools to take part in the Stonewall Schools Champions Programme or to use the Birmingham University-developed LGBT schools tool kit to help schools meet their own Equalities and Ofsted requirements.

Council Policy on responding to Change of Age Range Requests from Community Maintained Schools or Change of Age Range Consultations from other types of School

4. When it came to making "prescribed alterations" in the form of certain changes of age-range at a maintained school, new statutory guidance now confirms that if the school in question is a community school, the responsibility for actually making the proposal, going through the statutory process and making the final decision, rests with the Council. The Council, since the revised guidance was published, received a number of communications regarding age range changes. The community schools request that the Council propose the change, whereas the other types of school (including Academy schools) should consult with the Council on the proposed change.

5. To ensure the Council makes consistent responses to schools proposing such changes, the Cabinet has endorsed a policy which clarifies how the school will meet criteria set by the Council in order to secure support for a change of age range. The policy will be used as guidance but the individual situation of the particular school will be taken into account.

6. In terms of the governance arrangements for statutory proposals to be decided by the Council the decision on pre-consultation will rest with the Director of Children, Families and Communities, in consultation with the Cabinet Member with Responsibility for Children and Families. The Cabinet will determine the request to publish the full proposal and public notice. Where no objections to the public notice are received, the Director is authorised to approve proposals. Where there are objections, the Cabinet Member with Responsibility is authorised to decide the proposals. (This decision route will also apply to non-statutory processes requiring a Council decision.) The Director will also be authorised, in consultation with the Cabinet Member with Responsibility, to respond to consultations and informal enquiries.

West Midlands Rail Devolution

7. Further to the report to Council in January 2016, the Cabinet has considered proposed governance arrangements for the development and oversight of the West Midlands Rail franchise through West Midlands Rail Limited (WMRL) and the appointment of directors to the Board of WMRL. West Midlands Rail partner authorities have been developing a proposal for increasing local involvement and influence over the local rail services for approximately two and a half years. Having a targeted, locally accountable rail services contract with proper incentives on the operator, WMR will be able to specify and manage rail services more effectively than the current national arrangements. This will provide a number of benefits.

8. WMRL now wish to enter into a formal partnership agreement with the Department of Transport (DoT) which will set out its rights and obligations in relation to the award of the franchise and related matters. The Partnership Agreement requires approval by a 75% vote of WMRL's members and will be subject to a further report to Cabinet. A draft of the Agreement had been prepared and the Cabinet has considered the implications for the Council of WMR entering the Agreement with the DoT. The purpose of the Partnership Agreement is to facilitate devolution of rail services in the West Midlands from the DoT to WMR in order to secure services and environmental and economic benefits for the region.

9. The Partnership Agreement reflects what is set out in the business case for rail devolution and it was considered that it did not expose the Council to unacceptable risks beyond the current financial contribution of £5,000 per year once the Agreement was in place. The Cabinet has therefore agreed that WMR should enter a Partnership Agreement with DoT and delegated authority to the Director of Economy and Infrastructure, in consultation with the Director of Commercial and Change, to finalise the details of the Agreement.

Worcestershire Local Aggregates Assessment

10. The National Planning Policy Framework (NPPF) requires Mineral Planning Authorities (which is Worcestershire County Council for the Worcestershire area) to plan for a steady and adequate supply of aggregates by preparing a Local Aggregate Assessment (LAA). The Council is also preparing a new Mineral Local Plan (MLP) for the county which will set out planning policies to guide mineral working and site restoration in the county. The LAA will inform the development of the MLP and will be critical to monitoring success once the MLP is adopted. It is also a material consideration in the determination of planning applications. The LAA is required to be

updated annually.

11. The Worcestershire LAA 2016 has been developed in accordance with latest guidance taking into account consultation comments received on previous versions and the comments of the West Midlands Aggregate Working Party. The Cabinet has therefore approved the annual Worcestershire LAA to facilitate planning for a steady and adequate supply of aggregates and the preparation of updates of the LAA on an annual basis in accordance with extant guidance and having regard to the advice of the West Midlands Aggregate Working Party. It has also delegated authority to the Cabinet Member with Responsibility for Economy, Skills and Infrastructure to agree and adopt the LAA annually.

Winter Service Policy 2016

12. National guidance recommends that highway authorities periodically review and update their Winter Service Policy. The Cabinet Member with Responsibility emphasised that the gritting service and routes covered were not being reduced in the new Policy – it was an update. The last revision of the Council's policy was in 2009. The revision takes into account changes that have taken place in guidance and practice since 2009 and embeds the move away from a prescriptive to a locally determined risk-based approach to service provision. The operational detail of the Policy is contained within the subsidiary Winter Service Operational Plan which is reviewed and updated annually. The objective remains unchanged in that a network of treated routes should be reasonably accessible for the majority of residents and businesses, supplemented by targeted provision of self-help facilities.

13. The Cabinet has approved the Winter Service Policy 2016. The Policy will help to set out a transparent procedure to ensure consistency in approach and expectations which will assist in dealing with any third party claims and actions brought in connection with winter service.

Resources Report

(a) Revenue Budget Monitoring 2016/17 - Outturn Forecast as at 31 August 2016

14. An overall financial pressure of £0.7m was anticipated. This represents 0.2% when compared with the Council's revenue budget. The most significant forecast pressure related to older people residential and nursing placements of around £1.5m. There were a number of smaller areas of cost pressures across the Council's budgets which were being closely managed. It was anticipated that forecast costs would be kept within the budget by the end of the financial year.

(b) FutureFit Programme Update

15. The FutureFit savings programme target for 2016/17 totals £27.2m and is forecast to be achieved. Whilst 60% of the programme for this financial year has been delivered or is on track, risks to the delivery of the remainder of the programme continue to be monitored. Where savings are not being achieved during the current financial year, Directorates are mitigating this by restraining costs in other areas or drawing support from their own earmarked reserves.

(c) Capital Programme Budget Monitoring - 2016/17 Forecast

16. The timing of capital expenditure over the current and future years has been reviewed and a revised profile produced which takes account of the roll forward of capital schemes from the last financial year and the impact that has on the current years profiles expenditure and estimate for future years. The revised capital budget for 2016/17 totals £153m. The actual capital spend as at 31 August 2016 was £42m (27% of the budget) as expected with no significant issues arising.

(d) 100% Business Rates Retention - Consultation

17. Currently the County Council retains a 50% local share of business rates income. This is worth around £60m per year and represents around 18% of the Council's total funding in the current financial year. Central Government proposes that by the end of the current Parliament, local government will keep 100% of the income raised through business rates and will take on new responsibilities to be funded from this additional income as central Government grants are phased out. The Cabinet has noted the Council's response to the consultation on these proposals which will enhance the Council's ambition to be self-sufficient and is seen as an opportunity for the Council to shape a greater number of services that contribute to economic development both across Worcestershire and nationally.

(e) Fair Funding Review: Call for Evidence on Needs and Redistribution - Discussion Paper

18. The Council has responded to a discussion paper which begins a process of review of relative needs, which is a fundamental part of the design of the new Business Rates Retention System referred to above. The Council has emphasised the principle of fairness where funding is allocated according to local needs based on the factors that drive current and future service costs and that transitional arrangements are in place to ensure stability and to allow local authorities adequate time to reshape services in consultation with local residents.

(f) Annual Statutory Financial Statements 2015/16

19. The Audit and Governance Committee approved the Statutory Accounts in July 2016. The External Auditor, Grant Thornton UK LLP provided an unqualified opinion on the County Council and Worcestershire Pension Fund's annual accounts.

Mr S E Geraghty
Chairman

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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 background papers for the meetings of the Cabinet held on 29 September 2016 and 13 October 2016.

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COUNCIL
10 NOVEMBER 2016**REPORTS OF CABINET MEMBERS WITH RESPONSIBILITY**

Report of the Cabinet Member with Responsibility for Highways

1. It gives me great pleasure to present my first report to Council as Cabinet Member with Responsibility for Highways. It has certainly been a very busy six months, especially in the first week, when on the second day of my tenure, Eastham Bridge collapses! Perhaps the Revd Phillip Jones knows something I don't when he said we should be building bridges!

2. It is I think fair to say that Highways is probably the most frontline portfolio that there is within the County Council. This is because it affects each and every one of our residents, whether it is pedestrians, motorists, those who rely on public transport, whether it be an OAP using their concessionary travel pass or a student travelling to school, whether you live in a large urban centre such as Redditch, Kidderminster or Worcester, or in a country lane in one of our beautiful rural villages. Highways matter to everyone and in my experience thus far, everyone has an opinion on this area of the Council's work and it isn't always the same opinion!

Highways Budget

3. The County Council continues to maintain its commitment to improving roads across the county. With this in mind we will maintain the current level of investment in the core Highways budget and ensure that the staffing levels are in place to achieve the ambitious programme of highways maintenance works and delivering on the £12m 'Driving Home' programme.

Depots

4. We continue to strive to improve the efficient operations at our Highways Depots As a part of this approach we are undertaking a review of Depots across the county to identify whether there are opportunities for making our delivery of Highways and other linked operations, for example Fleet Services, even more efficient.

Fixing Roads

5. Alongside our additional £12m 'Driving Home' programme of improving roads where you live, we have, as part of the Highways core maintenance works, completed surfacing works on over 150 roads across the county in this financial year with the Surface Dressing programme of works alone extending to repairing a further 300 roads (in this financial year).

Pavements/Footways

6. The Council continues to invest in improving Pavements and Footways in Worcestershire. By the end of the current financial year over £2.5m (revenue and capital) will have been spent completing over 100 footway schemes across the county, focussed on maintaining this vital asset in areas that communities want improving. Local Members will have already been written to, outlining the proposed work on footways for this year and seeking their comments on the proposals accordingly.

Winter Maintenance

7. The new winter season is now with us and as usual work has been completed over the summer months to ensure the county has strong resilience measures in place to deal with our winter weather. Our salt barns are full and we have a 5,000 tonne resilience stockpile, giving a total of 17,000 tonnes of salt ready for use. This prudent approach to stocking gives Worcestershire a better degree of resilience than the nationally recommended position for the start of the winter season giving sufficient salt for over 100 precautionary gritting runs.

8. The entire fleet of 32 gritters has been fully serviced and is ready for action to deal with ice and snow on our key road network. The gritters are located at key Depots around the county to make sure they can respond to ice and snow rapidly spreading grit along Worcestershire's key road network to keep residents and businesses moving. Fitted with ceramic-insert plough blades for dealing with snow, this ensures we can clear right down to the road surface, meaning the salt has less snow to melt and roads are much clearer for traffic.

9. All 1,200 grit bins are currently being filled in preparation for winter. We also continue to expand our Green Grit Bin programme with Parish Councils, which complements our existing stocks of yellow bins and sees more minor roads receive treatment when necessary.

10. Council will, of course, be aware that I took a report to Cabinet on 13 October 2016 for approval of our Winter Service Policy.

Eastham Bridge

11. I am delighted to report that work has started (mid-October) at Eastham, to construct a permanent structure following the collapse of the historic bridge in May 2016. Contractors were on site in early October to establish the site compound, offices and welfare facilities ahead of work starting.

12. Prior to works commencing on site, tremendous preparation has taken place behind the scenes with our own engineers, planners, contractors and with partners at Malvern Hills District Council, Environment Agency, Historic England and Natural England. This included progressing work on both temporary and permanent structures in parallel.

13. Communications with the local community have been ongoing via agreed routes since the collapse in May. It is anticipated that the new bridge will be open to traffic in Spring 2017.

'Driving Home'

14. Members will be aware of the 'Driving Home' programme, which sees an additional £12m investment into our highways over this year and next. Each member has received details of the proposed roads to be treated in their individual divisions.

15. The programme is progressing well with over 37 miles of improvements benefiting over 3,000 residents.

16. A communications campaign is in place to support the programme. The public tell us that fixing the roads is one of their highest priorities and, therefore, this programme is directly responding the residents who we represent.

Parish Lengthsman Scheme

17. The Lengthsman Scheme continues to go from strength to strength. From inception in 2002, with five Parish Councils undertaking our trial, we have now been able to accommodate 157 Parish and Town Councils on the Scheme, covering around 95% of Worcestershire. Due to continued investment from Worcestershire County Council and the support and hard work of subscribed Parish and Town Councils, this is one of the most popular schemes of its kind in the country and is nationally recognised as a successful model of partnership working.

18. Further to feedback from local councils, the remit of the Lengthsman has been expanded and now includes such tasks as maintaining and rotating Vehicular Activated Signs, refurbishing visibility railings and the painting of heritage street furniture.

19. Regular training sessions take place to ensure that Lengthsmen are trained for working in the highway and can comply with the current traffic management regulations.

Street Lighting

20. Progress to the end of September on the part night lighting programme is that over 16,000 lights have been converted to switch off between midnight and 6am GMT, with this completing 95% of the original scheme total. Currently the teams are finishing off areas of Worcester and Malvern which will complete the project. This contributes to planned energy savings and reducing carbon emissions.

21. In addition to this, a number of other energy saving projects have either taken place or are underway. For example, many of the major routes into Worcester city have been upgraded to LED lighting (City Walls Road for example).

Hoobrook Link Road

22. The Hoobrook Link Road scheme was made operational for road users as planned in September 2016. This includes the link road and associated junction improvements on Worcester Road and Stourport Road. The link road provides improved access, connecting two key employment corridors, promoting economic growth and relieving traffic congestion.

Public Transport

23. Mainstream Education and Public Transport contract renewal dates have now been aligned by area and re-profiled to be reviewed on a rolling programme basis. In accordance with our "open for business" commitment this will provide operators with visibility of contract termination dates and ensure that significant elements of their business are not all at risk at one time.

24. Market shaping and development is continuing, we are striving to augment resilience in the commercial sector by amending our procurement method and contract specifications.

25. Several commercial bus services have been de-registered this year, our mitigation has been to provide the services in-house for a fixed transitional period. This allows us to collate crucial passenger number and journey information (that would be otherwise commercially sensitive). The information forms the basis of an options appraisal pertaining to service provision. One such service has been transferred to Community Transport. Other de-registered services will be reviewed in an holistic manner, this will allow operators to be more creative and have greater autonomy and thus potentially more commercially viable.

26. I know that Local Members and indeed communities quite properly show great concern when their area is affected by a reduction in bus services. However, the stark reality is that if the service is commercially operated, the Council has little, if any, power to resist this, other than to comply with its statutory duties as and where necessary. The Council will be aware that the total budget for subsidised bus services now stands at approximately £1.6M and this money can only be spread so far. I don't propose to rehearse again the previous decision to reduce subsidised bus services, everyone will be well acquainted with the decision taken at the time.

27. A new procurement method provides far greater autonomy for operators to submit responses for contracts and allows us to evaluate alternative "added value" options. We are actively encouraging operators to engage with us and collectively identify new ways of reducing cost. Additionally we are re-evaluating our contract specifications by making them less specific to encourage entrepreneurial responses.

28. The first mini competition for public transport is currently underway and will be followed by mainstream education contracts in November, for January and February start dates.

29. This has followed the introduction of a five-year rolling programme for the retendering of Mainstream schools contracts where we will be optimising routes through specialist software and offering resource based contracts. The use of this software has delivered contract savings of £215,000 for SEN schools.

Transport Technology

30. The Worcestershire Real Time Information System (RTIS) is fully operational and being used both internally and by Operators. In-shelter displays (currently showing scheduled information) are being deployed in Worcester City with the public "live" launch by the end of December this year.

31. LCD solar powered in-shelter displays are the first of their type in Europe and will enable us to deliver Real Time Information where not feasible before.

32. The successful development of the online School Transport application tracker, which supports our Digital Strategy, has resulted in significant reduction in volumes of calls. Customers are opting to use a self-service approach, rather than calling via the Worcestershire Hub. In addition improvements have been made to back office processes.

Community Transport

33. Following the withdrawal of First Bus's commercial service between Upton-upon-Severn and Malvern in April this year, the County Council stepped in by providing a temporary bus route, operated by Fleet Services, whilst a more permanent solution could be found. Following passenger surveys and consultation, two local CT operators (Malvern Dial-a-Ride and Community Action) developed a new Community Bus service which enables passengers from the various communities to make a return journey into Malvern. The new service will operate from Monday through to Saturday. Journeys need to be booked in advance, providing a more personal service with greater flexibility. In addition, other journeys can also be provided by the organisations' voluntary car and Dial-a-Ride minibus operations.

34. The new arrangement is a good example of communities, councillors and voluntary organisations working together to come up with a tailored solution. The new service is part funded by contributions from two Members' Divisional Funding.

Highways Liaison

35. Over the last 10 years the role of Highways Liaison Engineer has proved hugely successful, and we are now revising the role to ensure it encompasses the wider aspirations of the authority.

36. The revised role will be responsible for liaising with Councillors on all Highways and Transport activity in their relevant area, ensuring consistency and continuity. To reflect this broader role we now have additional resources to ensure that issues are dealt with promptly and the process is managed end to end.

37. Some Members of the Council will have seen various changes with their local Liaison Engineer, particularly in the Wychavon and Malvern areas. Having gone to a model where there were four Liaison Engineers across the county, I am delighted to confirm that this model moves back up to six. This was fully implemented on 1 November 2016.

38. Your Liaison Engineer will, in future be proactive and make contact at least monthly; they will be able to provide you with an overview of what's happening in your Division.

39. We recognise the importance of providing Members with timely, accurate responses to their correspondence. In terms of continual improvement our new Customer Access Platform has enabled us to revamp our process; this will allow us to fully track all Member correspondence across the Directorate. We are currently piloting this with Liaison Engineers to understand exactly what's required and we are working with our Design Team to develop a process/database which meets Members' and officers' needs.

Traffic Regulation Orders (TROs)

40. At any given time, the Traffic Management Team are regularly dealing with a live list of 100 TROs.

41. Whilst the number of TROs has risen, the average process time has reduced from 42 weeks in 2010 to 26 weeks on average this year. Additional resource is being sought so as to further reduce process times.

Small Works Schemes

Traffic calming

Shawhurst Lane Wythall, Woodrush Schools.

42. A Traffic calming scheme using bolt-down speed cushions to slow vehicles down in advance of a designated crossing point thereby protecting children using the school crossing patrol and at other times when residents may need to cross. To be implemented in school half term - February 2017.

Matchborough Way, Matchborough School

43. A Traffic calming scheme using bolt-down speed cushions, to slow vehicles down in and around the school and supplement existing infrastructure improvements. Which have taken place in recent years adjacent to the school. To be implemented in school half term February 2017

Groveley Lane Cofton Hackett

44. "Visual" traffic calming scheme incorporating carriageway resurfacing, lining, signing, lighting, uncontrolled crossing improvements. To be fully delivered in 2017.

Walking

City Walls Road, Worcester

45. As part of the Key Corridors schemes to improve the City Walls Road area, a number of schemes have been completed. A new pelican pedestrian crossing has been installed just north of the Fownes Hotel.

46. Windsor Row footbridge, which links from New Street to the St Martin's Gate multi-storey car, has had the bridge deck re-laid and parapets repainted. The 'hole in the wall' staircase has been in filled and the paved area opened up by removing the hedging and replacing with railings. To deter loitering, cobbles have also been laid.

47. The pedestrian guard railing along the entire length of City Walls Road has been replaced with the black Worcester railings.

Birmingham Road, Alvechurch

48. A new Zebra Crossing and pedestrian ramp has been installed at Birmingham Road, Alvechurch serving Alvechurch Middle School and Crown Meadow First School.

Riverside, Kleve Walk, Worcester

49. After the discovery of a colony of Lesser Horseshoe bats nesting in the Cathedral, the lit bollards at Kleve Walk were found to be disrupting their feeding pattern. The switch-on timings for the bollards has been reduced to enable the bats to feed

unimpeded. To ensure the safety of the public, a section of railings, to match those used elsewhere along the Riverside, are to be installed shortly. To further define the river edge, a line of solar lights 'bat hats' are to be installed adjacent to the railings and bollards. Finally, an information board will be installed to give details of the new bat colony.

Shelsdon Close, Wythall (Lea Green Lane, Station Road & Norton Lane)

50. Some S106 funding is being towards walking improvements, feasibility and outline of scheme is being worked on currently.

Brickfields Walk, B4550 Astwood Road, Worcester

51. On PROW WR-858 that crosses network rail line from Astwood Road to King George V playing fields is being closed off so a new gate and fence is being erected to stop anti-social behaviour and rubbish dumping. Worcester City Council are progressing a Public Space Protection Order (PSPO)

Signing

52. A number of small signing schemes have been undertaken, in Worcester, and Kidderminster.

Bus Stop Improvements installed

New Road, Bromsgrove (Next to New Rail Station)

53. To aid the re-routed bus movements through the newly improved Bromsgrove Station, a build-out has been removed at the top of New Road and the eastern side car parking removed and replaced with double yellow lining.

Birmingham Road Alvechurch

54. Two new bus shelters installed including raised kerbs and footway improvements

Malvern

55. Three bus stop sites in Malvern including two new bus shelters and associated footway improvement works

Badsey Road, Evesham

56. New bus shelter hardstanding and 90m of new footway to help users access the stop.

B4204 Martley Rd, Lower Broadheath (by Bell Inn)

57. New bus shelter, hardstanding and footway with two uncontrolled crossings to access it.

Bus Stop various

58. In addition bus stop improvements have been carried out at 12 locations including new or replacement bus stop poles and flags.

Bus Stop Improvements imminent

B4085 Cleeve Road, Middle Littleton (by Kanes Foods)

59. Replacing old bus shelter and concrete base with new shelter and base and making shelter more visible for users.

B4079 Kemerton, Rd Bredon (near Surgery)

60. New bus shelter to be installed together with bus stop area having dropped crossings and footway improved.

Cycling

61. A number of small cycling signing schemes have been undertaken in and around, Beckford, Malvern, Worcester, and Stourport.

Diglis Parade

62. The Riverside shared-use path between Portland Walk and the Canal swing-bridge has been widened to 2.5m and railings installed on the river side

Diglis Dock Road

63. The Riverside shared-use path between the old Oil Dock and Navigation Road is to be improved by blocking Diglis Dock Road with removable bollards, the lighting improved, signing, lining and the installation of a road hump at the end of Navigation Road to alert drivers that they are entering a shared use zone.

Improvements for the mobility impaired

64. A DDA package of 31 No dropped kerbs and tactile are about to be installed and delivered throughout the county before Christmas.

65. Included in the above is an improvement to the flooding issue being experienced at existing crossing in Worcester Road Malvern by installing an additional 2 drain gullies and re-profiling the footway kerbing so users of the crossing do not get soaked by passing vehicles. Maintenance crews have jetted out all the existing pipes that these gullies will feed into.

66. In conclusion, can I place on record my thanks to the Director, John Hobbs, all of his senior leadership team but importantly the many officers and people on the ground doing the day-to-day work to keep this county moving.

Marcus Hart

Cabinet Member with Responsibility for Highways

COUNCIL
10 NOVEMBER 2016**QUESTION TIME**

Question 1 – Costs of suspended employees

1. Mr P M McDonald will ask the Cabinet Member with Responsibility for Transformation and Commissioning:

"Would the Cabinet Member with Responsibility for Transformation and Commissioning please inform me of the cost to this Council of workers suspended on full pay over the last two years?"

Question 2 – Number of MPs

2. Mr P M McDonald will ask the Leader of the Council:

"Would the Leader of the Council agree with me that the Government should pull back from reducing the number of MP's, which is causing confusion throughout the county because of the likelihood that residents in the county of Worcestershire could find that their MP is from a neighbouring authority, district or metropolitan area. Would the Leader of the Council also agree with me that to save money the number of unelected peers should be reduced instead of elected Members of Parliament?"

Question 3 – Term Dates 2018

3. Mr R C Lunn will ask the Cabinet Member with Responsibility for Children and Families:

"Can the Cabinet Member with Responsibility for Children and Families ask the officers to reconsider the date on which the school summer term ends in 2018? Most families take holidays from Saturday to Saturday, so ending the term on Friday 20 July 2018 is preferable to the current plan of Tuesday 24 July 2018? Would he agree that such a change is likely to improve school attendance because parents are less likely to remove their children from school?"

Question 4 – Learning Support Budget

4. Mr R C Lunn will ask the Cabinet Member with Responsibility for Children and Families:

"Can Cabinet Member with Responsibility for Children and Families confirm that £300,000 was taken out of the Learning Support Budget in 2016-17 due to a legal dispute about the original contract between the Directorate and Babcock? How

is taking £300,000 away from this budget going to improve "outcomes" for children assisted by the service?"

Question 5 – Council-owned property

5. Mrs F M Oborski will ask the Cabinet Member with Responsibility for Transformation and Commissioning:

"As part of its Local Plan Review Wyre Forest District Council Local Plans Review Panel, which I chair, is assessing the Five-Year Housing Land Supply in the District. Worcestershire County Council owns several sites in the District which would appear to be suitable for some housing provision, but which are currently not being released. Three within Kidderminster are: the former Stourminster School site on Comberton Road; the former Sladen School site on Hurcott Road and the now unused Naylor's Sports field off Rifle Range Road.

Every house which can be built within Kidderminster is one less house which has to be provided on greenfield sites outside existing settlement boundaries. Will the Cabinet Member with Responsibility for Transformation and Commissioning please tell me, for each of the above sites why there is a delay in releasing them for development, what constraints if any apply to each site and when they will be released?"

Question 6 – Cabinet Member visits

6. Mr R M Udall will ask the Cabinet Member with Responsibility for Highways:

"Does the Cabinet Member with Responsibility for Highways have any plans to visit my Worcester - St John Division?"

Question 7 – Council and other pay rates

7. Mr R M Udall will ask the Cabinet Member with Responsibility for Transformation and Commissioning:

"Can the Cabinet Member with Responsibility for Transformation and Commissioning please confirm details of the gender pay gap for employees of the County Council and for the county as a whole?"

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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COUNCIL
10 NOVEMBER 2016**REPORTS OF COMMITTEES****(a) SUMMARY OF DECISIONS TAKEN BY THE PENSIONS COMMITTEE**

Pension Investment Update

1. The Committee has noted the Independent Financial Adviser's fund performance summary and market background.
2. The Committee has noted the update on the Investment Managers placed 'on watch' by the Pension Investment Advisory Panel, namely Nomura, JP Morgan – Emerging Markets and JP Morgan – Bonds.
3. The Committee has agreed to instruct Fund Officers to start fee discount negotiations with JP Morgan (Bonds) in light on their continued underperformance against the required +1.0% outperformance target.

Administering Authority – Administration Update

4. The Committee has noted the general update from the Administering Authority in relation to the Pension Fund Valuation 2016, 2016 Annual Benefit Statement, current Government consultations, admissions to the Fund, and the Admission Forum.

Actuarial Valuation – Government Actuary's Department (GAD) Section 13 Dry Run Report

5. Section 13 of the Public Service Pensions Act 2013 requires the Government Actuary to report on whether four main aims are achieved with regards to local fund valuations of the Local Government Pension Scheme (LGPS) from 2016: compliance, consistency, solvency and long-term cost efficiency.
6. GAD produced a 'dry run' report based on 2013 Actuarial Valuation results and identified that there are significant areas of inconsistency in local valuation reports' assumptions and methodology, which make meaningful comparison of valuation results unnecessarily difficult. To address this, GAD restated the results on two bases:
 - i) The standard basis established by the Scheme Advisory Board (SAB); and
 - ii) A market consistent basis derived by GAD.

7. Based on the SAB standard basis the Fund moves from 69% funded to 83% funded indicating that the Fund's actuary has correctly built prudence into the Fund's 2013 valuation assumptions.

8. The Fund scored 'green' indicating that there are no material issues that may contribute to a recommendation for remedial action in order to ensure solvency with regards to existing or emerging risks, which include funding level, liability shocks and asset shocks.

9. The final assessment concerned long-term cost efficiency measures: deficit repaid, deficit period, required return, repayment shortfall, repayment pace, return scope and interest cover. These metrics were assessed on a standardised market-consistent basis. The Fund achieved a 'green' score on all measures except for deficit extension which scored amber. The Committee has noted the 'dry run' GAD Section 13 Report.

LGPS Central Update

10. The Committee has approved an amendment to the LGPS Central budget as a result of an increase in advisers' costs.

11. The Committee has agreed a maximum of £500,000 pool set-up cost budget spending be delegated to the Chief Financial Officer with a requirement to report back to the Committee for any required pool set-up cost spending above the £500,000 limit.

12. The Committee has agreed that the outcome of the allocation of the authorised Collective Investment Vehicle's Operator running costs negotiations be approved by the Committee before the Shareholders' Agreement and Inter Authority Agreement are finalised and sealed.

Green Investment Bank

13. Worcestershire County Council Pension Fund currently has surplus cash of £19.4m mainly as a result of upfront deficit contribution payments received from a number of fund employers and some recallable distributions from the fund's infrastructure and property managers. It is expected that a proportion of the surplus cash will reduce through to financial year-end. The interest that the fund can earn on the surplus cash through bank interest and money market fund investments is minimal compared to the returns achievable through investing in other asset classes.

14. Fund officers have consulted with the fund's Independent Financial Adviser and the Chair of the Pension Investment Advisory Panel and have concluded that extending the fund's commitment to infrastructure pooled funds is optimal, as it further diversifies the fund from its current 80% allocation to equities and opportunities in the bond and property markets are more limited in the current market environment. There is no impact on fund strategic asset allocation benchmarks.

15. The fund's two infrastructure managers, Hermes and Green Investment Bank, were approached to determine current investment opportunities. The Hermes fund is

closed, although they will be opening a second fund in the near future. The Green Investment Bank fund is due to close at the end of September 2016 and there is an opportunity to invest prior to close. Bfinance have confirmed that there is no change to their score of Green Investment Bank and they have no concerns to report.

16. The Committee has approved a £10 million additional investment to the Green Investment Bank.

JP Morgan Bonds

17. Due to the current market environment, JP Morgan has indicated that it is unable to achieve its target excess return of 1% above benchmark. JP Morgan proposed that a target range of 0.5% to 1% above target is more achievable. The proposal also included a fee reduction.

18. Fund Officers met with JP Morgan to discuss their proposal. The Chief Financial Officer informed JP Morgan that the contracted target performance requirement of +1% would remain, as top performing managers had achieved this target and there would be a procurement issue if the target was changed at this stage. Following further discussions, JP Morgan agreed to further revise their fee proposal.

19. The Committee has approved a fee discount proposal for JP Morgan.

Mr R W Banks Chairman

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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 papers for the meeting of the Pensions Committee held on 26 September 2016.

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COUNCIL
10 NOVEMBER 2016**REPORTS OF COMMITTEES****(b) SUMMARY OF DECISIONS TAKEN BY THE PLANNING
AND REGULATORY COMMITTEE**

Applications

1. The Committee approved the following applications subject to detailed conditions:

- Proposed minor material amendment to planning permission 12/000008/CM, dated 13 July 2012 for "Development of an Anaerobic Digestion Plant, Beef (Cattle) Unit and Ancillary Infrastructure at Rotherdale Farm, Long Lane, Throckmorton, Worcestershire" to vary condition 2 so as to construct two new Anaerobic Digestion Tanks, and
- Proposed new single storey 1 form entry primary school accommodating reception to year 6 at Malvern Vale Primary School, Swinyard Road, Malvern Vale, Malvern, Worcestershire.

2. The Committee resolved that it was minded to approve a proposed new two-form entry first school with associated external areas including access road, hard play, grass pitches, forest schools area, and parking on land at Brockhill East, adjacent to Lowan's Hill Farm, Redditch, Worcestershire and that unless the Department for Communities and Local Government directs that the application be referred to them for decision, planning permission should be granted subject to conditions. The Secretary of State has subsequently decided not to call-in the Committee's decision and planning permission has been granted.

3. The Committee has refused the following applications:

- Proposed extension of a yard associated with an existing waste transfer station at Grove House Yard, Tewkesbury Road, Upton-Upon-Severn, Worcestershire
- Proposed formation of an earth bund containing about 150,000 tonnes of soils on land to the south of B4636 and east of M5 Motorway, Spetchley, Worcestershire, and
- Proposed construction and operation of an Incinerator Bottom Ash (IBA) Recycling Facility accepting 120,000 tonnes per annum along with ancillary/welfare facilities and operation of mobile equipment at Sandy Lane, Wildmoor, Bromsgrove, Worcestershire

4. Details of the above application can be found in the agenda papers for the Committee meetings held on 20 September and 1 November 2016.

Mr R C Adams
Chairman

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Specific Contact Points for this report

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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 papers for the meetings of the Planning and Regulatory Committee held on 20 September and 1 November 2016.