

# Agenda

## Council

**Thursday, 12 November 2015, 10.00 am**  
**County Hall, Worcester**

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کوردی سۆزانی، ننگێر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهییه و دهستت به هیچ کس ناگات که وهیگهریتنوه بۆت، تکلیه تملفون بکه بۆ ژمارهی 01905 765765 و داوای رینۆونی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤਰਜਮਾ ਲਈ ਅਨੁਭਵ 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 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

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

## WHAT MUST I DO WITH A DPI?

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

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

## WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

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

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

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

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

Not normally. You must withdraw only if it:

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

## DON'T FORGET

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

**Thursday, 12 November 2015, 10.00 am, County Hall, Worcester**

## **Agenda and Summons**

**Councillors:** Mr I Hopwood (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 M H Broomfield, 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 M E Jenkins, Ms R E Jenkins, Mr R C Lunn, Mr L C R Mallett, Mr P M McDonald, Mr A P Miller, 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, 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, 11 November 2015). 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 17 September 2015 (circulated previously electronically).

### **4 Chairman's Announcements**

To receive any announcements to be made by the Chairman.

### **5 Fire and Rescue Authority 1 - 4**

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. It is planned that the Chief Fire Officer will attend this meeting to answer any questions on operational matters.

## **6 Reports of Cabinet 5 - 20**

To consider the reports of the Cabinet and to receive answers to any questions asked on the reports. Matters which require a decision by the Council are on **yellow pages**. Matters where decisions have already been taken are on **white pages**.

## **7 Council's Operating Model 21 - 34**

To consider a report from the Chief Executive on the Council's Operating Model (**yellow pages**).

## **8 Worcestershire Regulatory Services**

To consider a report on the future arrangements for Worcestershire Shared Services Joint Committee and the delivery of Worcestershire Regulatory Services (Trading Standards and Animal Health Services) (**yellow pages – to follow**).

## **9 Devolution Issues 35 - 50**

To consider a report on devolution issues. (**yellow pages**).

## **10 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, 5 November 2015**.

## **11 Reports of Cabinet Members with Responsibility 51 - 58**

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 question on the report (**green pages**).

## **12 Annual report of the Chief Executive 59 - 74**

To receive the report of the Chief Executive and any answers to questions on it (**cream pages**).

## **13 Question Time 75 - 76**

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 9 November 2015 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. )*

## **14 Reports of Committees 77 - 82**

To consider the reports of the Audit and Governance Committee, 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.

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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](http://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](mailto:jhigginbotham@worcestershire.gov.uk)

Date of Issue: Tuesday, 3 November 2015





## Hereford & Worcester Fire Authority

### Annual Report to Worcestershire Council

12 November 2015

#### **Authority Chairman and Vice-Chairman 2015/16**

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

#### **Financial Information**

2. The final out-turn position for 2014/15 is an under-spend of £2.534m, which was an increase of £1.679m since the third quarter. This additional under-spend is almost entirely down to one-off items: reduced operational activity, incomplete training due to industrial action, back-dated business rate refunds, delayed equipment delivery, additional secondment income and non-allocated inflation and support staff pay award provisions.
3. In addition to the £0.705m already approved for transfer to the budget reduction reserve to support the staff reduction profile, the Authority approved the transfer of £0.300m to the Operational Activity Reserve and £0.300m to an ear-marked reserve for late equipment delivery. A transfer of the balance of £1.229m to a temporary earmarked reserve was approved.
4. The total approved capital budget for 2014/15 was revised to £6.773m at the February Authority meeting. Against this revised budget, expenditure of £4.779m (71%) has been incurred, an under spending of £1.994m. The Authority agreed the re-phasing of capital budgets to 2015/16.
5. The Authority's finances are well controlled and despite a relatively small number of late one-off items, the resultant under spending is part of a planned response to known future budget constraints.

#### **Performance 2014/15**

6. The Authority recently noted the following headlines in relation to annual performance for 2014-15:
  - i) the total number of incidents attended in 2014-15 is the lowest overall total in the nine years that the current data set has been collected. It is also the

lowest number of incidents for each of the three main categories of incidents individually;

- ii) sickness levels for all staff continue to remain within tolerance and are comparable with 2013-14; the sickness levels are some of the lowest in the country when compared to other fire and rescue services and compare very favourably with local authorities.
- iii) the Service saw a 6.5% increase in attendances at building fires that met the 10 minutes attendance standard, compared with the same period last year; and
- iv) retained (on-call) first appliances were available for operational duty 94.3% of the time.

### **Community Risk Management Plan (CRMP) 2014-2020**

- 7. As part of the Community Risk Management Plan the second fire engines at Ledbury and Tenbury fire stations were removed from the Service's fleet of fire engines. However there were no changes to the existing fire engines at Bewdley, Broadway, Whitchurch and Kingsland and no change to the second fire engines at Kidderminster, Evesham, Leominster, Bromyard and Ross-on-Wye.
- 8. The Authority instructed officers to investigate the feasibility of introducing the new shift system, Day Crewing Plus, for the second wholetime fire engines at Hereford and at Worcester. In February 2015 a two-year trial period of the Day Crewing Plus duty system for the second fire engines at Hereford and at Worcester and the associated costs was approved. The CRMP can be found on the service website at [www.hwfire.org.uk/your-right-to-know/our-publications/](http://www.hwfire.org.uk/your-right-to-know/our-publications/)

### **Place Partnership Ltd.**

- 9. The Service has transferred its property team into Place Partnerships Limited, a company wholly owned by six public sector partners. The Chief Fire Officer will sit on the board of Place Partnership Ltd and the Authority will be represented by the Fire Authority Chairman at shareholder level, alongside representatives from Warwickshire and West Mercia Police, Redditch Borough Council, Worcester City Council and Worcestershire County Council. The Managing Director was appointed in May 2015 and staff transfer commenced on 1 September 2015.

### **Collaboration with the Police**

- 10. The Chief Fire Officer has built a close working relationship with the Chief Constable of West Mercia Police Force and this has filtered down through the Service resulting in on-going dialogue between the two organisations to explore opportunities to collaborate on a range of projects that will drive efficiencies. The



property capital replacement programmes of both organisations are now aligned and any fire station which is being considered for replacement will have facilities for sharing space with the Police.

11. In October 2014, the Authority received a total of £4.27 million from the Government's Transformation Fund to fund the following two projects:

- a. Move the Fire Service Headquarters from its present location on the outskirts of Worcester to join West Mercia Police at their headquarters at Hindlip near Worcester;

Transformation Fund award: £1.89 million received

- b. Create a new Wyre Forest Blue Light Hub in Worcestershire which relocates the existing three fire stations in the Wyre Forest area into a new purpose-built, centrally located station;

Transformation Fund award: £2.38 million received.

12. Due to the potential of the Wyre Forest Blue Light Hub to involve the relocation of three existing fire stations into a single, central hub and co-location of multiple partners (West Mercia Police, West Midlands Ambulance Service, Severn Area Rescue Association and the British Red Cross) the Authority recently approved a public consultation programme prior to consideration of the final proposals by the Authority early next year.

### **Closer Working with Warwickshire Fire and Rescue Service**

13. Collaboration already exists between the two Fire and Rescue Services, notably in areas such as operational cover, water rescue and training. However, a joint officer team (Project Arrow) was established with Warwickshire Fire and Rescue Service to examine the potential benefits to be delivered from 2017 and beyond. A number of further opportunities for operational collaboration were identified including the alignment of policy, procedure, systems, processes, equipment and best practice in departments such as Operational Support, Health and Safety, Technical Services, Training and Development, Prevention and Protection, and Response.

14. The Authority has agreed that the Project Team and the Joint Project Board (comprising officers and Members of both authorities) maintain their connection and that the collaborative work continues with a focus on achieving operational collaboration and strategic alliance light by late 2015 under the direction of the Joint Project Board. [Strategic alliance light is where decision making is retained by each authority but there is formal agreement between the two organisations, which umbrellas a number of operational collaborations between workstreams and/or structural changes to departments.]

15. The Authority has also agreed that work to date is shared with other key partners, notably Northamptonshire Fire and Rescue Service, Shropshire Fire and Rescue Service, West Mercia Police and Warwickshire Police with the aim of stimulating interest in wider collaboration. A further report will be submitted to the Joint Project Board and to the Fire Authority in December 2015.

### **Strike Action**

16. As Members will be aware, the Fire Brigades Union has an on-going dispute with Government over pensions. To date there have been 50 periods of industrial action, the latest period being held on 25-26 February 2015. Contingency arrangements have been successfully implemented and continue to provide a robust plan during all periods of strike action.

### **Members' Allowances**

17. Members have voted not to increase their allowances and keep them pegged to those paid in 2009/2010.

### **Authority Plan 2015/16**

18. The Authority's Annual Plan for 2015/16 was approved for publication and is available on the Service's website at [www.hwfire.org.uk/your-right-to-know/our-publications/](http://www.hwfire.org.uk/your-right-to-know/our-publications/)

### **External Audit Opinion and Financial Statements**

19. The External Auditors issued an unqualified opinion on the Authority's 2013/14 and 2015/15 financial statements and an unqualified Value for Money Conclusion for 2013/14 and 2014/15.

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

### **FURTHER INFORMATION**

Any person wishing to seek further information on this report should contact Committee & Members' Services on 01905 368209. Further information on the Fire Authority and the Fire and Rescue Service can also be found on the website at ([www.hwfire.org.uk](http://www.hwfire.org.uk))

**COUNCIL**  
**12 NOVEMBER 2015****REPORTS OF CABINET****(a) MATTERS WHICH REQUIRE A DECISION BY COUNCIL**

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**Superfast Worcestershire – Programme Update and Re-investment Opportunities****Recommendation**

- 1. The Cabinet Member with Responsibility for Economy, Skills and Infrastructure recommends that a £3.25 million addition to the Capital Programme be approved, to be funded by capital released early by BT if the commercial negotiations are successful, for further capital re-investment to extend superfast broadband even further across the county.**
2. Members will be aware of the Superfast Worcestershire programme to implement a multi-million pound superfast broadband network which will be one of the best in the country. The County Council's Corporate Plan and the Worcestershire Economic Strategy support technology-led growth as a key economic enabler for the county and specifically highlight the importance of broadband to local residents, communities and businesses.
3. Business and political leaders within the county are committed to the programme and the County Council has made a multi-million contribution to it. Superfast Worcestershire will result in a significant step change in the broadband infrastructure, which, in turn, will facilitate a drive in economic growth and improve the quality of life for all residents over the next decade. Having excellent broadband through the county underpins the significant developments in technology to communicate, manage health and look after people. This enables vulnerable people to take a more active role in their own care; reduces social isolation and allows them to stay independent for longer, in their own homes.
4. In 2013, the Council started a 7 year partnership with BT to extend fibre broadband across Worcestershire to ensure that at least 90% of the county's residents and businesses could access faster broadband. The programme is recognised nationally for consistently remaining ahead of schedule and for the strength of partner relationships and contract management.
5. Having entered the original deal for 90% coverage, the Council then secured an additional £4.8m from BDUK and through the Local Growth Fund to invest further into extending superfast fibre across Worcestershire. This further investment will extend fibre to 95% of the county's businesses and residents with 94% of the county able to access superfast speeds.

6. Despite this excellent anticipated outcome, it is recognised that even with 95% coverage there will be a proportion of very hard to reach residents and businesses in the county that will not benefit from the Superfast Worcestershire programme which may inhibit their ability to sustain and/or grow.
7. The contract with BT does give the Council the opportunity to recoup some of its investment with effect from 2025 if either efficiencies are found in the programme deployment or if take-up of superfast broadband exceeds 20% of premises enabled to do so.
8. Due to the outstanding performance in the delivery of the programme (which is on track to deliver to over 55,000 premises by June 2016) and higher than expected take up rates of almost 20% secured, BT has offered the Council the opportunity to re-coup monies early if the Council agrees to re-invest the circa £3m to further extend the fibre coverage in the county, rather than wait to recoup the money in 2025.
9. BT has offered to release early capital re-investment of circa £2.1 million. A further circa £900,000 would be made available by BT to extend coverage even further through efficiencies made to date in programme deployment. The re-investment of around £3 million would enable the extension of fibre infrastructure into parts of the remaining 6% of the county's businesses and residents. The opportunity to extend fibre further across Worcestershire will be lost if the monies are not identified for re-investment and will remain in the "re-investment pot" until 2025. The proposal will not require any additional net borrowing for the Council as any re-investment would be funded by early release of capital by BT.
10. Given the issues identified above, the Cabinet has agreed to support this opportunity to re-invest capital released early by BT to extend superfast broadband which could enable around an additional 3000 premises (homes and businesses) in the county to access superfast broadband. The Director of Commercial and Change, in consultation with the Cabinet Member with Responsibility for Economy, Skills and Infrastructure, has been authorised to negotiate the best deal for the county with regard to the capital to be released by BT and to take the final decision on specific re-investment. This is subject to Council approving an addition of £3.25 million to the Capital Programme for the purposes of such re-investment, to be funded by capital released by BT if the commercial negotiations are successful.
11. Final coverage and deployment plans will be understood and agreed before formal contract change controls are agreed. The deal will need to demonstrate value for money for Worcestershire's tax payers, ensure a continued focus for business and resident communities within the county and take account of demand. Securing this offer, significantly earlier than expected, is a major achievement for the county and is a result of the progress made in the Superfast Worcestershire programme.

## **Kidderminster Railway Station – Capital Programme Addition**

### **Recommendation**

**12. The Cabinet recommends that a £4.3 million addition to the Capital Programme for Kidderminster Railway Station be approved and the capital budget cash limits be updated accordingly.**

13. The Kidderminster Railway Station enhancement scheme has been supported by the County Council for a number of years. The scheme forms part of the Business, Environment and Community Directorate's infrastructure investment portfolio as identified in the Local Transport Plan and supporting the Council's Open for Business agenda.

14. In July 2014 the Growth Deal for Worcestershire allocated £2.5 million to the project for 2015/16 and in January 2015 the Growth Deal for Greater Birmingham and Solihull allocated £1.8 million to the project for 2016/17. A total of £4.3 million is now allocated for this scheme subject to final approval of the business case by the Worcestershire Local Transport Body and Local Economic Partnership.

15. There is now sufficient capital funding available to allow the project to proceed and detailed design work is now taking place in partnership with London Midland, Network Rail, Rotala (t/a Diamond), Severn Valley Railway and Wyre Forest District Council.

## **Bromsgrove Railway Station Relocation – Capital Programme Update**

### **Recommendation**

**16. The Cabinet recommends that an increase of up to £1.2 million to the existing Bromsgrove Railway Station Relocation project be approved and the Capital Programme cash limits be updated accordingly.**

17. In December 2013 Cabinet recommended that the Council should enter into an Implementation Agreement with Centro and Network Rail for the delivery of a new railway station and car park in Bromsgrove.

18. The scope of work was to deliver a new Equalities Act compliant station building 300 yards south of its current location including:

- Longer platforms capable of catering for 6-car trains
- A car park with 350 spaces
- Improved pedestrian and cycle access, and
- New bus interchange facilities.

19. A parallel but separate project to electrify the line between Bromsgrove and Barnt Green is being undertaken by Network Rail and its completion is critical if the full benefits of the station project are to be realised.

20. The estimated cost of the project, including contingency which is included in the existing approved Capital Programme is £14.6 million and is funded by a £1.5 million contribution from the Council's Integrated Transport block and the remaining £13.1

million is to be funded £9.2 million (70%) from Centro and £3.9 million (30%) County Council borrowing.

21. The Council will benefit from a share of future income streams from the project which is forecast to cover the Council's cost of borrowing over time, so in this respect, in the longer term, is cost neutral to the Capital Programme.

22. Following the achievement of a number of construction milestones the Council alongside Centro is engaged in commercial dialogue to determine the extent to which expenditure remains within the approved budget on both the railway station project and separate electrification of the line.

23. Whilst no additional costs have been agreed at this stage, there are indications that some additional costs may need to be recognised. Therefore, it is important to ensure a nimble process exists to not delay the opening of the project and allow negotiations to progress through the Director of Business, Environment and Community. Whilst the outcome of these discussions is not known at this point, the County Council needs to ensure sufficient flexibility exists through delegation to progress discussions alongside Centro to keep the project on track.

24. An increase of up to £1.2 million to the existing Capital Programme scheme would be on the basis that any additional costs that were to be agreed can be demonstrated to be those associated with the construction of the railway station and the car park and that these costs would be recovered by additional income to ensure the project remains cost neutral to the County Council over its project life.

25. The Cabinet has agreed, subject to Council approving the increase of up to £1.2 million in the Capital Programme, to delegate to the Director of Business, Environment and Community, in consultation with the Cabinet Member with Responsibility for Economy, Skills and Infrastructure and the Chief Financial Officer, authority to negotiate and conclude a commercial agreement with Centro designed to cover the Council's cost of additional borrowing over the life of the project.

## **Revised Capital Programme**

### **Recommendation**

#### **26. The Council:**

**(a) agrees the recommendation of the Leader that subject to successful contract agreement with Liberata, it reduces by £1 million the Capital Programme Cash Limits and approves the virement of £0.1 million from the Financing Transactions revenue budget to the Commercial and Change revenue budget to effect the cost neutral financial effect of funding the future system change as set out in the Appendix; and**

**(b) agrees the recommendation of Cabinet that the Capital Programme as set out in the Appendix be approved and the capital budget cash limits be updated accordingly.**

27. In September 2015 Cabinet appointed Liberata as the preferred bidder for Transactional HR and Finance Services and delegated to Director of Commercial

and Change, in consultation with the Cabinet Member with Responsibility for Transformation and Commissioning, the authority to agree any final details and to take all steps necessary to give effect to the appointment of Liberata and completion of the contract for services.

28. The September 2015 Cabinet report included a specific reference that the capped contract amount also included a contribution towards the provision for future capital investment in system change which would be required as a minimum in a 'do-nothing' scenario.

29. In order for this to be administered in financial terms, it is necessary for the Council to transfer by way of budget virement £0.1m from its future borrowing costs Financing Transactions budget to the revenue service budget under the Commercial and Change Directorate. This is cost neutral as the Council had already set aside this funding for a system change, which will now be delivered by Liberata following successful contract confirmation. The effect on the approved Capital Programme will be to reduce the 'Capacity for New Starts' budget by £1 million and Council is asked to approve this reduction and to approve the £0.1m budget virement accordingly as set out in the attached Appendix.

30. A financial exercise has been completed to update the expenditure profile of the Capital Programme over the current and future years. The funding profile has been also updated. The revised Capital Programme is attached as an Appendix and Cabinet recommends that Council approves the Programme and the cash limits be updated accordingly.

## **Supporting Information**

- Appendix – Capital Programme

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

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

### 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 meeting of the Cabinet held on 24 September 2015 and 15 October 2015

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## Capital Programme 2015/16 to 2018/19 Onwards

TOTAL EXPENDITURE	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 2017/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
CHILDREN'S SERVICES DIRECTORATE	27,026	19,087	5,304	375	51,792
BUSINESS, ENVIRONMENT AND COMMUNITY DIRECTORATE	141,993	91,469	80,003	3,703	317,168
DIRECTORATE OF ADULT SOCIAL CARE AND HEALTH	2,375	5,353	100		7,828
COaCH DIRECTORATE	11,323	1,560	1,347		14,230
FINANCE			4,967	5,000	9,967
<b>GRAND TOTAL</b>	<b>182,717</b>	<b>117,469</b>	<b>91,721</b>	<b>9,078</b>	<b>400,985</b>

TOTAL FUNDING	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 2017/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
TEMPORARY AND LONG TERM BORROWING	102,776	40,322	9,338	5,000	157,436
CAPITAL RECEIPTS	7,830	5,012	270		13,112
GOVERNMENT GRANTS	59,958	64,423	64,643	4,078	193,102
CAPITAL RESERVE	3,620		131		3,751
THIRD PARTY CONTRIBUTIONS	5,333	7,662	17,289		30,284
REVENUE BUDGETS	3,200	50	50		3,300
<b>GRAND TOTAL</b>	<b>182,717</b>	<b>117,469</b>	<b>91,721</b>	<b>9,078</b>	<b>400,985</b>

## CHILDREN'S SERVICES DIRECTORATE

	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 2017/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
<b>Major Schemes:</b>					
- Special School (Habberley Learning Campus)	450	113			563
- Short Breaks for Disabled Children (AHDC)	128				128
- Purchase of Property for Looked After Children Placements	293				293
- Stourport Burlish Park - New School (all CM grant funded)	3,181	108			3,289
- Bewdley High Science Block (all CM grant funded)	1,728	56			1,784
- Post 16 Supported Living	1,000				1,000
- Bengeworth 1st	1,634	36			1,670
- Redditch S.77 Projects	700	1,578	120		2,398
- Evesham St Andrews	1,288	882	60		2,230
- Leigh and Bransford	511	787	26		1,324
- Holyoaks Field 1st School	450	2,600	2,586	250	5,886
- Blackwell 1st School	1,176	25			1,201
- Major Schemes - Residual	480				480
<b>Composite Sums:</b>					
- Capital Maintenance	5,821	808	260		6,889
- Early Education for 2 Year Olds	427				427
- Basic Need	4,709	10,211	2,252	125	17,297
- School Managed Schemes (Inc. Universal Infant School meals and Devolved Formula Capital)	2,469	1,883			4,352
- Composite Sums - Residual	581				581
	<b>27,026</b>	<b>19,087</b>	<b>5,304</b>	<b>375</b>	<b>51,792</b>

## BUSINESS, ENVIRONMENT AND COMMUNITY DIRECTORATE

	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 2017/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
<b>Local Transport Plan:</b>					
- Structural Carriageway/Bridgeworks	14,468	13,758	49,569		77,795
- Integrated Transport	3,123	2,405	2,405		7,933
<b>Major Schemes:</b>					
- Energy from Waste	69,022	30,390			99,412
- Southern Link Dualling Phase 3	7,202	7,684	12,504	3,703	31,093
- Worcester Parkway Regional Interchange	1,492	9,369	8,953		19,814
- Kidderminster Rail Station Enhancement	2,500	1,800			4,300
- Green Deal Communities	3,475				3,475
- Kidderminster Public Realm Works	1,500				1,500
- Members Highways Schemes	550	1,795			2,345
- Highway Flood Mitigation Measures	1,962	3,650	2,500		8,112
- Abbey Bridge	865				865
- Worcester Transport Strategy	5,978				5,978
- Hoobrook Link Road - Pinch Points	7,500	5,789			13,289
- Worcester Technology Park	5,000	5,053			10,053
- Bromsgrove Rail Station	1,332	1,200			2,532
- Cathedral Square	769		1,150		1,919
- Tenbury Wells Waste Site	2,000				2,000
- Malvern Hills Science Park Scheme	200				200
- Worcester Library and History Centre (Non - PFI capital costs)	498				498
- Stourport Library/ Coroners Relocation to Civic Centre	203				203
- Street Lighting Energy Saving Project	229				229
- Wythall Library	305				305
- Vehicle Charging Points	450				450
- Hartlebury Museum	2	150			152
- Local Broadband Plan Phase 1	8,794	1,038			9,832
- Local Broadband Plan Phase 2		3,008	1,792		4,800
- Local Broadband Plan Re-investment		3,250			3,250
- Completion of Residual Schemes	228				228
<b>Composite Sums:</b>					
- Vehicle Replacement Programme	708	480	480		1,668
- Street Column Replacement Programme	675	350	350		1,375
- Highways Minor Works	200	200	200		600
- Investment Initiatives to Support Business and /or Green Technology	468				468
- Libraries Minor Works	295	100	100		495
	<b>141,993</b>	<b>91,469</b>	<b>80,003</b>	<b>3,703</b>	<b>317,168</b>

**DIRECTORATE OF ADULT SOCIAL CARE AND HEALTH**

	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 20117/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
<b>Major Schemes:</b>					
- Capital Investment in Community Capacity/ Specialised Housing	250	4,695			4,945
- Timberdine Nursing and Rehabilitation Unit	765				765
- Social Care Capital	158				158
- Care Act Capital	200	300			500
- Transforming Care	60				60
- Social Care Reform	228				228
- Autism Project	19				19
- Completion of Residual Schemes	13				13
<b>Composite Sums:</b>					
- A&CS Minor Works	682	358	100		1,140
	<b>2,375</b>	<b>5,353</b>	<b>100</b>		<b>7,828</b>

**COaCH DIRECTORATE**

	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 20117/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
<b>Major Schemes:</b>					
- Digital Strategy and Customer Access	5,552	430	367		6,349
- WIN System	325				325
- Repair and Maintenance of a Longer Term Benefit (And BUoP)	512	630	600		1,742
- Energy Efficiency - Spend to Save	607	300	300		1,207
- Land Assembly Opportunity Fund	622				622
- Parkside Redevelopment	2,970	120			3,090
- Police Houses, Spetchley Road	400				400
- Meeting Disabled Access Requirements	22	80	80		182
- Completion of Residual Schemes	313				313
	<b>11,323</b>	<b>1,560</b>	<b>1,347</b>		<b>14,230</b>

**FINANCE**

	LATEST FORECAST 2015/16 £000	LATEST FORECAST 2016/17 £000	LATEST FORECAST 20117/18 £000	LATEST FORECAST 2018/19 and Beyond £000	TOTAL FORECAST £000
<b>Major Schemes:</b>					
- Capacity for New Starts (Borrowing)			4,967	5,000	9,967
			<b>4,967</b>	<b>5,000</b>	<b>9,967</b>

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**COUNCIL**  
**12 NOVEMBER 2015****REPORTS OF CABINET****(b) SUMMARY OF DECISIONS TAKEN**

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**Positive Activities for Young People: Future Direction**

1. Further to the report to Council in September 2014 the Cabinet has considered the future provision of Positive Activities for young people. Given the findings of a wide-ranging review of County Council funded Positive Activities for young people provision and the accepted budgetary restraints the Council faces, it has acknowledged that investment needs to be maintained to ensure an adequate local offer of Positive Activities is consistently available across the county and that the Council meets its statutory obligations. The Cabinet has therefore agreed to continue investment in Positive Activities from April 2016 and to incrementally reduce funding over three years. This approach will allow providers to rebalance income and secure funding from other sources to sustain a Positive Activities offer.
2. The Cabinet has also approved the continuation of the allocation of £100,000 annually for infrastructure support and the focus of that funding. Additionally, it has approved the needs-based formula funding and district allocation of Positive Activities. To meet the Council's aim of an adequate local offer of Positive Activities consistently available across the county it will be necessary for Council commissioned services to be prioritised in areas where there would be little or no appropriate accessible provision for young people who need it most. The Cabinet has therefore approved a number of priorities and processes that will be applied to the commissioning of targeted Positive Activities from April 2016 onwards.
3. The Director of Children's Services has been delegated responsibility for implementation of the above decisions in consultation with the Cabinet Member with Responsibility for Children and Families

**Future Governance of Worcestershire Youth Music**

4. The Cabinet has considered the future governance options for Worcestershire Youth Music service. A Needs Assessment had been prepared detailing the needs of service users. Five options were considered for the future delivery of the service. The Cabinet has agreed in principle that a Company Limited by Guarantee with charitable status is the preferred option for Worcestershire Youth Music service and approved the development of a Detailed Business Case (DBC) for this option. In order to ensure this option is effective and that the service will have a sustainable future, a number of deliverables will be developed and agreed as part of the DBC.

5. The benefits of this option to service users, including schools and individual pupils, and also to the Council and the service, have been considered by the Cabinet together with the risks of the service remaining in-house. The Cabinet Member with Responsibility for Children and Families, in consultation with the Director of Children's Services and the Director of Business, Environment and Community, has been delegated authority to take the final decision on the future governance of the Worcestershire Youth Music service based on the findings of the DBC.

### **Worcestershire Safeguarding Children Board Annual Report 2014/15**

6. The Independent Chair of Worcestershire Safeguarding Children's Board (WSCB) is responsible for publishing an Annual Report that gives a public assessment of the effectiveness of child safeguarding and promotion of the welfare of children in Worcestershire and both recognises its achievements and is realistic about the challenges that remain. The Report has also been considered by the Health and Well-Being Board and the Children and Families Overview and Scrutiny Panel.

7. The Board concluded at the end of 2014/15 that based on an improved body of evidence from data, audits, reports and learning, safeguarding arrangements are in place. In order to be assured of their effectiveness in respect of children in the children protection system, the Board felt it needed to see significant improvement in frontline basic practice, evidence that children's needs are met in a timely manner and that risk is being effectively managed. Appropriate help needs to be offered to children and families at an earlier stage by a range of agencies to reduce the pressure of those requiring specific services in the social care system. Work is ongoing on establishing the extent and nature of child sexual exploitation and on developing effective preventative measures. There continues to be multi-agency areas for improvement around consistent practice, communication/information sharing and 'Think Family'. However, overall there is a strong commitment by all Board member agencies to prioritise safeguarding.

8. The Cabinet has received the 2014/15 Worcestershire Safeguarding Children Board Annual Report and noted the progress of the work of the Board.

### **Future Delivery Arrangements for West Mercia Youth Offending Service (WMYOS)**

9. Further to the report to Council in May 2014, members will recall that the County Council took on the role of host agency for WMYOS on an interim basis pending a formal decision on the most suitable longer-term delivery arrangements. Following a comprehensive options appraisal undertaken by the WMYOS Management Board, which included detailed consideration of a broad range of alternative delivery models, the Cabinet has approved an arrangement for the West Mercia and Crime Commissioner to act as the host organisation for WMYOS with effect from 1 April 2016. The Council will retain statutory responsibility for the discharge of its Youth Justice functions.

10. The overriding consideration of WMYOS partners has been to find a model that will offer the best impact on reducing offending and re-offending, whilst securing the best possible outcomes for children, young people, the victims of crime and the wider community. It is believed that the model approved will achieve this aim. A detailed analysis of demand and workflow with a focus on improving efficiency, quality and impact will be undertaken during the implementation phase. The Cabinet has authorised the Interim Director of Children's Services to take all necessary steps to conclude and implement the above arrangement including consulting with affected Council staff on the details of transferring to the new host.

### **Fair Funding Consultation Outcomes 2016-17 – National and Local Changes to the Funding Arrangements for Schools including the Local Funding Formula for Worcestershire Mainstream Schools**

11. The Government made significant changes to the funding formula factors for schools from April 2013 which have had an impact on both schools and central local authority services. The Department for Education (DfE) has again stated overall that all its reforms to date will facilitate introduction of a new National Fair Funding Formula but this is not likely to impact until 2017-18 at the earliest. The Council receives funding for schools through the Dedicated Schools Grant (DSG). This ring-fenced grant has historically been allocated in 3 blocks: Schools; High Needs, and Early Years. A fixed element of the Schools Block is retained for centrally provided services but the majority is delegated to mainstream maintained schools and academies through the local schools funding formula.

12. In respect of the proposed formula development for 2016-17 there has been conflicting considerations between the need for stability given the number and scale of changes since 2012-13 and the desire for a local formula which can appropriately serve all schools in Worcestershire. Taking all the considerations into account the Worcestershire Schools Forum's (WSF) recommendation has been for stability and no change i.e. to retain the 2015-16 formula parameters for 2016-17. A detailed consultation document was circulated to all maintained schools, academies, other providers, all members of the County Council, staff associations and the Worcestershire Association of Governors which included details of the recommendation to retain the existing formula.

13. The Cabinet has considered all the issues including the feedback from the consultation, the involvement of the WSF members and schools during the consultation and the former's views on the local funding formula issues for 2016-17 and other matters. As a result it has approved the local funding formula for Worcestershire mainstream schools from April 2016 to apply for 2016-17 and other matters. The Cabinet has authorised the Interim Director of Children's Services to make the relevant arrangements to submit the details to the Education Funding Agency (EFA) by 30 October 2015 and to make any subsequent submission to the EFA by 21 January 2016 as a consequence of the impact of the October 2015 census and other 2015 data, any other data changes and the final 2016-17 DSG.

### **Future of Bishops Wood Centre**

14. In line with its objectives around commissioning, the Council has explored the possibility of the Bishops Wood Centre being managed by an alternative provider to ensure its longer term sustainability and focus. Following an extensive evaluation process, The Field Studies Council, has been identified as the preferred alternative delivery organisation that could manage the site and secure the future for Bishops Wood by enabling the Centre to focus on the delivery of innovative and creative environmental education. It will provide a channel to bid for capital projects and leverage funding in order to develop and grow thus ensuring the Centre retains its high national and international profile within the environmental education sector. The proposal will allow the Centre to thrive in the future and ensure that the focus remains on environmental education rather than on income generation.

15. The Cabinet has therefore authorised the Director of Business, Environment and Community, in consultation with the Cabinet Member for Localism and Communities, to enter into discussions and finalise the relevant due diligence and transfer agreements in order that the delivery of the Bishops Wood Centre is transferred to the Field Studies Council. The Director, in consultation with the Cabinet Member, has also been given authority to consult with staff and Unions over the process of transfer.

### **Designation of Worcestershire as a Pollinator-Friendly County**

16. In July 2015, the Council referred the following motion to the Cabinet:

*“This Council wishes to designate Worcestershire as a Pollinator Friendly County and to promote protection of pollinators and their habitats. All types of pollinators including bees are declining in number throughout the United Kingdom including Worcestershire. They are vital to the food supply of the nation and are particularly important in a county with a large agricultural and horticultural industry such as ours where food including fruit, grains and animal feeds are grown. This will include looking to the management of County Council owned land including roadside verges and spreading information on biodiversity to help residents and businesses play their part in increasing local habitats, promoting bee keeping and planting pollinator friendly plants.*

*Pollinators include various species of bees, butterflies, moths, beetles and hoverflies. The economic value of honey bees and bumble bees alone as pollinators of commercially grown insect pollinated crops in the UK has been estimated at over £200 million per year.*

*Pollinators have been affected by a number of issues including a decline in habitat, caused by the intensification of land use, habitat loss, pests, invasive species, climate change and the inappropriate use of agro-chemicals. The bee population in particular has declined significantly since the 1950's, with three native bumble bee species becoming extinct and another eight suffering serious contractions in their range.*

*We call upon all Council Members and Officers to make sure pollinator habitats are not destroyed and to help increase them wherever possible”.*



17. The Cabinet has considered a report on the importance of pollinators to the national economy and environment and their importance to Worcestershire. It has also been provided with the detail of the actions the Council is currently undertaking with regard to pollinators and the proposals for further activities. In addition, it has received details of the actions other partners are undertaking and work across the county to promote pollinator habitat through the Worcestershire Local Nature Partnership.

18. As a result, the Cabinet has accepted the principles behind the Notice of Motion and has resolved to give effect to it by endorsing both the current work being undertaken to ensure Worcestershire is a pollinator-friendly county and the actions proposed in relation to land management, education, Worcestershire Local Nature Partnership and planning to increase pollinator-friendly habitat.

### **Self Sufficient Council – Income from Sales, Fees & Charges**

19. The Council has a duty to balance the budget within a limited financial envelope and as a result is reviewing its ability to be self-sufficient. The review will include maximising income received from sales, fees and charges with regard to ensuring that the full costs that go into delivery of these valued services are recovered. Whilst the scope for generating additional income is limited by what is allowable in law and other factors, it is essential that wherever possible the Council adopts a consistent approach which ensures residents contribute fairly to the services that they receive.

20. The Cabinet has therefore agreed a number of charging principles in relation to executive functions to form the basis for charging across the Council. All areas of the Council's business will continue to be reviewed to confirm that where there is discretion to charge, this should be considered. Any proposal to charge will be subject to appropriate consultation on a service area basis. The principle will be to charge adopting a full cost recovery method.

21. The Cabinet has agreed to fully review the policy at the start of each new Council (every 4 years) and has delegated the annual review of charging under this policy to the Cabinet Member with Responsibility for Finance.

### **Commissioning of Transactional HR and Finance Services**

22. Further to the report to Council in February 2014, the Cabinet has considered arrangements for the commissioning of Transactional HR and Finance Services to enable transformational change, investment and innovation in service delivery and sustain or improve service delivery levels and quality for the Council, schools and other valued partners. In addition, the proposal will remove significant financial risks from the Council relating to potential loss of income from traded services and the reduction of headcount enabling delivery of required savings on target.

23. The Cabinet has therefore approved the recommendation to appoint Liberata UK Limited ('Liberata') as the preferred bidder of Transactional HR and Finance Services as outlined in their bid. It has delegated authority to the Director of Commercial and Change, in consultation with the Cabinet Member with Responsibility for Transformation and Commissioning, to agree any final details and to take all steps necessary to give effect to the decision above and for the completion of the contract with Liberata. The Cabinet has also delegated authority to the Cabinet Member at a later date to change the scope of related business support services within the boundaries of the relevant OJEU notice and procurement legislation and using the change control process in the contract.

24. Liberata will develop a detailed transition plan with the Council to ensure all activities are identified, planned and delivered. It is anticipated that the projected savings of £2.2m over the contract period should be delivered in full and could be exceeded.

## **Resources Report**

25. The Cabinet has considered the provisional financial results for the year ending 31 August 2015. £20.3m of the £27.5m savings target for 2015/16 has either been delivered or confirmed as on target. The majority of the remaining target has been rated as Amber in relation to risk to delivery. In terms of revenue budget monitoring, the overall financial pressure forecast at this point for 2015/16 is £5.1m or 1.6% of the authorised cash limited budget. The Council's capital expenditure to date for 2015/16 totals £47.2m compared with the revised expenditure profile of £180.2m. Good progress is being made on a number of significant projects here. The external auditor Grant Thornton has formally closed the 2014/15 financial statements and issued the Certificate of Completion for the External Audit.

**Mr A I Hardman**  
**Chairman**

## **Contact Points**

### County Council Contact Points

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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 meeting of the Cabinet held on 24 September 2015 and 15 October 2015

**COUNCIL**  
**12 NOVEMBER 2015****COUNCIL'S OPERATING MODEL**

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**Recommendation**

1. **The Leader of the Council recommends that the Council:**
  - a) **notes and acknowledges the progress that has been made in embedding the Council's Operating Model principles as a result of the last report to Council in May 2014;**
  - b) **approves the proposed restructure of the existing Business, Environment and Community (BEC) Directorate to a new Economy and Infrastructure Directorate, as set out in paragraphs 19-28 and Appendix 1 (including changes to the roles of affected Chief Officer-related posts) with effect from 1 January 2016, to better provide capacity and capability to deliver the economic prosperity ambitions described in the Strategic Economic Plan (SEP);**
  - c) **approves the proposed restructure of the existing Children's Services (ChS) Directorate to a new Families and Communities Directorate, as set out in paragraphs 29-32, with effect from 1 January 2016 reflecting the required change of emphasis to support children as part of their family and community and not in isolation;**
  - d) **authorises the Chief Executive to finalise the detail of the management structure including amending the specifications for affected Chief Officer-related posts in accordance with above decisions; and**
  - e) **notes the progress made in further evolving the Council's Operating Model to ensure a Council that is FutureFit, particularly in the areas of Demand Management and Talent Management.**

**Background Information**

2. In May 2014, the Council approved the Operating Model for Worcestershire County Council, setting an aspiration to become an excellent commissioning-based authority by ensuring a continued emphasis remains on understanding current and future needs of service users.
3. The following components were defined in May 2014 as constituting the Council's Operating Model in this context:
  - Customer Base and Needs
  - Outcomes
  - Structures

- People and Skills
- Processes and Systems and
- Decision-making and Accountability.

4. Whilst the recommendations approved in May 2014 have now been implemented, further evolution of the Council's Operating Model, or the way the Council works, is required to ensure the Council remains 'FutureFit' and continues to address the financial pressures facing the organisation.

5. Worcestershire County Council continues to address the key challenge for the organisation, namely maintaining and improving outcomes for Worcestershire residents whilst recognising the financial constraints placed upon the Council, alongside ensuring the workforce is equipped for future demands.

6. This report seeks to set out some of the progress that has been made since the decisions taken by Council in May 2014 and to set out a number of recommendations to further build on and evolve the existing Operating Model principles for the Council.

### **Key Principles and Drivers**

7. Changes for Worcestershire County Council and the way it needs to operate will place new demands on the organisation and its people. It will require the Council to develop new capabilities, skills and ways of working quickly to succeed in achieving its ambitions for Worcestershire; against a challenging backdrop of both financial pressure and increasing levels of demand and expectations from customers.

8. How we will operate our business in 2020 becomes clearer and more defined as we progress. By 2020, we will have a significantly smaller and more flexible workforce of senior Commissioners and highly skilled professional specialists, who will draw on appropriate expertise and take responsibility for delivering outcomes for Worcestershire.

9. There are a number of organisational 'design principles' that have been agreed by Cabinet which further build on the 2014 Operating Model principles, and have shaped these Operating Model recommendations. For example, structural changes should be at least cost neutral, they should look to increase matrix-style working across the organisation, retain and develop existing talent and should re-align senior management to high cost/high reputation areas of risk.

10. Finally, there are a number of key drivers which are necessitated a further evolution of the Council's Operating Model. These are as follows:

- Ensuring appropriate capacity and capability to deliver Worcestershire's economic prosperity and productivity ambitions via the Strategic Economic Plan (SEP)
- A need to improve outcomes and demand management across health and social care for vulnerable adults and children
- Planned reduction in directly-employed staff from 2016/17
- Designing a Council that is fit for the future

- Centralisation of commissioning support services as evolution of COaCH Directorate.

## **Improving Outcomes and Managing Demand**

11. Worcestershire County Council recognises that demand for its services is increasing over time and anticipates that changing demographics and legislation will mean this trend is likely to continue. At the same time, resources available to local government have been reducing, and it is expected will continue to do so in coming years. Worcestershire County Council is, therefore, required to do more with less.

12. Council services have historically responded to demand by making reactive changes to the way services are provided. The Council has recognised that proactively managing the demand for its services will be increasingly important in the future and has made Demand Management one of its future transformation themes.

13. Practically, this will mean developing a better understanding and forecasting of demand including what causes demand and where it comes from. It will also mean being more focused on prevention by stopping something from happening, or delaying or reducing the intervention needed.

14. There are three core strands to better demand management:

- building better intelligence
- adopting a corporate approach to prevention and
- partnership working to realise 'whole system' change.

15. A recent analysis on the Council's approach to prevention concluded that the commissioning of prevention services is fragmented and improvements can be made to the focus on outcomes and more robust targeting of services. This analysis also concluded that pro-actively managing demand and 'thinking prevention' is not yet part of the organisation's mind-set and recommended we should pro-actively build the organisational ownership, capacity, capability and culture for demand management and put it at the centre of strategic financial planning.

16. Implementing this recommendation clearly drives the further evolution of the Council's Operating Model. It is therefore intended to develop clear accountability at a senior level for a consistent corporate approach and joined-up outcomes. This responsibility will be built into the existing role of the Strategic Commissioner: Early Help & Partnerships. In addition to this, similar to the work on Commissioning, the Council needs to develop a common and meaningful understanding of demand management and prevention that can be owned within Worcestershire County Council and partners and wider stakeholder groups including service users, businesses and residents.

17. Developing this common understanding is fundamental if we are to drive a disciplined culture within the organisation to ensure:

- all decisions and accountable activities are made and delivered with the intention to reduce or mitigate future or further increased demand on services;

- ensure all systems and processes are designed with the intention to reduce or mitigate future or further increased demand on services; and
- to ensure all services commissioned have the flexibility to change to changing demands and outcomes.

18. Work on developing this understanding has started including consultation with local residents. In addition to this workshops are being organised, in autumn 2015, with senior officers, frontline staff, local members and partner organisations.

### **Delivering Worcestershire's economic prosperity and productivity ambitions**

19. This recommendation for Council approval is focused on ensuring there is adequate capacity and capability to deliver the ambitious Strategic Economic Plan (SEP) agenda.

20. The SEP published in March 2014 sets out a clear vision for Worcestershire *'to be an internationally recognised, highly competitive and innovative business location by stimulating investment, improving productivity and supporting the creation of sustainable economic growth and employment in Worcestershire. By 2025 to have added 25,000 jobs and increased GVA by £2.9 billion.'*

21. Whilst significant employment growth is forecast within the SEP, a particular focus of the Plan is on securing growth in GVA per worker and average annual earnings.

22. Worcestershire's 'Local Growth Deal' announced by the Government in July 2014, awarded £47m of Local Growth Fund (LGF) monies to Worcestershire Local Enterprise Partnership (WLEP) to commence delivery on a number of key infrastructure projects, for example Southern Link Road, Worcester Six infrastructure enabling works, HooBrook Link Road and Worcestershire Parkway amongst others. This Local Growth Deal was further increased to a total of £54m, following award of an additional £7m LGF to WLEP in January 2015.

23. For the nine projects that WLEP were allocated LGF monies in July 2014, Worcestershire County Council is the lead delivery organisation for eight of them, due to the nature of them being large strategic infrastructure projects. Work is already well underway and the schemes are progressing well with a number well into delivery. However, with further Growth Deal funding rounds expected in the future, there is a need to demonstrate a successful track record of delivery with the Government to ensure Worcestershire is well placed to respond to future competitive funding bids.

24. The proposal for Council to consider is to reconfigure the existing Business, Environment and Community (BEC) Directorate structure so that the resource is squarely focused on delivery of the Business and Environment (BE) elements of the Directorate.

25. This will result in the creation of a proposed Economy and Infrastructure Directorate which will comprise discrete areas of responsibility for 'Strategy', 'Operations' and 'Projects'. This will better equip the Directorate to focus on delivery of Worcestershire's economic prosperity and productivity ambitions as outlined in the SEP.

26. The primary change would be the realignment of the existing Head of Community and Environment portfolio, with environment-focused services being retained in the Economy and Infrastructure Directorate (within Infrastructure), and the communities-focused services transferring to the proposed Families and Communities Directorate (see paragraph 29), retaining the existing post-holder, Neil Anderson, but with the revised title of Head of Community Services.

27. This approach streamlines decision-making and safeguards against adding onerous additional responsibilities onto existing Heads of Service portfolios, only doing so where it adds value.

28. A proposed Directorate configuration diagram illustrating the current BEC structure and the newly proposed Economy and Infrastructure Directorate is included as Appendix 1 of this report. The Council is asked to approve the proposed change of Directorate structure and alterations to Heads of Service responsibilities as set out in the diagram.

### **Improving outcomes for vulnerable children**

29. Building on the lessons of Troubled Families and the findings of recent work on demand management (outlined in paragraphs 11-18), it is intended to shift the focus of the existing Children's Services Directorate to 'Families and Communities'. This better aligns with Cabinet Member responsibilities and reflects the need to support children as part of their family and community, and not in isolation.

30. It is proposed that this shift, subject to Council approval, will be reflected in the appointment of a permanent Director of Families and Communities.

31. This approach dovetails with the recommendation set out above to restructure the current BEC Directorate and the proposal to transfer the community services portfolio to the proposed Families and Communities Directorate will offer a number of opportunities and synergies with the existing Children's Services offer and strategic intentions e.g. libraries and adult learning services being utilised to support early intervention activities.

32. Subject to Council approval of these proposals, the recruitment process for the new Director will be tailored accordingly. However, it is important to note that the new role would retain the statutory role of Director of Children's Services (DCS) and upon appointment in early 2016, it is anticipated that there will be a review of the interim structure arrangements to ensure they are optimal.

### **Talent Management**

33. Recognising the organisation's willingness to retain and develop talent as a key organisational design principle, there is a work programme being developed by the Human Resources and Organisational Development (HR/OD) team to further strengthen and support the Council's workforce for the future; the Talent Management scheme as part of the Council's 'Investing in the Future' initiative.

34. 'Investing in the Future' is the Council's learning and personal development framework which has been designed to support the workforce in addressing the

priorities set out in the corporate plan, whilst being aligned with the Operating Model principles of the organisation, and consistent with 'Our People' values i.e. Customer Focus; Freedom within Boundaries; and 'Can do' Culture.

35. 'Investing in the Future' comprises a number of programmes and initiatives ranging from training support in specific fields for example resilience and coaching programmes to support the large scale change underway, through to corporate/business skills support, leadership and management development, a library of online modules and resources, and now, talent management.

36. Our Talent Management scheme will allow us to proactively and systematically identify, grow and develop the talent we have in our organisation to enable us to be FutureFit, creating a World Class Worcestershire.

37. Talent is defined in Worcestershire County Council as those employees who will be future leaders; or who have the ability to fill critical roles to ensure we can achieve our vision and strategic priorities for Worcestershire.

38. Effective Talent Management ensures that we are identifying the potential of our employees and best performers. When we have identified these employees we can assess their potential. We can use talent mapping processes to identify those who we believe have potential to develop and stretch. By doing this systematically we ensure that we have a pool of diverse high potential future leaders and key professional/specialist employees whom we can develop further to make the best of their abilities, experience and drive to achieve our vision.

39. The success of our organisation depends upon attracting, developing and retaining talent within the organisation and identifying and securing support from specialists, outside of the organisation as required. To be effective commissioners, we must invest in commercially focussed individuals with a strong business acumen, which will ensure the best outcomes from our contracts.

40. A robust programme will be in place to ensure we recruit, retain and develop talent and will include succession planning and development opportunities. Mobile and flexible working will be maximised, and matrix working will be common place.

41. Additional potential benefits forecast include a reduction in turnover costs, reduced costs with posts filled by apprentices and graduates, reduced reliance on costly external recruitment for senior positions and an improved pipeline of future talent at all levels of the organisation.

42. The Talent Management framework is already developed and will launch late 2015 with further activities including development of apprenticeship schemes, work placement schemes and identification and development of talent pools to be phased in from early 2016 for a 2-year period initially, with regular reviews to ensure progress is satisfactory and benefits are being realised.

### **Proposed Next Steps and Timeline**

43. A significant amount of progress has been made since the decisions taken by Council in May 2014 on the future direction of travel for the Council's Operating Model. Appendices to this report illustrate the evolution between the Operating



Model agreed in May 2014 (Appendix 2), to the proposed Operating Model from November 2015 (Appendix 3).

44. The key differences to note are the innovative delivery model mechanisms which have been developed and deployed to ensure service delivery and outcomes are, at least, maintained for the residents of Worcestershire, despite the resources available to local government reducing.

45. For example, externalising our IT infrastructure to HP Enterprise Services has resulted in Worcestershire County Council securing a better deal. Investment in essential IT for the future has gone up whilst money has been saved. This new technology supports our drive to be innovative across digital platforms and to make the most of the new opportunities to engage directly with residents.

46. The Architects' Design Unit has been given the opportunity for the service to increase its client base and off-set known reductions in the capital programme through commissioning to the international property consultancy organisation, Jacobs. The staff who have transferred are now benefiting from improved long-term employment prospects.

47. Place Partnership Ltd (PPL) became a reality on 1 September 2015. PPL is formed by Hereford and Worcester Fire and Rescue Service, Warwickshire Police, West Mercia Police, Redditch Borough Council, Worcester City Council and Worcestershire County Council.

48. Operating across four counties, PPL is driving transformational change in the way property is utilised, resulting in the realisation of a number of significant benefits and efficiencies by adopting the principles of the One Public Estate. For the Council these benefits are:

- Capital receipts approaching £33 million
- Revenue savings exceeding £2.5 million
- Sale of 99 freehold properties
- Disposal of 33 leases
- Avoided maintenance expenditure of nearly £5 million
- Reduced office buildings from 17 to 4
- Released 60,000 m2 of accommodation for sale or alternative use
- A 22% reduction in energy consumption per m2 of accommodation and 24% reduction in carbon emissions.

49. PPL will deliver savings of over £6 million over 10 years. This does not include savings from the rationalisation of the Partners estates, service integration and economic development.

50. The Council's Internal Audit Service became a shared service with Warwickshire County Council in May 2015. Warwickshire County Council acts as the host of this innovative partnership with staff from Worcestershire transferred to Warwickshire under a TUPE agreement.

51. This new way of working will deliver greater economies of scale and add value to the service. A larger scale operation will allow the service to expand and offer their

services to other local authorities. It will also enable opportunities for staff development and allow employees to share learning and best practice.

52. Subject to Council approval of the recommendations included within this report, the proposed timeline for implementation into the proposed new Directorate structures is to take effect from 1 January 2016. This will provide sufficient time to enable the relevant arrangements to be undertaken, specifically around amending Directorate schemes of delegation, and budget management responsibilities associated with transferring budgets between the Directorates, primarily associated with the proposed Community services portfolio transfer.

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

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

### Specific Contact Points for this report

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Tel: 01905 766100

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

Luke Willetts, Senior Delivery Lead

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

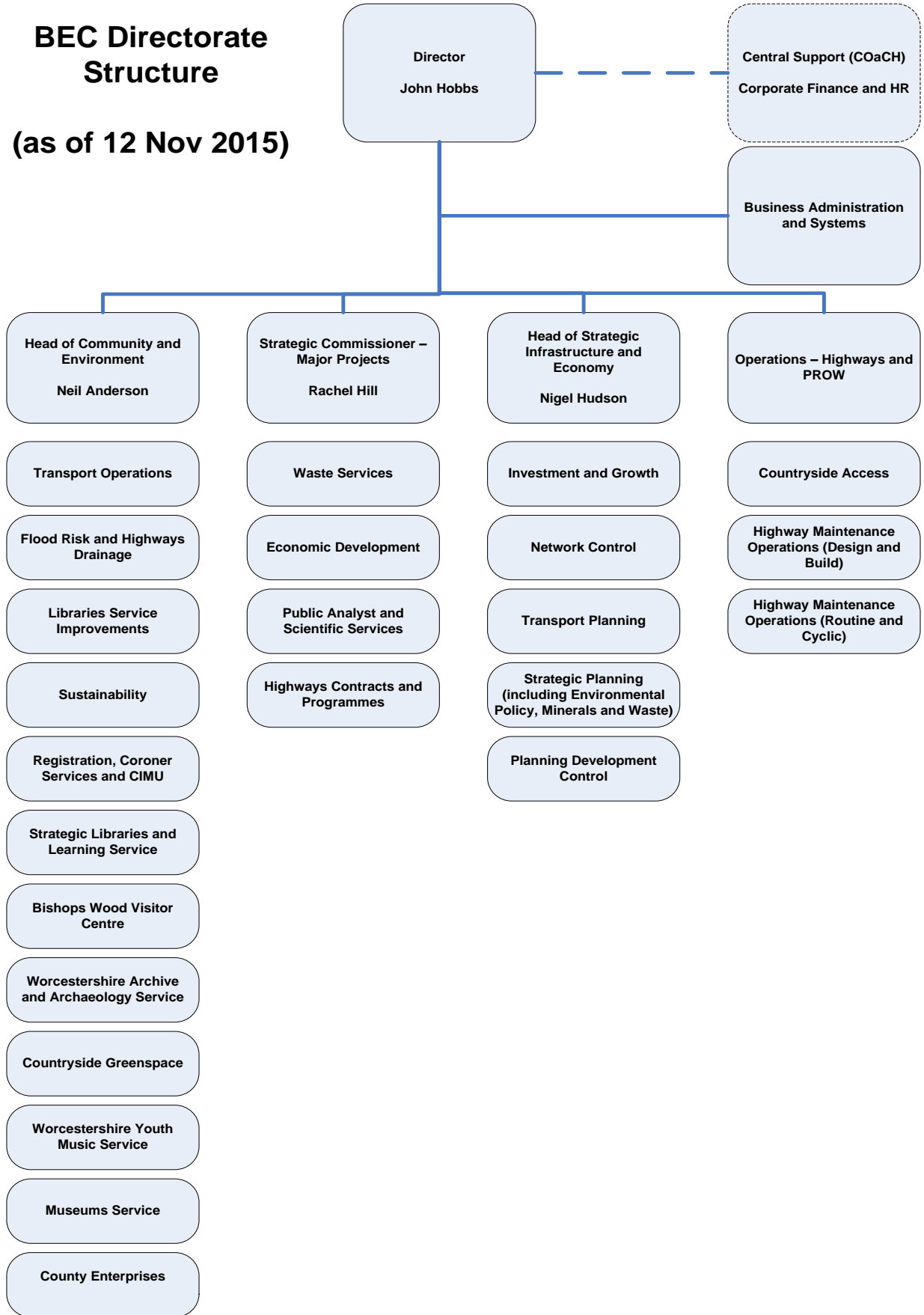
## **Background Papers**

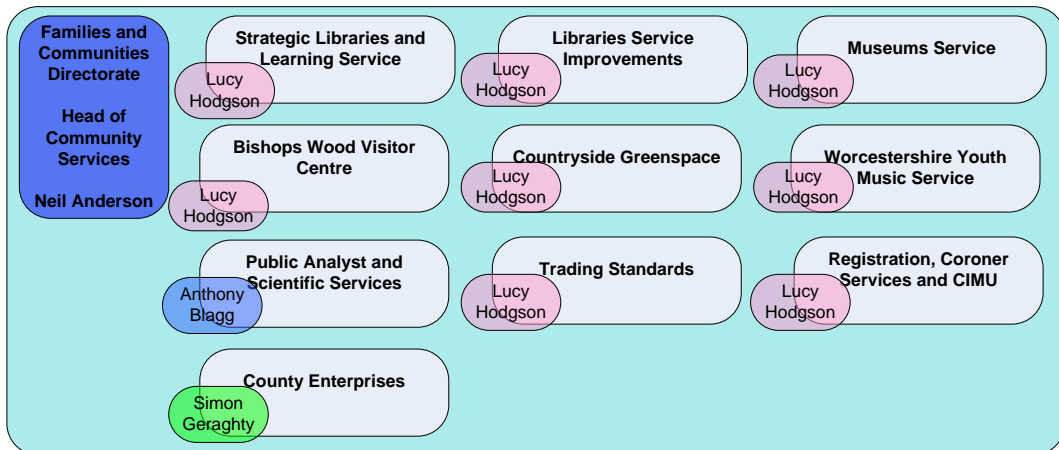
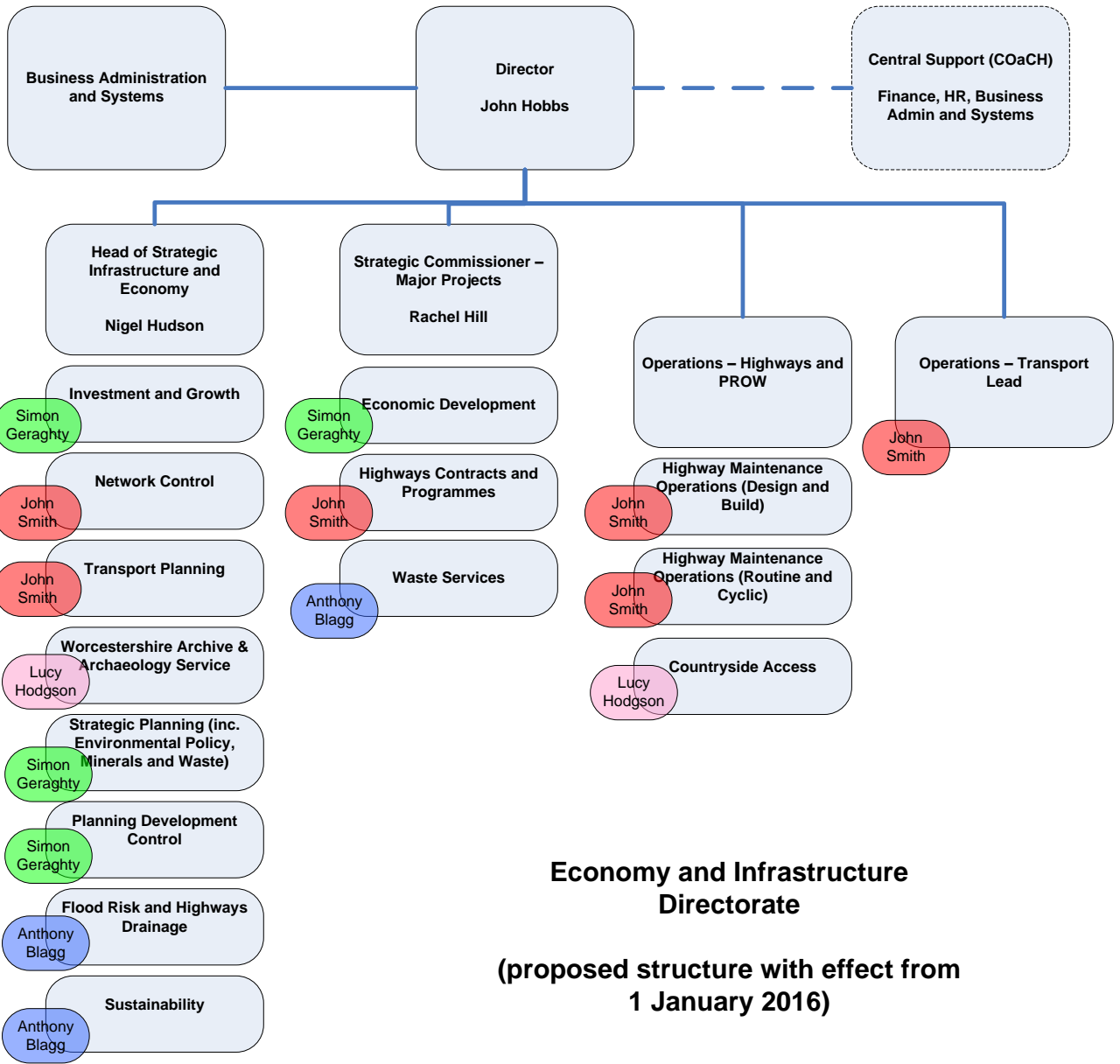
In the opinion of the proper officer (in this case the Chief Executive) the following are the background papers relating to the subject matter of this report:

- May 2014 Council Report - FutureFit: Future Operating Model

# BEC Directorate Structure

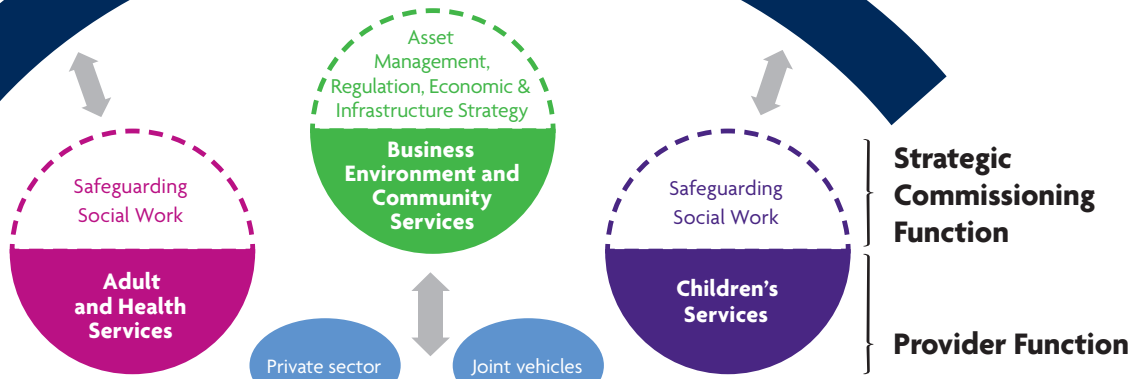
(as of 12 Nov 2015)





# Residents & Businesses

## ILLUSTRATIVE FUTURE OPERATING MODEL



**Strategic Commissioning Function**

**Provider Function**



**Matrix Working**

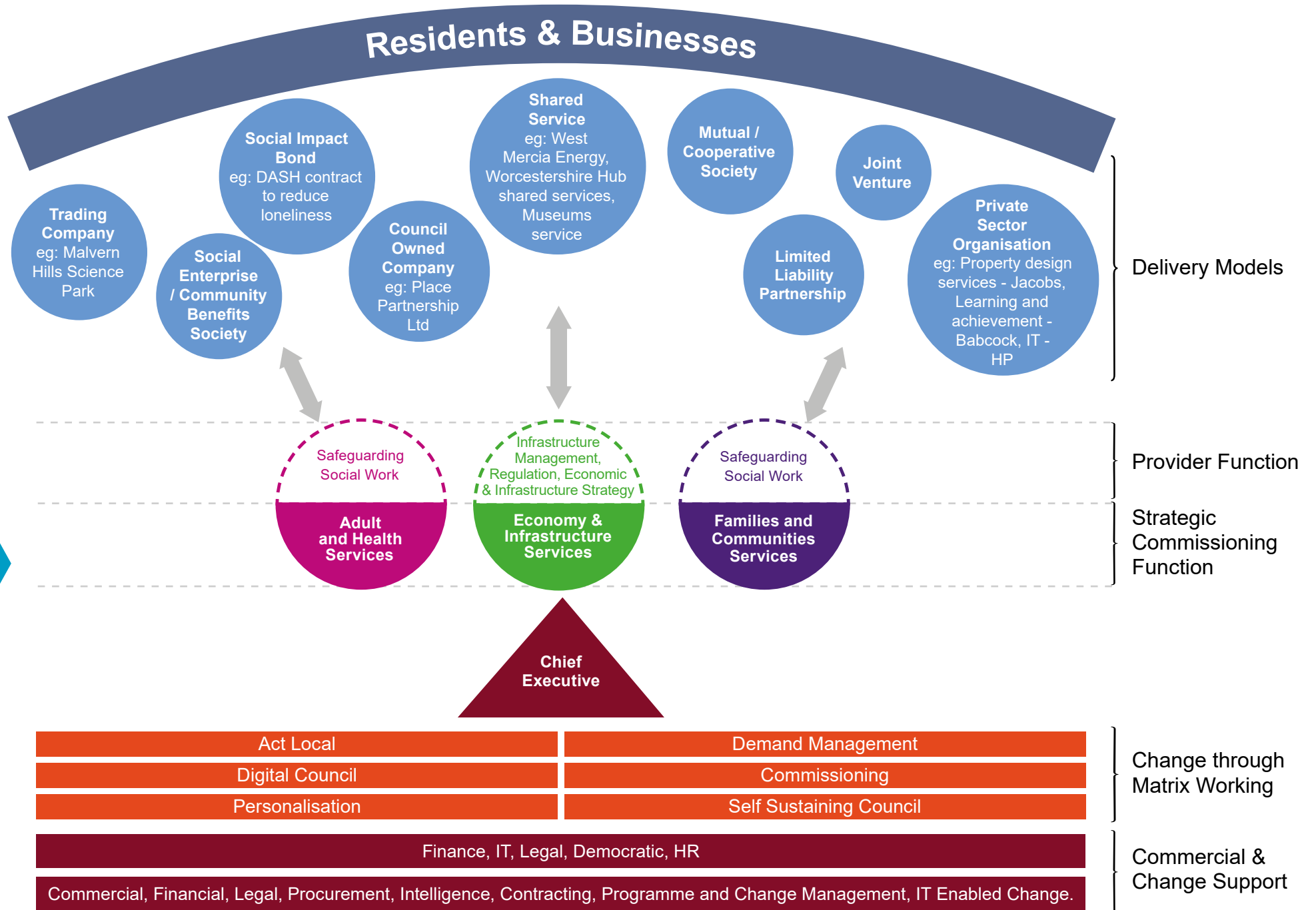


**Business Support**



**Commissioning Support**

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**COUNCIL**  
**12 NOVEMBER 2015****DEVOLUTION ISSUES**

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**Recommendation****1. The Leader of the Council recommends that the Council:**

- (a) notes the report and attached summary document on Worcestershire's emerging case for devolution;**
- (b) supports the direction of travel as set out in the attached summary document; and**
- (c) receives a further report in 2016 to determine the Council's approach to devolution.**

**Background**

- 2. The Leader of the Council gave a commitment at Council on 17 September 2015 that the issue of devolution would be brought to the next meeting of Council for discussion, supplemented by cross-party member briefings on the topic. Member briefings took place on the 6 and 22 October. A summary document outlining Worcestershire's emerging case for devolution is attached to assist the debate. At this stage the Council is being asked to support the direction of travel. A further report will be brought back to Council in 2016 before any formal decisions are made concerning devolution.
- 3. The concept of devolution isn't new. In the late 1990s, the UK Parliament devolved powers to the legislatures of Scotland, Wales and Northern Ireland. However, in England, the concept is a more recent one. Powers for creating Combined Authorities, which allow local authorities to combine their economic development and strategic transportation functions in a new body created by the Secretary of State, which can also receive additional functions, go back as far as the Local Democracy, Economic Development and Construction Act 2009.
- 4. The most recent emerging legislation is the Cities and Local Government Devolution Bill 2015. This is still progressing through the Parliamentary process and is subject to change. However, the Government intends that this legislation will define the way in which the devolution agenda progresses. It would open up the mechanisms for Government to confer powers on to public bodies such as county or district councils. It would also simplify the creation or alteration of a Combined Authority or Unitary Council.
- 5. The coalition Government announced the Manchester deal ('Devo Manc') in 2014 and this was followed by a deal in relation to the Sheffield City Region. Since the 2015 election, the new Government has been swift to announce some emerging

devolution deals including the first non-metropolitan one for Cornwall as a single county.

6. As of September 2015, 38 local authorities, including Worcestershire County Council, expressed an interest to the Government to pursue options for devolving powers. These 38 will now enter negotiations with the Government, with the results being the first true demonstration of the level of appetite that the newly elected Government has for devolution of power, and shape the local government environment for the next decade.
7. With devolution stories so far being predominantly city-focused, Worcestershire has the opportunity to push this agenda forward in relation to a county acting as a pioneer for developing a suitable governance arrangement for a more typical non-urban county as well as an ambitious set of priorities to achieve genuine results.

### **The Worcestershire position**

8. Building on the existing shared commitment for public sector reform and economic growth, in September 2015 all seven local authority Leaders in the county signed the attached summary document signalling their intent to work together on the case for devolution across a Worcestershire footprint. The commitment to work together also includes wider public sector partners including the police, LEP and local Clinical Commissioning Groups (CCGs).
9. Up to September 2015, developing the case for devolution has primarily focused on outlining a discrete set of initial 'asks' and 'offers'. These build on existing plans for Worcestershire, but focus on the added value that a devolution deal could bring. The six main themes are outlined below and are all underpinned by improved data sharing:
  - Public Estates
  - Connecting People
  - Health and Social Care Reform
  - Infrastructure and Investment
  - Skills and Innovation
  - Environment.
10. Early discussions around potential future governance arrangements with the seven Leaders have concluded that there is no appetite for a move towards a unitary deal and any governance model would need to be proportionate to the 'deal' if and when agreed.

### **Next Steps**

11. Working closely with civil servants in the DCLG, BIS, the Treasury and local partners the focus over the next three months will be to further develop the detail within each of the specific themes for devolution (see paragraph 9). This will involve:
  - Seeking Member and Partner feedback on draft propositions
  - Agreeing timelines for negotiations and initial appetite for proposed priorities

- Further development of the detail on the high level business cases and the proposed future governance arrangements; and
- Continued engagement with Members and local Partners.

12. A further report will be brought back to Council in 2016 to enable a formal decision to be made upon the Council's approach to devolution in the light of the new legislation and ongoing work and discussions.

## **Supporting Information**

- Appendix – Worcestershire's Case for Devolution Summary Document V7

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

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

### Specific Contact Points for this report

Hannah Needham, Strategic Commissioner (Early Help & Partnerships)

Tel: 01905 728914

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

## **Background Papers**

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

Agenda papers for the meeting of the Council held on 17 September 2015.

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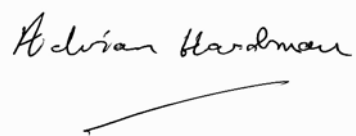
WORLD CLASS WORCESTERSHIRE:

# OUR CASE FOR DEVOLUTION



## The Summary

October 2015



**Cllr. Adrian Hardman**  
Leader of Worcestershire  
County Council



**Cllr. Margaret Sherrey**  
Leader of Bromsgrove  
District Council



**Cllr. Phil Grove**  
Leader of Malvern Hills  
District Council



**Cllr. Bill Hartnett**  
Leader of Redditch  
Borough Council



**Cllr. Simon Geraghty**  
Leader of Worcester  
City Council



**Cllr. Linda Robinson**  
Leader of Wychavon  
District Council



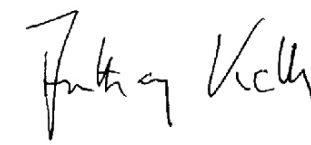
**Cllr. Marcus Hart**  
Leader of Wyre Forest  
District Council



**Mark Stansfeld**  
Chairman of  
Worcestershire LEP

**Bill Longmore**  
Police and Crime Commissioner,  
West Mercia Police

**Simon Hairsnape**  
Chief Officer, NHS Redditch  
& Bromsgrove CCG NHS  
Wyre Forest CCG



**Dr Anthony Kelly**  
Chair of South Worcestershire  
Clinical Commissioning Group

# OUR VISION

## WELCOME TO WORCESTERSHIRE

Welcome to World Class Worcestershire. We have set high ambitions for our county - to be a world class place to do business and invest in, a world class place to live in, with world class services delivered by innovative public organisations working ever closer together.

This document summarises our compelling case to work with government on a devolution deal for our county to make 2 things happen - faster economic growth and faster, and better, public sector reform.

Page 41  
The purpose of our deal is to help us achieve even more together in Worcestershire. It's about what we, as public sector partners, will be able to deliver through greater local control over decision making and resources, putting us firmly in control of our own destiny. With this in place it means we can go further and faster on our 6 priorities that we know matter most for our communities.

We have a great track record of success in Worcestershire; we are the third best performing economy in the country. We have already committed to creating an extra 25,000 new jobs and add £2.9bn to the economy by 2025, with a massive programme of infrastructure investment including our new Worcestershire Parkway station. These initiatives will help tackle our low wages and improve productivity too, driving benefits not just locally, but nationally. We've taken millions of pounds out of our budgets yet still continue to be rated highly by our residents and maintain good levels of services. But there's more to be done, hence the focus on our six priorities.

## OUR 6 PRIORITIES IN SUMMARY

- 1. CONNECTING PEOPLE**  
Pioneer a brand new service with a key worker for people most in need, to help people deal with multiple Government and local organisations.
- 2. HEALTH & SOCIAL CARE REFORM**  
Bring together health and social care services to tackle the ever increasing costs of our aging population.
- 3. PUBLIC ESTATES**  
Deliver the first integrated approach to public sector estates to reduce costs and regenerate our area.
- 4. INFRASTRUCTURE & INVESTMENT**  
Support growth and jobs through better infrastructure and new financial tools.
- 5. SKILLS & INNOVATION**  
Developing skilled workers and driving innovation in our key growth sectors and business sites.
- 6. ENVIRONMENT**  
Valuing what an amazing place we live in and how essential a great environment is to future economic growth.

# CONNECTING PEOPLE

Our goal is to bring together local services for struggling families and individuals needing support from different government organisations. We will set up a pioneering new service to co-ordinate agencies, making it far better for families under pressure, with a key worker to support people to get the help they need.

## TO ACHIEVE THIS WE WILL

1. **Create a new organisational model** to service delivery to bring partners and organisations together, centred on the person.
2. Incorporate **central Government's procured services within our model**, taking on part of the delivery role in areas like the Work Programme, for those on the highest tariff especially.
3. **Expand the current pathfinder** to cover a wider area to provide more compelling proof that our joined up approach works; this will help other partnerships in other areas to follow our approach.

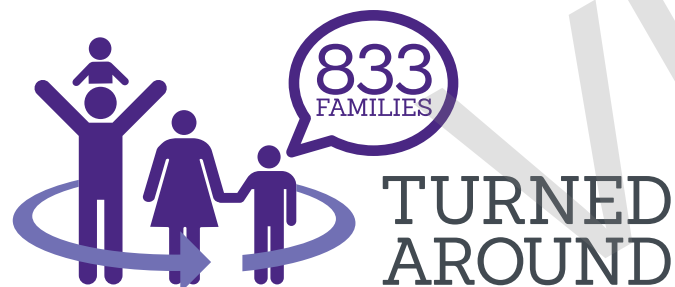
## WHAT WE ASK OF GOVERNMENT

1. We ask for relevant government departments, from the DWP and MoJ to the NHS and RSLs to **become fully engaged partners with the joint entity** and dedicating staff time to the venture.
2. We ask for a **Central Government sponsor to help break down the structural constraints and support the cultural change required** for effective collaboration between local and central agencies.
3. We ask for a **new approach to Work Programme funding**, with Connecting People taking responsibility and funding for the hardest to reach.
4. We ask for government to **commit relevant central departments to work collaboratively** with Connecting People through the sharing of data to identify those most at risk and work within the new model to provide a more complete service.

## WHAT THE BENEFITS WILL BE

1. Families and individuals will have a **single service interface** improving the service user experience.
2. Support will be more appropriate, better targeted and **less prone to duplication**.
3. Those most at risk will be identified earlier and **costly emergency interventions avoided**.
4. **Value for money for the Worcestershire £** will be improved through demonstrable cost savings alongside better outcomes.

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# HEALTH & SOCIAL CARE REFORM

Our goal is to further integrate health and social care services to address the spiralling costs that we face with increasing use of these services, because of our aging population and people with multiple long term conditions. We want to find new ways to commission and deliver the services that our residents need.

## TO ACHIEVE THIS WE WILL

Underpinned by our Health and Well-Being strategy, our five year Health and Care Strategy and the NHS Five Year Forward View.

1. **Improve the supporting systems** that underpin our services, including ICT, procurement and back office systems.
2. **Commit to developing a single care record** for both health and care and will continue to strive for better value for money from our contracts.
3. **Work on a more collaborative model of service design** and delivery across health and care; committing to identifying and testing opportunities for integration.



## WHAT WE ASK OF GOVERNMENT

1. We ask NHS England to provide a **broker to assist in overcoming the challenges faced as we move to a more collaborative way of working.**
2. We ask for **multi-year funding settlements** for both CCGs and Local Authorities to enable more flexible financial and strategic planning.
3. We ask for **support from the Health and Social Care Information Centre**, working with the Information Commissioner's Office to help adopt of the single care record.
4. We ask for **exemption from the National Lead Provider Framework** for NHS commissioning.
5. We ask for the **acute services review currently being carried out by NHS England to be brought to a conclusion.**
6. We ask for government to allocate an **additional ring-fenced pot of funding for CCGs** to develop new service delivery models. Only fiscally neutral investments would be approved.

## WHAT THE BENEFITS WILL BE

1. Long term planning and resource allocation will provide the **flexibility necessary to permit innovation.**
2. A single care record will reduce duplication and help **manage demand** and model improved care pathways.
3. Our approach to bring together **health and social care services in real reform** will provide the blue print for other areas.



# PUBLIC ESTATES

Our goal is to deliver the first public sector-wide integrated approach to publicly owned assets to reduce costs, unify services, fuel regeneration and improve value for money for tax payers.

## TO ACHIEVE THIS WE WILL

1. Commit to ensuring all authorities in Worcestershire use Place Partnership, by Summer 2016, **to commission and procure estate services.**
2. **Undertake a review of publically held estates owned by government departments** who do not join the venture, to explore opportunities to apply the 'Right to Contest' policy on land with high economic potential.

## WHAT WE ASK OF GOVERNMENT

1. We ask that central government commits agencies with land holdings in Worcestershire to **join the Place Partnership by summer 2016.** Suggested agencies include, HCA, MoD, NHS Prop Co, Network Rail and HMCTS.
2. We ask for all **sales of publically held estates in Worcestershire to be brokered through Place Partnership**, working with district partners to complement local plans and grant strategic planning permission. A share of any uplift in the capital receipt as a result of this is retained for use in the Economic Development Fund.
3. We ask for **exemption from stamp duty land tax** on the purchase of land and property from other public sector organisations to reduce the barriers to innovative public sector ventures.
4. We ask for **details of the full public sector asset base** in Worcestershire to be shared with the Place Partnership including information on the status and nature of use where permissible.

## WHAT THE BENEFITS WILL BE

1. **Regenerative effects of key sites maximised** through strategic development plans as well as councils' planning and CPO powers.
2. Through co-location of services and operations, **overheads will be reduced**, streamlining management and generating efficiencies.
3. We will provide the **physical infrastructure necessary for our flagship schemes**, such as the Connecting People programme, to thrive.
4. Retention of a share of capital receipts will allow us to safeguard the future of the partnership and **re-invest in initiatives to drive growth locally.**



# INFRASTRUCTURE & INVESTMENT

Our goal is to establish the infrastructure and develop the financial instruments for growth investment through increasing infrastructural capacity and unlocking sites for use in our high value industries.

## TO ACHIEVE THIS WE WILL

1. We will speed up our work to **understand the key drivers of productivity** in Worcestershire through an enquiry led by the LEP with a strong business focus.
2. We will ensure that our **investment decisions are made with full regard for the stipulations of local plans** with a focus on investment in key assets, including starter homes and ICT connectivity.
3. We commit to **preparing full business cases for investment**, compliant with Treasury Green Book methodologies.
4. We will **augment the existing Local Transport Board** to establish a Strategic Transport Board. This will act as a single interface coordinating Worcestershire priorities and communicating these to Central Government.

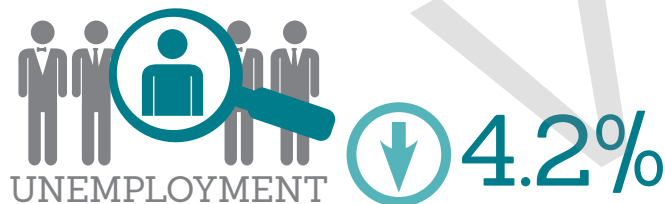
## WHAT WE ASK OF GOVERNMENT

1. We ask for government to assist in establishing a **Memorandum of Understanding with Highways England and a Duty to Cooperate with Network Rail**.
2. We ask that government **support the Worcestershire LEP's Enterprise Zone bid** with permission for full business rate retention on the identified sites for the next 25 years. This new revenue stream will be used as the basis for the **Worcestershire Economic Development Fund**.
3. We ask for government to **raise the borrowing cap on the Housing Revenue Accounts** to help address the national housing supply shortage and make housing more affordable.
4. We ask that government **bring forward investment in our two priority infrastructure projects, the Carrington Bridge and A38**.

## WHAT THE BENEFITS WILL BE

1. **Investment in infrastructure** will cement our position as one of the fastest growing economies in the country.
2. Worcestershire will become a **powerful cog in the Midlands Engine** by investing in the infrastructure necessary to support our high growth sectors.
3. Our single economic development fund will allow us to achieve **better value for money by capitalising on economies of scale**.

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# SKILLS & INNOVATION

Our goal is to build a network for skills provision that delivers first class education and training in our high value growth sectors in advanced manufacturing, agri-tech, cyber security, defence and IT. Upskilling our population will help with our goal to further improve our productivity.

## TO ACHIEVE THIS WE WILL

1. We will accelerate growth in our **cyber security sector by developing an industry catapult to support SMEs** in areas like research and development and concept commercialisation.
2. We will work together to **create a University Technical College**, involving local businesses from our priority sectors in the development of course content.
3. We will work with government to take on a wider range of powers, funding and responsibility in areas **such as Further Education and the adult skills budget** in line with government plans.
4. We will continue developing a **framework for an 'Innovation Ecosystem'** to drive a constant stream of high quality investment opportunities for Innovate UK.

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OVER  **10,000** NEW APPRENTICES SINCE **2011**

## WHAT WE ASK OF GOVERNMENT

1. We ask for **Innovate UK to match the funding from local partners for the creation of a cyber-tech industry catapult and a 12 month joint arrangement with Innovate UK.**
2. We ask that government **commit GCHQ resource to partner with the cyber-tech industry catapult** to ensure a practical, market focus.
3. We ask that government work **with us to ensure our bid for a University Technical College is approved.**
4. We ask that government **fund a pilot programme as part of the continuing development of the Apprenticeship Levy**, offering financial support to encourage higher level, business led apprenticeship programmes in the STEM subjects, and helping SMEs take on more apprentices.
5. We ask that government **commits DWP to working with local employers and skills providers to develop a local employment offer for older workers** who are willing and capable to work.

## WHAT THE BENEFITS WILL BE

1. SMEs will find it easier to take on **young learners in the key STEM subjects.**
2. **Our catapult will drive genuine innovation** as a catalyst for growth, raising ambition and the profile of the county at home and overseas.
3. The **new University Technical College** will improve relationships between employers and skills providers, and help people develop their skills needed for our growth sectors.
4. The drag on our economy often attributed to the older population will be turned on its head as we **tap into the productive capacity, skills and experience of older workers.**



# ENVIRONMENT

Our goal is to value the exceptional environment we have in Worcestershire and make the most of our world class asset as a key component for our economic growth now and in the future.

## TO ACHIEVE THIS WE WILL

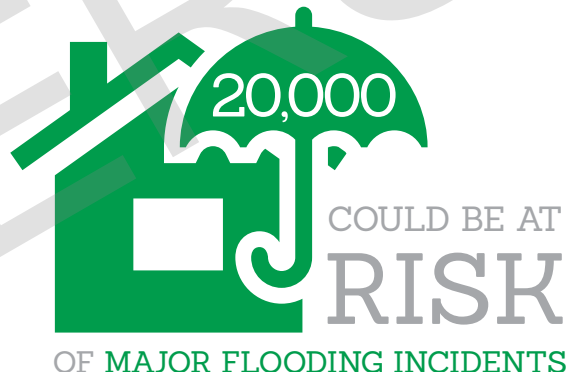
1. We will formalise the role of the **Local Nature Partnership**, giving it greater political status and influence.
2. We will develop an **environmental infrastructure strategy** to prioritise flood defences in response to local needs.
3. We will promote our **exceptional natural environment and quality of life** as a key part of our World Class Worcestershire campaign to attract businesses to locate here.

## WHAT WE ASK OF GOVERNMENT

1. We ask for **devolved funding for the Rural Development Programme** through the formation of a partnership with Natural England and Forestry Commission.
2. We ask for **devolved funding for the total flood risk investment available to Worcestershire** to properly allocate the funding according to priorities agreed in partnership with the Environment Agency and the LNP.
3. We ask that government work with Worcestershire County Council, WLEP and Worcestershire Regulatory Services to **identify opportunities for devolved regulatory and licensing powers**.

## WHAT THE BENEFITS WILL BE

1. We will be better able to prioritise and **respond to local flood needs** with our local environmental infrastructure strategy.
2. With devolved functions, Worcestershire Regulatory Services will become the **one stop shop for all businesses** to help them meet their statutory obligations, with just one point of contact, helping to reduce red tape.
3. Our marketing campaign for World Class Worcestershire for inward investment will focus on the **business benefits of our exceptional environment**.



# SECURING DATA-SHARING BY DEFAULT

Our goal is to develop a culture of data sharing by default, whereby a decision to not share data must be supported by a full case justifying the rationale. We see this as a pivotal outcome which supports all of our priorities and as such have identified improved data sharing as a critical work-stream to run alongside our work on the six priorities.

## TO ACHIEVE THIS WE WILL

1. Establish a **cross-agency leadership board** with a focus on moving to data sharing by default across the county.
2. Develop a **data sharing by default strategy for Worcestershire**.
3. Invest in establishing an **innovative new technical platform** which supports our data sharing vision.

## WHAT WE ASK OF GOVERNMENT

In addition to our data-sharing related asks of government listed within our priorities we also ask that government considers

1. **Matching the total fiscal outlay required to deliver our strategy** with dedicated expert resource from the Information Commissioner's Office to help break down barriers to data-sharing and create a new model with potential nationwide application.

## WHAT THE BENEFITS WILL BE

1. Improved data-sharing will allow us to take a **more pro-active and preventative approach** to service delivery.
2. Triangulating multiple sources of information around problematic bottlenecks will **create opportunities for both savings and unlocking future growth**.



# GOVERNANCE

We are not asking to create a super council or unitary council for Worcestershire, that isn't needed here. Our model, to create a Public Sector Leadership Board, will give us a strategic decision making body to oversee our projects that result from devolved powers. It will have wide involvement of partners, with elected representatives able to vote, so that the Board is accountable to residents.

## OUR PRINCIPLES

The governance model we adopt must be proportional to the powers and funding being devolved from Westminster. Therefore we believe that negotiations with government will drive our approach as conversations regarding our priorities mature. However, regardless of the degree with which powers are passed down, we consider there to be an underlying set of principles which must lay the foundation for any proposed model of governance.

We look forward to developing the governance conversation further with government as the scope and extent of Worcestershire's ambitions for devolution evolve.

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Principles of Governance	Our model suggests
An <b>all-inclusive</b> public sector and local partner strategy forum	Local council leaders, Police and fire services, LEP and central government agency representatives attend the meetings
<b>Accountable decision making</b> through publically elected bodies	Only local council leaders and PCC to vote on final decisions of the board
<b>Accountable project delivery</b> led by a publically elected body	A voting member volunteers to take the lead on delivery on a workstream by workstream basis, and is fully accountable for outcomes
Most <b>simple, streamlined governance</b> structure proportional to devolved powers	No need for further layers of government or new legal entities
<b>Equal</b> partnership (for publically elected bodies)	Every elected bodys vote is equal







**COUNCIL**  
**12 NOVEMBER 2015****REPORTS OF CABINET MEMBERS WITH RESPONSIBILITY**

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**Report of the Cabinet Member with Responsibility for Highways**

1. I am sure that members will agree that it has been an exceptionally busy year for the Highways and Transport Service and I am pleased to present my annual report to Council highlighting our key areas of work.

**Major Projects**

2. County Councillor Simon Geraghty and I have worked closely together on the following schemes. Let me start with our highest profile project – the **Worcester Southern Link Road**.

3. Improvements to one of the most heavily used sections of Worcestershire's road network are ongoing, with work now focused on Phase 3, which has started with the improvements to Norton roundabout. Phase 3 will see the dualling of the road between Whittington and Norton roundabouts. This phase also sees the completion of the dualling of the section between the Ketch and Norton. These improvements will continue until summer 2018, costing approximately £33 million.

4. The £9 million works at the Ketch, another phase of the Southern Link Road leading to overall dualling of Whittington to the Ketch, were completed this summer. Lessons learned from the Ketch are now being implemented to ensure we have a strong client function that will ensure our contractors deliver to time, quality and cost within established industry standard processes.

5. However the majority of these major works at the Ketch over a twelve-month period were carried out successfully and with relatively little disruption for such a heavily-used road.

6. We are also working currently on the new **Hoobrook Link Road** in Kidderminster, which will provide a connection between Worcester Road and Stourport Road including a new bridge across both the River Stour and the Worcester-Birmingham canal and through the former British Sugar site. This road will provide better access, link two key employment corridors, promoting economic growth and relieving congestion. This £16 million scheme is progressing well and will open in summer 2016.

7. Works are also underway on the creation of the new **Worcester 6 Business Park** on the eastern edge of the city. Sited close to junction 6 of the M5, this £120 million high tech park will eventually create 5,000 new jobs to boost the local economy. Much needed highway improvements are now underway, including widening Pershore Lane and Plough Lane roundabout and the construction of a new roundabout which will provide an entrance to the new park. This scheme will also improve general access to the M5 motorway.

8. Staying in Worcester, we have also recently completed, imminent at time of writing, the first phase of a major development to enhance **Cathedral Square**. This has included realignment of the highway to create an extended pedestrian area, including a better pedestrian crossing facility over to the cathedral and improved turning facilities, bus and taxi bays and landscaping.

9. Works are now awaiting the refurbishment of the adjacent Cathedral shopping complex, after which the new public pedestrian area will be completed. There will also be new lighting columns, street furniture and public art which will complement the surrounding development of restaurants and businesses, creating a vibrant new quarter for the city.

10. Following on from our previously successful city centre refurbishments in the High Street and Angel Place, we have also recently completed £¾ million worth of improvements at the **Cornmarket**. Work has included: a new paving area around the clock, improved lighting, new planters, street furniture, new kerbing and the drainage has been improved. Finally, the exit from the Cornmarket car park has been realigned, creating a larger area for use during events such as the Victorian Christmas market.

11. Road widening and improved traffic signals have been installed at **Middle Hollow Drive** in Warndon and nearby the road has also been widened and a new pedestrian crossing facility created at **Woodgreen Drive**.

12. In **Tenbury**, we have completed a £600,000 public realm enhancement scheme which focused on improvements along Market Street and Church Street. The enhancements have included new paved footways and kerbing, raised tables to reduce traffic speeds but also to allow greater opportunities to cross to access shops, businesses and services. We have installed new street furniture including planters, bins and bollards. This is Phase 1 of a much wider scheme that will follow. A major £2million public realm refurbishment of various streets in **Kidderminster Town Centre** is ongoing, this is being managed by Wyre Forest District Council. This will result in a more attractive and pleasant town centre environment which can only benefit the local economy.

### **Smaller Schemes**

13. As well as the major schemes mentioned above, a substantial number of smaller improvements have been delivered, including:

- Key Corridors and Redditch 'Choose How You Move' infrastructure
- Cycle route safety enhancements on Barbourne Road, Taylors Lane, in Droitwich and at Hanley Castle
- Bus hard standing improvements and new shelters at Broadway Road, Evesham, Tanhouse Lane, Redditch, Broadwas, Birmingham Road, Alvechurch, Oldbury Road, Worcester and Whittington
- Accident site lining modifications at Saltway, Droitwich
- Walking scheme improvements including finger post signing scheme in Worcester and Alvechurch
- 70 sets of dropped kerbs installed throughout Worcestershire to improve access particularly for the mobility impaired.

## **Highways Maintenance**

14. Turning to everyone's favourite, highways maintenance, we have this year carried out an enormous amount of work to maintain and improve our network and keep the travelling public moving and safe.

15. To date in the financial year, we have repaired over 13,000 potholes and expect to have completed around 28,000 by March 2016. An extremely efficient highway inspection regime to locate and schedule repairs to defects is in operation and we continue to see more people report issues via our greatly improved and interactive 'Report It' feature on the Council website, which I detailed in my report last year. Our £4.5 million summer surface dressing programme, our biggest ever, saw us seal and dress over 150 miles of carriageway across over 300 roads, extending the life of road surfaces to minimise future maintenance costs. Major routes treated include the A449 between Worcester and Kidderminster, the A38 at Droitwich, the A44 towards Pershore and large sections of Redditch ring roads. We continue, of course, to undertake major resurfacing schemes at over 100 locations including:

- A456/A491 Hagley
- A449 Chester Road North, Kidderminster
- A4189 Warwick Highway, Redditch
- Bromsgrove Road, Romsley
- Sutton Park Road, Kidderminster
- Houndsfield Lane, Wythall
- Blackwell Road, Burcot
- Twatling Road, Barnt Green
- Stoke Bliss, Tenbury
- A38 Foregate and Tything, Worcester
- A449 Powick
- A4538 Spetchley
- Worcester Road, Pershore
- Leamington Road, Broadway
- And many more.....

16. We have undertaken around 55 major footway resurfacing schemes with the assistance of members' divisional funding and these I know prove extremely popular with us all. In addition to the many miles of tarmac that we lay each year I would also like to remind councillors of our cyclical maintenance activities that are also vitally necessary:

- We clean approximately 105,000 drainage gullies annually
- We have carried out over 40 major flood mitigation schemes
- We undertake around £800,000 worth of grass cutting and verge maintenance
- We attend to around 900 fallen or damaged trees
- We clean and repair 300 road signs each year, and
- Spend £½ million on white lining and cats eye replacement.

All vital highways maintenance work, work that can often go unnoticed.

17. Turning to highway drainage, further significant progress has been made with the implementation of the programme of capital highway drainage improvement schemes with over 70 being completed over the last 12 months, reducing flood risk to properties and key sections of the highway. In addition work has begun on a programme of major LEP-funded highway flood adaptation schemes which include raising New Road in Worcester and the A4104 in front of the Marina at Upton-on-Severn. On a smaller scale of maintenance, we have repaired over 200 broken gully connections in the last 12 months and emptied almost 18,000 gullies since April 2015.

### **Other Schemes**

18. A range of other flood alleviation schemes have been completed or brought closer to completion, representing a significant inward investment in Worcestershire. The schemes include the following:

- Callow Brook, Rubery – flood attenuation
- Green Lane, Catshill – flood attenuation
- Badsey Brook, Broadway – flood attenuation
- Upper High Street, Broadway – culvert replacement
- Bournheath - water course, surface water and sewerage infrastructure improvements
- Perdiswell, Worcester – culvert repairs.

19. Many more schemes are being submitted to the Regional Flood & Coastal Committees for inclusion in its 6-year rolling programme. This gives an opportunity to seek further external funding.

### **Management of Utilities and Events**

20. Our Streetworks Team continue to manage the many utility schemes around the county and schedule works to minimise disruption as best as possible. Major schemes this year have included numerous water and gas main replacement schemes around Kidderminster and current Severn Trent Water works in the Rainbow Hill area of Worcester.

21. We also have to contend with unscheduled water main bursts, emergency gas leaks, failure of electricity supplies and works by telecoms companies as part of the excellent Worcestershire Superfast Broadband project. All of these are co-ordinated around our own maintenance works mentioned earlier which takes an incredible amount of planning. We look forward to the implementation in 2016 of a tougher Streetworks Permit Scheme, giving us extra powers in the management of utility works.

22. We have also again managed several high profile and potentially disruptive events on the highway which are a great boost to tourism and economy in the county yet require a great deal of traffic management and planning. This year we have seen the second **Worcester 10K** race and **RunBikeRun** event managed by Steve Cram, the **Pearl Izumi Tour Series** cycle race return to Redditch and the **Aviva Tour Cycle Ride** starting in Worcester and circuiting much of the county, through Martley, Malvern, Pershore, and Droitwich. Worcester Carnival, various Remembrance Day parades and the Victorian Christmas market all require careful planning.

23. Highways England continue to undertake schemes along the **M5 corridor** which impact greatly upon our highway network. We have seen widening of Junction 4 (Lydiat Ash) and traffic lights installed at Junction 7 (South Worcester) and works are currently underway at Junction 5 (Droitwich). The whole section of the M5 between Junction 4A (M42 split) and Junction 6 (Worcester North) is being upgraded to a managed motorway in the style of the M42 by Birmingham Airport.

24. Whilst these improvements are to be welcomed, there will be extensive ongoing roadworks for some time which will inevitably cause issues on our network at times. Pinch point improvement works at Junction 6 have now been delayed until September 2016 because of the presence of Great Crested newts.

### **Street Lighting**

25. Our scheme to switch to part-night lighting continues and to date, around 11,200 lanterns have been converted to part-night operation (midnight to 6.00am). The majority of the north of the county has been completed with the exception of Stourport which is ongoing. The programme of implementation is currently working around Worcester City as well as in Wychavon and is due to move into Malvern around late November. Energy saved so far is £151,000 p.a. and carbon emissions charges saved are in the region of £10,000 p.a.

26. Additionally, LED lanterns (Low Energy) are being installed during planned renewals and maintenance, highway improvements and in new developments. Taken together, the target of £500,000 savings is on target.

27. I would remind members that we are only switching off on average two out of every three lights in residential roads during the early hours of the morning and not at all on main traffic routes. Where the police tell us there is a need for lights to remain on then they do so. In the vast majority of cases, no-one has noticed these changes.

### **Winter Maintenance**

28. The new winter season is now with us and preparations have been completed over the summer months to ensure the county is in the best possible position to maximise resilience against winter weather. The entire gritting fleet has been fully serviced and prepared for the harsh environment in which they work and the salt barns are full, giving a total of 17,000 tonnes. This prudent approach to stocking gives Worcestershire a better degree of resilience than the nationally recommended position for the start of the season giving sufficient salt for over 100 precautionary gritting runs. We have never before started a winter season with so much salt in stock.

29. Gritters are now equipped to deliver a more effective and efficient salting operation.

30. We continue to invest in the gritting fleet and have purchased 2 new smaller 10 tonne vehicles which are better able to deal with narrow roads and urban streets. Following our annual review of the previous winter operations, optimisation of routes has been undertaken to improve efficiency.

31. All of our 1,200 grit bins have been filled in preparation for winter and we have fitted them with new numbered identification plates to facilitate easier reporting by the public of low content levels or damage. 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.

## **Rail**

32. Members will recall that the County Council is involved in discussions to be part of a consortium that would be more involved in helping to specify and manage passenger railway services in the West Midlands. The previous practice has been for the Department for Transport to specify and manage rail franchises with the role of local authorities simply as providing advice and assistance where possible. There is now an opportunity for the County Council, as part of any consortium, to be more deeply involved in the operation of the rail services in Worcestershire so that they become better suited to serving businesses and residents' travel needs.

33. The consortium includes fourteen local authorities from the region and considers that there is scope for many improvements to rail services in the area, if stakeholders from the vicinity are ultimately able to take a franchise management role, rather than the Department for Transport overseeing this.

34. A West Midlands Rail Limited company has now been established as a company limited by guarantee with a board of directors appointed from each of the constituent partner authorities. This is to provide local democratic strategic guidance for the specification of the new West Midlands rail franchise being let by the Department for Transport during 2017. As part of the governance a Leaders' Rail Group meets every three months and the most recent meeting was held in Birmingham during September, which I attended on behalf of the County Council.

35. Members may be interested to know that a report is being presented to the Cabinet in November asking them to approve Worcestershire County Council joining West Midlands Rail Limited as a member and to approve the overall governance arrangements.

36. At the same time Worcestershire County Council is currently heavily involved in three infrastructure schemes to dramatically improve the travelling conditions for rail passengers following the successful schemes at Malvern Link and Worcester Foregate Street completed during 2014.

37. Bromsgrove Station – Members will know that the replacement Bromsgrove railway station is being built by a partnership of the County Council and Centro, the West Midlands Passenger Transport Executive. Construction work is taking place at the site with the car park now nearing completion, fencing works complete, access roads underway and platforms taking shape. The foundations for the station building and lift shafts are also now complete and the new footbridge will be craned into site in December.

38. The new station is scheduled to open to the public during the spring of 2016.

39. Worcestershire Parkway – Members will be aware that the Planning and Regulatory Committee in August 2015 granted planning consent for the new Worcestershire Parkway railway station.

40. The new station will be built to serve the Cotswold line and the Birmingham to Bristol line when it comes into use, and will include:

- A car park with a capacity of up to 500 spaces (including disabled parking) designed to current standards in terms of lighting, CCTV, ticketing, customer facilities and information
- A fully accessible modern station building with toilets, ticket desk, and a retail facility
- Secure cycle storage, motor cycle parking and electric car charging points
- Bus stops
- Taxi rank and drop off/pick up point
- Roundabout access to the station from the B4084.

41. The County Council wishes to commence construction in 2016 with a view to opening the station during 2017 and is now entering the tendering phase to appoint a firm to undertake the work.

42. Kidderminster railway station – The Greater Birmingham & Solihull LEP and Worcestershire LEP have now allocated £4.3million to this scheme to redevelop Kidderminster Station including access and forecourt enhancements and a new station building.

43. The project includes representatives from the Severn Valley Railway who are interested in how the scheme can complement their operation. It includes Diamond, which is interested in how to serve the station with their bus services and it includes London Midland who operate the station.

44. Some interesting ideas for the station are coming forward through discussions with businesses and station users surrounding the scope for the project.

45. An initial review of the project has now taken place and the next steps are to commission the detailed design for the forecourt and to commission the architect to design the railway station building. This is currently underway.

### **Public Transport**

46. The Transport Logistics and Operations Team have been very busy over the summer arranging home to school transport for over 6,500 students, many on commercial and subsidised public bus routes. This work has included the introduction of a new online application system for students and the implementation of new working process to deal with this, this has gone smoothly and feedback from the schools has been positive.

47. For the last 12 months the Team has been looking at how we consult and engage with the private sector transport operators of all sizes both local and national to build better relationships and deliver efficiencies through greater collaborative working as well as maintaining quality and we are currently working towards the establishment of a Local Bus Quality Partnership to help us formalise these new working relationships.

48. The Team has been successful in obtaining a grant through the DfT's Total Transport Fund to carry out a feasibility study within the south of Worcestershire to look at innovative ways of delivering transport in rural areas by developing more integrated services with public, private and third sector transport providers.

## **Road Safety Team**

49. All road safety education is delivered by instructors who also deliver Bikeability cycle training and pedestrian training in schools with well over 8,000 pupils having been trained this year. In addition a new walking bus has been launched for Astwood Bank First School.

50. All school crossing patrol sites are being regularly reviewed in consultation with schools and the local community ensuring that they are in the right place to support that area.

51. In conclusion I would hope that members can see that the Highways and Transportation service remains one of the most important, busy and high profile areas in the Council. I wish to place on record my appreciation and thanks to all the staff in the BEC Directorate for the help and assistance given to me. More importantly, however, and despite sometimes negative headlines the service has continued to make improvements for the people that live, work and travel throughout Worcestershire. It is the general public that we are here to serve.

## **John Smith OBE**

Cabinet Member with Responsibility for Highways



**COUNCIL**  
**12 NOVEMBER 2015****ANNUAL REPORT OF THE CHIEF EXECUTIVE**

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1. The Annual Report of the Chief Executive is enclosed with this agenda. A colour copy is also available on the County Council's website and has been circulated digitally.
2. The Chief Executive is to make a brief presentation and will then answer questions from members of the Council.

**Contact Points**County Council Contact Points

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Worcestershire Hub: 01905 765765

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

Specific Contact Points for this report

Clare Marchant, Chief Executive

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

**Background Papers**

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

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Worcestershire County Council

# Chief Executive's Annual Report 2015

# 1. Introduction

2015 has been a challenging year within the Council and a time of significant change across Worcestershire. I have used the opportunity this report provides to reflect on achievements across both the Council and the County, some of the challenges we have faced and indicate how the Council is preparing itself for a successful 2016 and beyond.

I am extremely proud of all the individuals who work for Worcestershire County Council and the many more that work in schools or provide services on our behalf. Our staff deliver a huge amount across the county including:

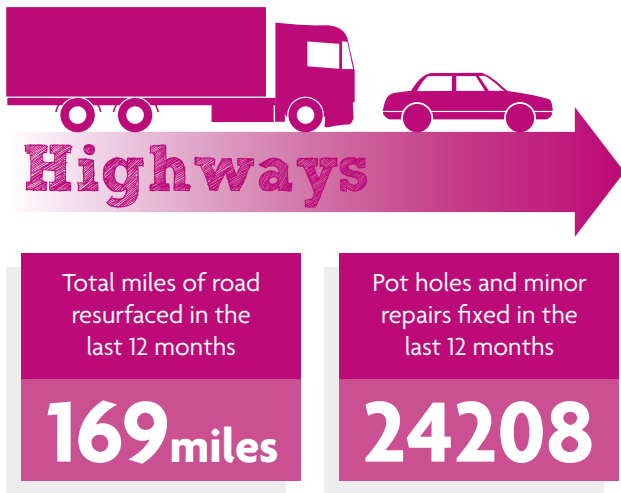
- Caring for the elderly.
- Supporting those with disabilities to become independent.
- Making decisions about how best children are safeguarded.
- Developing proposals about how to best improve the infrastructure around our county.
- Managing contracts to ensure we get maximum value.
- Working with partners around the county, regionally and nationally to ensure we are making best use of the Worcestershire pound; the over £3bn spent across the public sector in Worcestershire.

My thanks to all staff who have, during 2015, really embraced change and sought to do better for Worcestershire residents. Similarly my thanks to members who have welcomed me into their divisions and been honest and open in issues and opportunities for their residents – I hope you see a responsiveness from myself and officers in addressing these.

We live in changing times. It is easy to forget how much we have achieved as we press on with yet more change and important we remain absolutely engaged with those whom we serve; Worcestershire residents. This is at the heart of everything we do.



## A few facts and figures

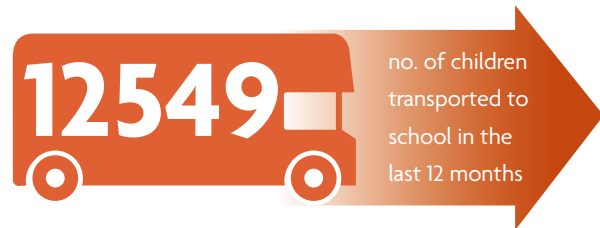


## Adult and Children's services

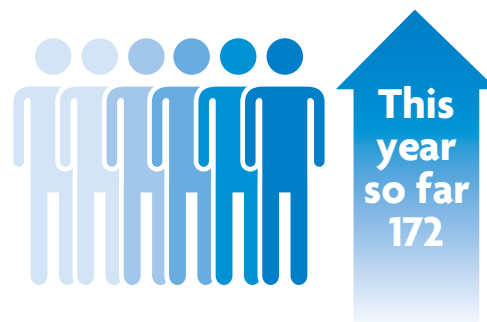
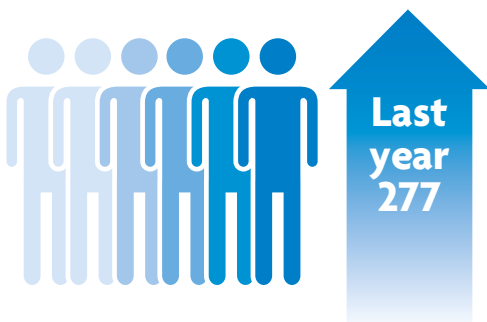
As at March 2015



As at Sept 2015



## Staff Recruited



## 2. Listening to our residents

Talking to residents and businesses is, as always, absolutely critical as we move forward and this year we spoke to nearly 4,000 individuals and over 1,200 businesses bringing the total response since 2010 to 53,000 residents. Our residents' feedback includes:

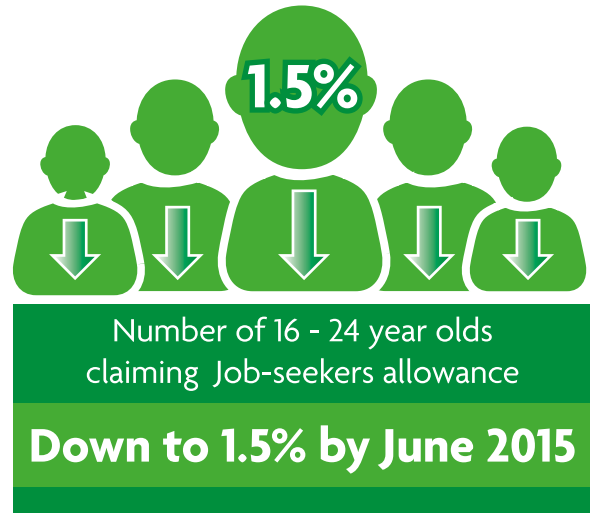
- Satisfaction levels in the County Council have increased compared to a year ago (56% vs 54%).
- More people in Worcestershire agree that the County Council provides value for money (44% from 38% in 2014).
- 82% of residents are satisfied with their local area as a place to live.
- This is great and encouraging but we also need to listen to less positive feedback. Despite improvement in satisfaction with keeping the roads in a reasonable condition, 'road and pavement repairs' and 'the level of traffic congestion' remain the things that residents identify most need improving. Consequently we are endeavouring to ensure that new growth is met, at least, with commensurate infrastructure improvement.
- Only 33% of residents think they can influence decisions affecting the local area which we will seek to improve in the next year. We will compare last year's Viewpoint results, in detail, with this year's feedback and will agree a robust methodology to explore how we can increase residents' ability to influence decisions. We will report back with our findings in the New Year and will, in the meantime, improve the way residents can easily provide feedback too for instance through Social Media.
- We are also continuing to consult with and seek views from residents on specific initiatives such as a survey on early intervention and prevention services that we will be running later this year.
- These insights across Worcestershire residents and businesses continue to drive what we do and how we do it.



### 3. Performance

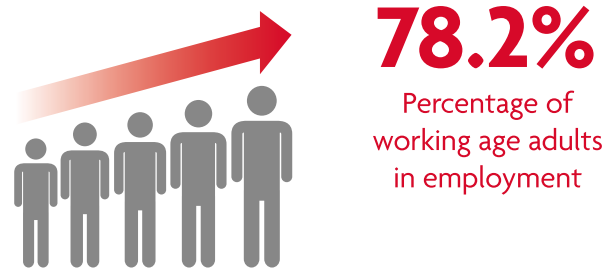
- We measure our performance in delivering better outcomes for Worcestershire residents via a balanced scorecard which is reviewed formally twice a year by Cabinet. The full balanced scorecard can be accessed at <http://e-services.worcestershire.gov.uk/balancedScorecard/wccReport.aspx>.

- We have made demonstrable progress in being Open for Business this year with a significant reduction in the number of 16-24 year olds claiming Jobseekers Allowance, down to 1.5% by June 2015. Our work to support employment hubs across Worcestershire, promotion of apprenticeships and support to the Graduate in Business Programme have all helped in this respect. The percentage of working age adults in employment has also improved with 78.2% in employment as of March 2015 and there has been a decrease in 16 – 18 year olds who are not in education, employment or training to 3.8% by June 2015.

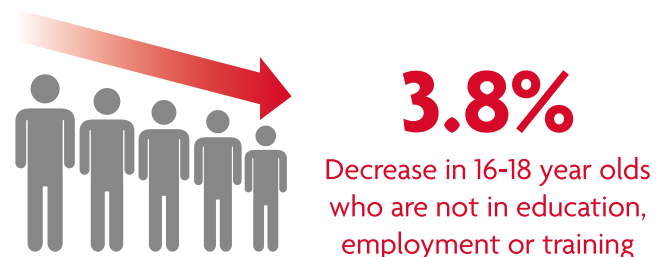


- Conversely there are some areas where we have not performed so well and have more work to do.
- We aim to have no more than 58 per 10,000 children in Worcestershire in the care of the Council and as of March 2015 we have just over 60 per 10,000. We have experienced significant increases in referrals to social care and requested a Local Government Association peer review to look at how we and partner organisations were best working to safeguard children during April 2015. This found that whilst our plans were the right ones we and our partners needed to move with greater pace in areas such as the Multi Agency Safeguarding Hub (our access point for safeguarding referrals across Worcestershire) and the refocusing of our Early Help Strategy. It also identified improvements required in social work practice, which led to the establishment of our own Improvement Board to drive through practice standards which since May 2015 has begun to make an impact with evidence of improvement, helped by our increased levels of permanent frontline social workers.

- We have a target to get above 40% of residents satisfied with road conditions. Although this rose from 30% in 2014 to 35.4% in 2015, and is above neighbouring authorities, it still has some way to go and I would expect the continuing programme of investment in highways and better communication to improve this further.



- Household waste per head is also predicted to rise to around 473 kg per head and we all need to play our part in recycling and reducing food waste as the economy recovers.



## 4. Ways of working

We are changing the way we work to better serve our residents and improve performance across a whole range of areas but commissioning, managing demand and our investment in people are worth highlighting.

### **Commissioning**

Our definition of commissioning is to source the right service from the right provider at the right price for the taxpayer. Residents continue to expect us to seek best value for money in how we deliver services to achieve better outcomes. We have really moved on in ensuring we have the 'right service from the right provider at right price for the taxpayer' this year with an increasingly diverse mix of provision;

**Our voluntary sector, volunteers and communities** continue to engage in provision of a range of services.

- Libraries continue to be provided through a variety of models for example Catshill which is now provided within the school and Broadway which are managed by community groups.
- Volunteers are making a vital contribution to our Digital Inclusion Strategy, helping people to go online in a range of places across the county. We are also developing the role of volunteer health and well-being champions who can provide others with advice about how to stay healthy and independent and where they can find support in their communities. This year we have also placed contracts for a new drug and alcohol service and a new Living Well service. Volunteering will increasingly form part of how we engage better with our communities and I would therefore like to pay particular tribute to the thousands of volunteers who support better outcomes for residents across Worcestershire. Without their commitment, dedication and passion we would not be able to continue providing care to the most vulnerable or keep our roads and pathways as well maintained as they are.

**Our partners** have been key in how we provide services during 2015.

- Our joint property vehicle with other local authorities, police and fire has gone live as Place Partnership Ltd, Warwickshire County Council is now providing our Internal Audit service and Worcestershire Business Central (WBC) moved to a jointly resourced partnership model positioned with WLEP as the county's Growth Hub. The service is now hosted by the Herefordshire and Worcestershire Chamber of Commerce.
- In taking forward the economy the County Council has worked in partnership with the surrounding counties, the Worcestershire LEP, the district councils, Worcester University, the Chamber of Commerce and the National Cyber Skills Training Centre in Malvern in delivering a number of business support programmes funded through the European Regional Development Fund. These programmes will create or safeguard 845 net jobs generating GVA impacts of some £38.8m.
- The County Council in partnership with the Worcestershire LEP and with support from the district councils has delivered the £2.5m Worcestershire Expansion Programme funded through the Regional Growth Fund. 21 companies have been supported, and the programme will create 225 jobs and safeguard 100, leveraging in £13.8m of private sector investment into the County. This programme has supported Amtek in moving to the site in Kidderminster, which will create significant investment and jobs in North Worcestershire.

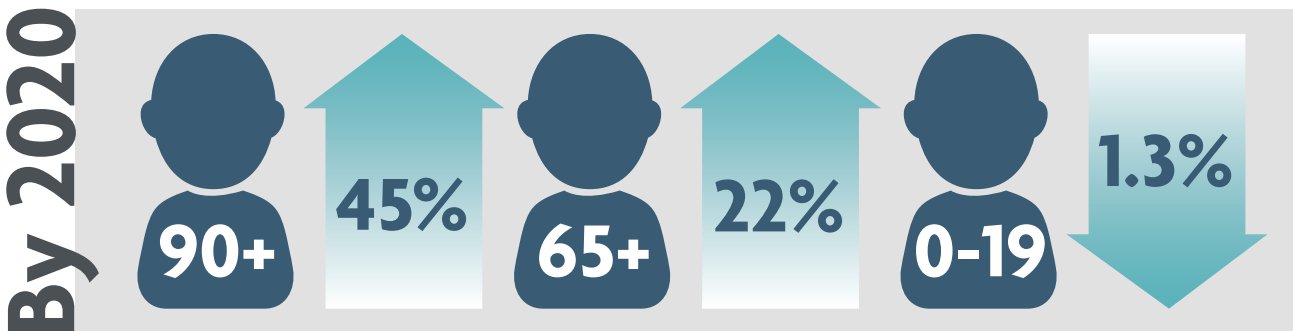


**The private sector** have also played a key role in achieving best value with our school improvement services now being provided by Babcock and our architectural design function being provided by Jacobs.

- The Cabinet have just appointed Liberata as the preferred supplier for the delivery of the Council's and schools, transactional HR and Finance services, subject to successful contract close.
- We continue to commission a range of health and well-being services and are continually looking for ways to improve quality and value for money. We are working on recommissioning of sexual health services, carers' services, sensory impairment services, advocacy services as well as in house adult social care services.

### Prevention

- However, we know that even with all our recent success in effectively commissioning, we will face challenges in 2016 and beyond. This is partly down to reducing central government grant but in large part to the pressures we face from more elderly and frail people requiring care and more children being referred into social care. We have spent a lot of time as a senior team during 2015 exploring how we can influence this demand more effectively. This is not just to ensure we can balance our budgets but because we know getting to the point of being in local government care is not the best outcome either for our frail and elderly or for our young people.
- As an example of demographic changes, by 2020 we will have 45% more people over 90 years old and 22% more over 65 years old. In contrast our 0-19 population will fall by 1.3% although the birth rate in our more deprived communities is projected to increase. We have an opportunity to support our older people in living healthy, happy, productive lives and at the same time work with them so they do not become dependent on multiple visits to their home to be able to live independently.



- Our strategy in influencing demand has three main areas of focus:
  - We need to better **understand** what causes Demand and where it comes from and then use this information consistently across the Council
  - We need to **prevent** and influence Demand through implementing our all-age prevention policy and working together with other partners (e.g. schools, health, police) and communities themselves.
  - When our services are required, we **process** this Demand effectively and efficiently delivering a high quality service that meets need.

## Changing the way we work

**Our People;** as we become more mature about how we provide services we need to ensure we are investing in what will be a different workforce during 2016 and onwards to 2020. We launched Investing in the Future, our workforce development programme late in 2014 and plans are in place to fully launch the most recent component; our Talent Management programme by the end of this year. These initiatives have already started to impact on the organisation with our first two apprentices engaged within Finance and our first graduate from the Commercial team enrolled on the National Graduate Development Programme (NGDP). In children's social care we have developed a career pathway supporting social workers as they progress which is linked to learning and development and opportunities to specialise and support students and colleagues at the beginning of their careers.

- We are going to change the way we approach appraisals (i.e. the SRD process) so performance is discussed regularly and managers provide ongoing feedback. Rather than a traditional annual appraisal process, performance will be assessed continually throughout the year. We will manage and support good performance as well as poor consistently throughout the organisation.
- We have tested and are now introducing recruitment selection centres to ensure we attract managers into the organisation with the right behaviours as well as necessary experience and skills. How we organise ourselves is also likely to evolve with our structures reflecting both an increased focus on delivering against our economic and supporting infrastructure ambitions and the need to view our children in the context of the families and communities within which they live.

**Our Partners;** as financial constraints start to bite more with some of our partners there is a tendency for all of us to retreat into our organisations. Our residents expect the opposite, with us needing to join up systems and organisations more to make it easier for both the young, old and 'in-between' to navigate. We have had some early examples of doing this effectively during 2015, including;

- The implementation of the Better Care Fund which has gone well with practical examples of all organisations working together.
- First year of delivery of the Strategic Economic Plan on behalf of the LEP.
- The inward investment brand World Class Worcestershire, developed with the LEP, has come on in huge strides with our event at Worcestershire Cricket Club in April attracting a large group of potential investors, headed up by Sir Mervyn King. This work and other inward investment work has started to reap some benefit with strong signs of potential investment in a number of Worcestershire businesses (e.g. Amtek in Kidderminster, Koito in Droitwich, Alamo Manufacturing Services in Evesham, Rockline in Redditch, VAX Ltd in Droitwich, Sea Fresh Industry Invest New Line in Redditch, Magna Interiors in Redditch (expanded into Droitwich), Motovario in Droitwich, AVL List GmbH - Expansion at Hartlebury and NTM in Kidderminster).
- The initial development of proposals for devolution to Worcestershire working with district councils, Worcestershire LEP and police and health colleagues.

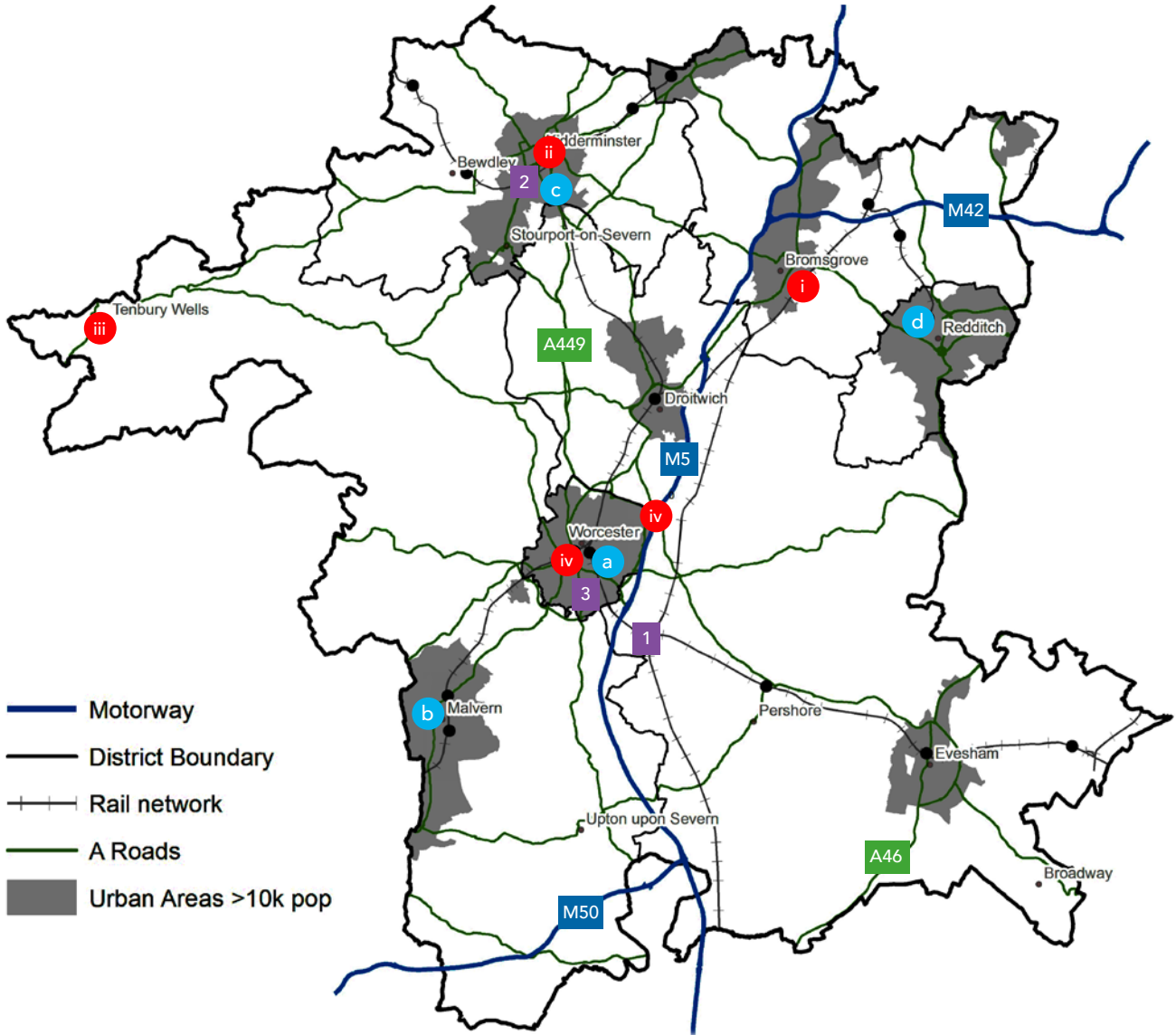
## 5. Delivering the Corporate Plan

So, how are we performing in light of this change against delivery of our FutureFit Corporate Plan?



- 2015 is the first year of delivering our Strategic Economic Plan and we are making incredible headway. This began with work starting on Worcester Six, Phase 3 of the Southern Link Road/A4440, planning permission being granted for Worcestershire Parkway, the redevelopment of Kidderminster Railway station and the commencement of work on the Hoobrook Link Road. Work has also nearly completed on Phase 4 of the Malvern Hills Science Park enabling expansion of current tenant UTC Aerospace Systems. Lessons learnt from the Ketch scheme on the Southern Link Road have demonstrated the need to have stronger client side functions to ensure that our private sector contractors deliver to time quality and cost.
- At the end of 2015 we will be launching our first dedicated Travel Twitter account to inform motorists quicker and more often about road conditions and about potential hot spots. Over the last year we have carried out six 'community makeovers' in conjunction with our Highways Contractor, CH2M and we will be doing more of these during 2016. We have also started to put up signs at all of our major road surfacing and surface dressing schemes to communicate our continuing investment into maintaining our highways infrastructure.
- We enabled and delivered a number of public realm works during 2015 including improvements at Cornmarket, Worcester, Tenbury and ongoing works at Cathedral Square and Kidderminster town centre. Our £4.5m surface dressing programme during the summer will help in extending road life and preventing potholes and covered over 150 miles of carriageway across some 300 plus roads.
- We have made a real impact working with partners on promoting World Class Worcestershire as a place with excellent sporting achievement and inclusion, including the European Wheelchair Basketball Championships and cycling specific promotion with the Aviva Tour Ride and Pearl Izumi Tour Series, which we are excited to be welcoming back in 2016.
- We have been working closely with partners during 2015 on developing a sustainable partnership for Worcestershire's growth hub (Worcestershire Business Central) - the service is now successfully co-located within Herefordshire and Worcestershire Chamber of Commerce. The enhanced growth hub has now developed a proactive engagement strategy to ensure Worcestershire businesses are aware of the support available to them. We have also been working alongside partners within the county to ensure the continuation of key business support services such as business start-up, business growth, innovation, cyber security and resource efficiency and also support for our ongoing World Class Worcestershire campaign encouraging growth of indigenous business as well as attracting foreign direct investment. Partners include Prince's Trust, University of Worcester, Central Technology Belt, district councils, Chamber of Commerce. These projects aim to bring in approx £10m of European funding into the county over the next 3.5 years and creating over 1,000 jobs.

- Worcestershire Careers Central was launched in July 2015. The portal – the first of its kind in the UK – provides the information to young people, parents/guardians and carers to map out the careers pathways in Worcestershire and understand the educational expectations. It is focused on the Worcestershire's key growth sectors and highlights the qualifications, work experience and the skills required to enter a specific sector at a particular level. Since the launch the portal has been visited by over 8,500 unique visitors and numbers are growing.



<p><b>Current Major Schemes</b></p> <ul style="list-style-type: none"> <li>1 Worcester Parkway Station</li> <li>2 Hoobrook Link Road</li> <li>3 Southern Relief Road</li> </ul> <p><b>Gamechanger Sites</b></p> <ul style="list-style-type: none"> <li>a Worcester Growth Corridor (which includes Worcester Six)</li> <li>b Malvern Hills Science Park</li> <li>c South Kidderminster Enterprise Park</li> <li>d Redditch Eastern Gateway</li> </ul>	<p><b>Wider Activity</b></p> <ul style="list-style-type: none"> <li>i Bromsgrove Rail Station</li> <li>ii Kidderminster Town Centre Public Realm</li> <li>iii Tenbury Public Realm</li> <li>iv Worcester Transport Strategy                         <ul style="list-style-type: none"> <li>• Cathedral Square</li> <li>• Worcester Tech Park</li> <li>• New Road Flood Alleviation</li> <li>• Real Time Information</li> <li>• Public Transport Corridors</li> </ul> </li> </ul>
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Promoting...

### Health and Well-being

- We continue to work with partners to improve health and well-being. Overall we are making progress and we are now consulting on a the next Joint Health and Well-being Strategy for 2016-19.
- The launch of the new website Your Life Your Choice ([ylc.worcestershire.gov.uk](http://ylc.worcestershire.gov.uk)) and the associated work to make sure we were ready for the implications of the Care Act Phase 1 were a significant achievement during 2015. An average of 2,300 people per month access the site. There are currently 114 providers registered offering over 500 services with further development planned with service users in the New Year. With information and advice easier to find and a new self-assessment process we are making inroads to enabling residents to support themselves and become more digitally accessible. We have continued to seize practical opportunities to work more effectively with health organisations for the benefit of residents including integrated mental health teams within the Health and Care Trust and the joint review with Clinical Commissioning Groups of our care provision for people when recovering from hospital stays.
- We have shifted from conversations about integration between health and social care being the only panacea, to working with individual Clinical Commissioning Groups on their and our plans for reform. The reform within parts of the County will include looking at more effective, targeted prevention, greater use of joined up technology through a shared Digital Roadmap and more effective co-production with patients and users of care services, enabled by our work with Healthwatch.
- We continue to operate within budget in adult services and health, and given this is a significant area of spend and with rising demographics and falling funding this is a real achievement. We are reviewing our social work processes and teams to make them more streamlined and achieve further savings, and we hope to minimise redundancies through short term use of agency staff.
- We have had challenges this year, including continuing to support our acute hospitals, which are struggling to cope with demand. We also face in year reductions to our public health budget and have worked with partners to adjust initial proposals before making final decisions about recommissioning services.

Supporting...

### Children and Families

- This has been a good year for educational attainment in Worcestershire with 60% of GCSE students achieving 5 or more A\* to C grades. With 9 out of 10 schools good or outstanding we are doing really well but must not become complacent and work with schools to maintain and improve on achievements. However, funding for schools continues to come under pressure, particularly those with post 16 provision and we will seek to support maintained schools in lobbying for a fairer Worcestershire funding settlement from government and help them in being proactive around syllabus planning and workforce redesign.
- The Council is developing a different relationship with schools in the new policy and resource environment, and with the development of the role of the Regional Schools Commissioners. The contract with Babcock International for many school and pupil support services provides a more flexible vehicle to increasingly move these services onto a traded basis. Our key responsibilities are to ensure all children have access to a place at a good school, to challenge all schools when children do not make the progress they should, and to champion the needs of vulnerable children, including children with special educational needs.

- Despite a growing school population, 97% of parents obtained a place at a school which was one of their preferences, and 91% at their first choice school.
- Our major challenge in social care is that some Worcestershire children are remaining in the care system too long, and we are not, in all cases, working effectively early enough to stop children entering care in the first place. This inevitably means that our resources are disproportionately spent on the very small number of children in care.
- The peer review, facilitated by Local Government Association in April 2015, brought into sharp focus the need to get social work practice improved. We have seen improvements since then, partly assisted by our increase in permanent workforce, now 85% of frontline social workers. Caseloads are reducing steadily and this, together with a greater focus from partners on appropriate referrals, will help in ensuring we start to reduce numbers in care during 2016 and support families better to stay together in an environment where children are safe. Whilst we began implementing our Multi Agency Safeguarding Hub (MASH) during 2015 it has a long way to go during 2016 to enable more joined up focus amongst ourselves and partners. We will continue to work in support of the Worcestershire Safeguarding Children's Board to ensure across all partners we can provide assurance during 2016.



- We have a superb environment in Worcestershire and indeed it is why many of us chose to live and work here. We must continue to drive forward in new initiatives to maintain and improve our green spaces.
- Our broadband programme helps hugely in reducing the need to travel and reducing our digitally excluded. It received further investment from BT recently based on our higher than average take up rates and we will continue to work with communities to increase this take up as we advance our plans to roll out to more than 95% (rather than 90%) of residents and businesses by 2017. With over 42,285 premises able to access faster fibre broadband we remain ahead of schedule to reach nearly 70,000 homes and businesses by autumn 2017.
- Our carbon management plan this year saw a number of successful projects take off through the implementation of the £1.7m Energy Efficient Spend to Save Fund. Whilst we have further to go in reducing CO<sup>2</sup> emissions we are making slow progress with emissions decreased by 14% by 2015 since 2011.
- We have continued to work in close partnership with the Environment Agency, Severn Trent Water Limited, the district council land drainage partnerships and local communities in order to reduce both the likelihood and impact of future flooding. We have produced the draft Local Flood Risk Management Strategy which will be published in 2016, following the final stage of consultation, and guide our activities over the coming 6 years.
- Through our new role as a statutory consultee on planning applications with surface water implications we have worked with developers and the Local Planning Authorities to ensure that sustainable drainage systems are appropriately included in new development. These will ensure that new development is at minimal risk of flooding itself and that it will not cause additional flood risk elsewhere or even help to reduce it.



- We have also collaborated with the Environment Agency, the Worcestershire Wildlife Trust and other key partners to improve Worcestershire's natural environment through the Local Nature Partnership (LNP). The LNP provides strategic environmental leadership for the county. Agreed priorities for 2015 are flooding risk management, green infrastructure and climate change. The Partnership has continued to strengthen its relationship with Worcestershire LEP, reflected in the environment being a cross cutting theme in the LEP Strategic Economic Plan, and ongoing support for the inclusion of green infrastructure in strategic housing and employment sites including Worcester Six and the emerging proposals for the urban extensions.
- The Partnership will be submitting a Heritage Lottery Fund Landscape Partnership application in May 2016 to enhance the unique landscape character and culture of the Vale of Evesham. This has been developed in partnership with the Worcestershire LEP and will be part of the wider focus in agri-tech.
- The LNP has also embraced the County Council priority for Worcestershire to become a pollinator friendly county, adopted at Council in July 2015. Initial actions include working on a trial scheme for pollinator friendly highway verge management, awareness raising and focussing activity into key actions and geographic areas.

## 6. Moving into 2016 and beyond

As a Council we spend £1m a day and despite the financial constraints this is still a significant amount of money that Worcestershire taxpayers have entrusted to us with an expectation we will achieve the best outcomes for residents and businesses.

Whilst it will be hugely challenging over coming years and none more so than now as we enter budget planning for 2016/17 we have started on what I believe are some ambitious ways of changing how we operate, how we work to influence demand on services, how we become more self-sufficient and most importantly how we work with residents and communities. It is not without hiccup, and sometimes mistake, but we are achieving real results.

I really want to thank all the staff who work either within or on behalf of the County Council and its residents – I know at times it feels tough and challenging but your commitment, endeavour and focus on results for residents are hugely appreciated by me and my team.

**Clare Marchant**  
**Chief Executive**  
**November 2015**

**You can contact us in the following ways:**

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Copies of this report can be obtained from the address above or can be viewed and downloaded from our website:

**[www.worcestershire.gov.uk](http://www.worcestershire.gov.uk)**

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact the Equality and Diversity Team on telephone number 01905 766225 or by emailing [equality@worcestershire.gov.uk](mailto:equality@worcestershire.gov.uk).

To the best of our knowledge all information was correct at the time of printing: November 2015.



**COUNCIL**  
**12 NOVEMBER 2015****QUESTION TIME**

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**Question 1 – Information given to the Press**

1. Ms P Agar will ask the Leader of the Council:

"Would the Leader of the Council please inform me of the action he has taken regarding the leaking to the press from this Council about the suspension of Highways officers in relation to the Ketch Island?"

**Question 2 – Local Bus Services**

2. Ms P Agar will ask the Leader of the Council:

"Cornwall is to have powers for franchising and improving local bus services. Is Worcestershire likely to receive similar powers?"

**Question 3 – Asbestos in buildings**

3. 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 how many buildings owned and those run by the County Council have asbestos in them?"

**Question 4 - Redundancies**

4. 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 how many redundancies have taken place over the last four years?"

**Question 5 – Staff Transfers**

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

"Would the Cabinet Member with Responsibility for Transformation and Commissioning please tell me how it is that staff who have been transferred to another organisation, and then according to the press discovered that they do not

have employment, what exactly are the terms and conditions of these types of transfers, and why has this apparently occurred?"

### **Question 6 – Street Lighting**

6. Dr K A Pollock ask the Cabinet Member with Responsibility for Highways:

"In view of the recent decision of Harlow Council, with the agreement of Essex County Council, to levy money from all its Council Tax payers to pay for the re-establishment of all night illumination of their streets, would the Cabinet Member with Responsibility for Highways like to comment on the reality of the situation about safety, both for pedestrians and drivers, compared with the perception of safety, as expressed by the some residents, and further would he like to reassert that we would do better to seek to align perceptions with reality, rather than feed the unwarranted fears of some residents, by giving in to those who want all street lighting to be maintained throughout the night?"

### **Contact Points**

#### County Council Contact Points

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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) there are no background papers relating to the subject matter of this report.

**COUNCIL**  
**12 NOVEMBER 2015****REPORTS OF COMMITTEES****(a) SUMMARY OF DECISIONS TAKEN BY THE AUDIT AND GOVERNANCE COMMITTEE**

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**Retention and Disposal of Records**

1. The physical destruction of paper records that are no longer required by the Council has continued - the equivalent of 1,439 boxes have been reviewed and destroyed in 2015 (to end of July 2015). This work is allowing the service to more effectively manage the space needed to retain the records that are needed to be kept.
2. The Independent Inquiry into Child Sexual Abuse (the Goddard Inquiry) has asked Councils to cease physical destruction of any records relating to child protection matters pending further instructions from the Inquiry. The service has therefore ceased any physical destruction of any records that may be relevant to this Inquiry. The Committee has noted the progress made on the physical destruction of records and the impact of the Independent Inquiry into Child Sexual Abuse on the destruction of records.
3. A further consequence of this is a postponement of the review of the criteria in the Disposal Schedule. The Committee has noted that work to begin the review of the remainder of the Disposal Schedule is in the 2015-16 business plan of the Corporate Information Management Unit (CIMU) and is scheduled to commence in December 2015. In addition consideration will be given to the role of elected Members and the information that they hold on an on-going basis.
4. The Committee has noted the new Information and Records Management Policy and has requested that a further progress report be made to the Committee meeting scheduled on 18 March 2016.

**Internal Audit Progress Report – 1 April to 31 July 2015**

5. The Committee has noted the Internal Audit Progress Report for the period 1 April to 31 July 2015.

**Work Programme**

6. The Committee noted its future work programme.

**Mr L C R Mallett**  
**Vice-Chairman**

### **Contact Points**

#### County Council Contact Points

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#### Specific Contact Points for this report

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

### **Background Papers**

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

Agenda papers for the meeting of the Audit and Governance Committee held on 18 September 2015

**COUNCIL**  
**12 NOVEMBER 2015****REPORTS OF COMMITTEES****(b) SUMMARY OF DECISIONS TAKEN BY THE PENSIONS  
COMMITTEE**

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**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 position in relation to the Investment Managers placed 'on watch' by the Pension Investment Advisory Group, namely Nomura, Capital International and JP Morgan.

**LGPS Collaborative Working**

3. The Committee has noted an update regarding the wider national position in respect of collaboration within the Local Government Pension Scheme (LGPS).
4. The Government is looking at proposals to change regulations to enable LGPS investment pooling. For a number of months the Fund has been in discussions with six other Administering Authorities about the possibility of a joint procurement of passive investment management. This work was started by the Cheshire and Staffordshire Funds and the seven Funds now involved appear to have sufficient 'critical mass' to be able to jointly procure passive investment management services at a cost that is significantly lower than the individual Funds are currently paying.
5. The Chief Financial Officer has been granted delegated authority to conclude the matter of a joint procurement of a passive investment manager with six other LGPS administering authorities.

**Pension Fund Annual Report and Accounts 2014/15**

6. The annual report is a key communications channel between the fund and a wide variety of stakeholders. The report contains information relating to fund investments, administration, governance, valuations, accounts and membership. The Committee has approved the Pension Fund Annual Report and Accounts 2014/15.

**Administering Authority update**

7. There is a push, particularly from the Pensions Minister, for greater collaboration between funds to make them more efficient and it is important that an analysis of the

strengths weaknesses, opportunities and threats (SWOT) is undertaken to find examples of best practice and understand the implications for this Fund.

8. Early attempts to recruit a project officer to undertake the research have been unsuccessful and the Head of Human Resources and Organisational Development is continuing to follow up contacts to find a suitable qualified individual. In the meantime, contact has been made with Funds which are working in partnership, for example Bradford and Lincolnshire, and Lancashire and London Pensions Fund Authority (LPFA).

9. The Head of Human Resources and Organisational Development is keen to explore potential collaboration on the administration side with surrounding funds and meetings are being arranged with key personnel over the autumn.

10. The Committee has noted the update on the research project on the future provision of the Administering Authority.

### **Pension Administration update**

11. The Committee has noted the general update from the Administering Authority in relation to End of Year arrangements and Annual Benefit Statements, the 'Tell Us Once' process, the end of contracting out and national GMP reconciliation, member self service, and Shadow Pension Administration Advisory Forum.

**Mr R W Banks**  
**Chairman**

### **Contact Points**

#### County Council Contact Points

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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 meeting of the Pensions Committee held on 30 September 2015.

**COUNCIL**  
**12 NOVEMBER 2015****REPORTS OF COMMITTEES****(c) SUMMARY OF DECISIONS TAKEN BY THE PLANNING  
AND REGULATORY COMMITTEE**

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**Applications**

1. The Committee has refused planning permission for the proposed aggregates material recycling facility, workshop building and ecological restoration and enhancement areas at Church Farm Quarry, Grimley, Worcestershire.
2. Details of the above application can be found in the agenda papers for the Committee meeting held on 3 November 2015.

**Mr R C Adams**  
**Chairman**

**Contact Points**County Council Contact Points

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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 Planning and Regulatory Committee held on 3 November 2015.

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