POLICY AND RESOURCES COMMITTEE

Members of the Committee:-

Chairman: Councillor Louis Stephen (G)
Vice-Chairman: Councillor Marc Bayliss (C) and Councillor Adrian Gregson (L)

Councillor Roger Berry (L)  Councillor Mike Johnson (C)
Councillor Paul Denham (L)  Councillor Roger Knight (C)
Councillor Simon Geraghty (C)  Councillor Chris Mitchell (C)
Councillor Jo Hodges (L)  Councillor Joy Squires (L)
Councillor Mrs. Lucy Hodgson (C)  Councillor Geoff Williams (L)

C= Conservative  G = Green  L = Labour

Information for Members of the Public

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Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. Please note that this is a public meeting and members of the public and press are permitted to report on the proceedings. "Reporting" includes filming, photographing, making an audio recording and providing commentary on proceedings. Any communicative method can be used to report on the proceedings, including the internet, to publish, post or share the proceedings. Accordingly, the attendance of members of the public at this meeting may be recorded and broadcast. By choosing to attend this public meeting you are deemed to have given your consent to being filmed or recorded and for any footage to be broadcast or published. Part II of the Agenda (if applicable) deals with items of 'Exempt or Confidential Information' for which the public are excluded from the meeting and neither reports nor background papers are open to public inspection.

At the start of the meeting under the item 'Public Participation' up to fifteen minutes in total is allowed for members of the public to present a petition, ask a question or comment on any matter on the Agenda. Participants need to indicate that they wish to speak by 4.30 p.m. on the last working day before the meeting by writing, telephoning or E-Mailing the officer mentioned below.

If you have any general enquiries or queries about this Agenda or require any details of background papers, further documents or information, or to discuss arrangements for the taking of photographs, film, video or sound recording please contact the Lead Officer, Julian Pugh, Democratic Services Administrator, Guildhall, Worcester WR1 2EY. Telephone: 01905 722006 (direct line); E-Mail Address: committeeadministration@worcester.gov.uk.

This agenda can be made available in large print, braille, on PC disk, tape or in a number of ethnic minority languages. Please contact the above named officer for further information.

Agendas and minutes relating to all City Council Committees and Council Meetings are also available electronically, click on the option "Committee Minutes and Documents", Website Address: worcester.gov.uk
AGENDA

Part 1
(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)

1. Appointment of Substitutes
   To receive details of any Member nominated to attend the meeting in place of a Member of the Committee.

2. Declarations of Interest
   To receive any declarations of interest.

3. Public Representations
   Up to a total of fifteen minutes can be allowed, with each speaker being allocated a maximum of five minutes, for members of the public to present a petition, ask a question or comment on any matter on the Agenda or within the remit of the Committee.

4. Minutes
   Page(s): 1 - 8
   Of the meeting held on 6th February 2018 to be approved and signed.

5. Minutes of the Place and Economic Development Committee
   Page(s): 9 - 14
   To receive the minutes of the meeting held on 29th January 2018.

6. Minutes of the Income Generation Sub-Committee
   Page(s): 15 - 18
   To receive the minutes of the meeting held on 27th February 2018.

7. Minutes of the Personnel and General Purposes Sub-Committee
   Page(s): 19 - 20
   To receive the minutes of the meeting held on 28th February 2018.

8. Place Partnership Limited - Future Options
   Page(s): 21 - 30
   Ward(s): All Wards
   1. That the Committee agrees to bring property services in-house with effect from 31 March 2019.
2. That the Committee agrees to serve notice on Place Partnership Limited by 31 March 2018 of its intention to withdraw from the service agreement with effect from 31 March 2019.

3. That the Committee agrees to give up its shareholding in Place Partnership Limited with effect from 31 March 2019.

4. That the Committee delegates authority to the Managing Director, in consultation with the Chair and the Vice-chairs of the Policy and Resources Committee to finalise all financial and contractual arrangements for the smooth transition of property services from Place Partnership to an in-house service.

9. **Disposal of the former Sansome Walk Swimming Pool Site**
   Page(s): 31 - 66
   Ward(s): Arboretum
   Contact Officer: Timothy O’Gara, Deputy Director - Governance
   Tel: 01905 722019

   1. That the Committee approve the disposal of the former Sansome Walk Swimming Pool site to Sanctuary Housing and the YMCA.

   2. That the Committee delegate authority to the Corporate Director – Finance and Resources in consultation with the Chair and the Vice-Chairs of the Policy and Resources Committee to finalise the commercial terms and enter into all necessary legal agreements for the disposal of the site.

10. **City Plan Projects Prioritisation**
    Page(s): 67 - 74
    Ward(s): All Wards
    Contact Officer: Timothy O’Gara, Deputy Director - Governance
    Tel: 01905 722019

    That the Committee endorses the programme for delivery of City Plan priorities as set out in Appendix 1.
11. **Proposed Committee Performance Scorecard for 2018/19**  
   Page(s): 75 - 80  
   Ward(s): All Wards  
   Contact Officer: Joanna Payne, Transformation and Performance Officer  
   Tel: 01905 722407

   That the Policy and Resources Committee consider the proposed content of the Policy and Resources Performance Scorecard for 2018/19.

12. **Appointments to Worcester Municipal Charities**  
   Page(s): 81 - 82  
   Ward(s): All Wards  
   Contact Officer: Timothy O’Gara, Deputy Director - Governance  
   Tel: 01905 722019

   1. That the Committee notes the changes to the governance of Worcester Municipal Charities as set out in this report.  
   2. That the Committee confirms which of the Council’s appointed representatives will retire from office as trustees of the charity with effect from 27 March 2018.

13. **Any Other Business**

   Which in the opinion of the Chairman is of sufficient urgency as to warrant consideration.

14. **Item Involving the Disclosure of Exempt Information**

   The Committee are invited to pass the following resolution:-

   That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of information as defined in Schedule 12A of the said Act.

15. **Disposal of the former Sansome Walk Swimming Pool Site**  
   Ward(s): Arboretum

   To consider details of the financial offer and feasibility design work as set out in the confidential appendix.

**PART II**

Exempt – not for publication because the item contains information relating to the financial or business affairs of any particular person including the authority holding that information – category 1 and 3.
Contact Officer: Timothy O'Gara, Deputy Director - Governance
Tel: 01905 722019
POLICY AND RESOURCES COMMITTEE

6th February 2018

Present: Councillor Stephen in the Chair

Councillors Bayliss (Vice-Chairman), Berry, P. Denham, Geraghty, Gregson (Vice-Chairman), Hodges, Mrs L. Hodgson, Johnson, Knight, Mitchell, J. Squires and G. Williams

Also in Attendance:

Councillors L. Denham and MacKay

Officers:

Mark Baldwin – Head of Finance
David Blake – Managing Director
Shane Flynn – Corporate Director, Finance and Resources
Tim O’Gara – Deputy Director, Governance
Andrew Round – Corporate Director, Place

71 Declarations of Interest

The following Declarations of Interest were made:

Councillor Gregson – Place Partnership Ltd Business Plan 2017-18 and Business Plan 2018-19 to 2021-22 (Minute 84) - as a Council appointed representative on Place Partnership Ltd.

Councillors Mrs Lucy Hodgson and Geraghty - Place Partnership Ltd Business Plan 2017-18 and Business Plan 2018-19 to 2021-22 (Minute 84) - as Members of Worcestershire County Council.

72 Public Representations

None.

73 Minutes

RESOLVED: That the minutes of the meeting held on 12th December 2017 be approved as a correct record and signed by the Chairman.

74 Minutes of Personnel and General Purposes Sub-Committee

RESOLVED: That the minutes of the meetings held on 13th November and 13th December 2017 be received.
75 Minutes of the Income Generation Sub-Committee

RESOLVED: That the minutes of the meeting held on 16th January 2018 be received.

76 Feedback Report from the Place and Economic Development Sub-Committee on the Draft Budget Proposals

The Chair of the Place and Economic Development Sub-Committee presented the proposed amendments to the draft budget for the Council for the financial year 2018/19 and Medium Term Financial Plan 2018-2023 as outlined in the report.

RESOLVED: That the Committee agree to consider the proposed amendments in conjunction with Agenda Item 10 – Proposed Budget 2018/19 and Medium Term Financial Plan 2018/19 – 2022/23.

77 Feedback Report from the Environment Committee on the Draft Budget Proposals

The Chair of the Environment Committee presented the proposed amendments to the draft budget for the Council for the financial year 2018/19 and Medium Term Financial Plan 2018-2023 as outlined in the report.

RESOLVED: That the Committee agree to consider the proposed amendments in conjunction with Agenda Item 10 – Proposed Budget 2018/19 and Medium Term Financial Plan 2018/19 – 2022/23.

78 Feedback Report from the Communities Committee on the Draft Budget Proposals

The Chair of the Communities Committee presented the proposed amendments to the draft budget for the Council for the financial year 2018/19 and Medium Term Financial Plan 2018-2023 as outlined in the report.

RESOLVED: That the Committee agree to consider the proposed amendments in conjunction with Agenda Item 10 – Proposed Budget 2018/19 and Medium Term Financial Plan 2018/19 – 2022/23.


The Chairman of the Policy and Resources Committee introduced the Proposed Budget 2018/19 and Medium Term Financial Plan 2018/19 – 2022/13 and also outlined the proposed budget amendments submitted by the Green Party.

The Deputy Leader proposed the following amendment to the Budget which was seconded by Councillor Mitchell:

“That Council Tax is frozen and funded by increasing the vacancy ratio to 2.2 percent”.

Members of the Committee spoke for and against the proposed amendment and on being put to the vote and in accordance with Committee Procedure Rule 7.2 a named vote was requested. On being put to the vote the amendment was lost.

Record of Voting

<table>
<thead>
<tr>
<th>For: Councillors</th>
<th>Against: Councillors</th>
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</thead>
<tbody>
<tr>
<td>Bayliss, Geraghty, Mrs L. Hodgson, Johnson, Knight and Mitchell</td>
<td>Berry, P. Denham, Gregson, Hodges, J. Squires, Stephen and G. Williams</td>
</tr>
<tr>
<td>Total: 6</td>
<td>Total: 7</td>
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The Section 151 Officer presented the Proposed Budget 2018/19 and Medium Term Financial Plan 2018/19 – 2022/23 as detailed in the report. The Section 151 Officer also explained the financial impact of all the proposed amendments received from the Policy Committees and the Green Party on the City Plan Fund and Revenue Budget 2018/19. Members of the Committee considered the Proposed Budget, Medium Term Financial Plan and each of the proposed amendments and the financial impact as identified by the Section 151 Officer.

The Committee also considered additional proposals raised by Members relating to gull mitigation, a reduction in the Planning Service savings from the Transformation Plan and community safety improvements. The Section 151 Officer explained the financial impact of the proposals on revenue budgets.

RESOLVED: That the Committee agree to:

1. **endorse the proposed Budget and Council Tax for 2018/19 and the proposed Medium Term Financial Plan for the next five year period 2018/19 – 2022/23, and recommend its approval to Full Council on 20 February 2018**

   In particular:
   a. The Budget Requirement for Worcester City Council (excluding Parish Precepts) 2018/19 at £10.261m;
   b. The Council Tax Requirement for Worcester City Council (excluding Parish Precepts) 2018/19 at £5,690m; and
   c. The Band D Council Tax for Worcester City Council (excluding Parish Precepts) at £180.48; and

2. **recommend approval of the following budget amendments and proposals and incorporate their financial impact into the Draft Budget 2018/19 and Medium Term Financial Plan for the next five year period 2018/19 – 2022/23 to Full Council on 20 February 2018:**

<table>
<thead>
<tr>
<th>Amendments</th>
<th>Proposed Allocation £000</th>
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<tbody>
<tr>
<td>a. Pedestrian bridge</td>
<td>500</td>
</tr>
<tr>
<td>b. Housing development (excluding social)</td>
<td>500</td>
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<tr>
<td>Proposals</td>
<td>Proposed Allocation £000</td>
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<td>-------------------------------------------------------------------------</td>
<td>--------------------------</td>
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<tr>
<td>c. Support business development initiatives</td>
<td>100</td>
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<tr>
<td>d. Riverside</td>
<td>300</td>
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<tr>
<td>e. Gateways into the City</td>
<td>100</td>
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<tr>
<td>f. Improve arterial routes</td>
<td>100</td>
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<tr>
<td>g. Housing for vulnerable tenants</td>
<td>500</td>
</tr>
<tr>
<td>h. Community safety improvements</td>
<td>150</td>
</tr>
<tr>
<td>i. Private Sector housing enforcement (2 year fixed term)</td>
<td>100</td>
</tr>
<tr>
<td>j. Health promotion</td>
<td>100</td>
</tr>
<tr>
<td>k. Community Partnership officer (1 year fixed term)</td>
<td>35</td>
</tr>
<tr>
<td>l. Worcester City Masterplan</td>
<td>500</td>
</tr>
<tr>
<td>m. Worcester Transportation Strategy</td>
<td>100</td>
</tr>
<tr>
<td>n. Foot/cycle path Diglis to Carrington Bridge</td>
<td>100</td>
</tr>
<tr>
<td>o. Battenhall park refurbishment</td>
<td>60</td>
</tr>
<tr>
<td>p. Wildflower meadows</td>
<td>20</td>
</tr>
<tr>
<td>q. Work placements</td>
<td>15</td>
</tr>
<tr>
<td>r. Drinking water fountains within the City Centre</td>
<td>15</td>
</tr>
<tr>
<td>s. Gull mitigation</td>
<td>15</td>
</tr>
<tr>
<td>t. Vacancy factor</td>
<td>(49)</td>
</tr>
<tr>
<td>u. Reduction in Planning Service savings from Transformation Plan</td>
<td>55</td>
</tr>
<tr>
<td>v. Community safety improvements</td>
<td>50</td>
</tr>
</tbody>
</table>
Referral Report from the Income Generation Sub-Committee Meeting of 16th January 2018 - Fees and Charges 2018-19

The Committee received a report from the Chairman of the Income Generation Sub Committee. The Chairman informed Members that the report had been referred from the Income Generation Sub Committee and that Members were being asked to review the proposed schedule of Fees and Charges for 2018/19 and refer the proposed schedule to Full Council for approval on 20\(^{th}\) February 2018 as part of the 2018/19 Budget.

RESOLVED: That the Committee agree to refer the proposed schedule to Full Council for approval on 20\(^{th}\) February 2018 as part of the 2018/19 Budget.

Corporate Transformation Programme Update

The Committee received a report from the Corporate Director, Commissioning and Delivery asking Members to note the progress made in delivering the Corporate Transformation Programme.

The Corporate Director summarised the report and informed Members that the Corporate Transformation Programme was currently on track to deliver against budget. Although slightly behind budget for 2017/18 it was projected to exceed the budget over the full 3 year period. Over the entire programme the currently projected performance against budget was that the programme would deliver just over the £2.8M target. The Corporate Director responded to questions from Members.

The Chairman of the Policy and Resources Committee also made reference to the recent changes to the service delivery of recycling and refuse collection and formally thanked Operational Services employees for their commitment and hard work in delivering the changes.

RESOLVED: That the Committee agree to note the progress made in delivering the Corporate Transformation Programme.

Quarter 3 Performance Report for 2017/18

The Committee reviewed a report from the Corporate Director, Commissioning and Delivery asking Members to consider the Council’s Quarter 3 performance for 2017/18.

The Corporate Director explained that the report set out the current priority projects and activities which support the delivery of the Council’s City Plan, the current priority projects within the Excellence programme and the corporate suite of key performance indicators. The Corporate Director responded to questions from Members.

RESOLVED: That the Committee agree to note the Council’s Quarter 3 performance for 2017/18.
Quarter 3 Financial Monitoring Report 2017-18

The Committee received a report from the Head of Finance asking Members to review the financial monitoring details including budget variances and performance indicators for the 3rd quarter ending 31st December 2017. The Corporate Director, Finance and Resources presented the report and responded to questions from Members.

RESOLVED: That the Committee agree to note the financial monitoring details including budget variances and performance indicators, for the 3rd quarter ended 31st December 2017.

Place Partnership Ltd Business Plan 2017-18 and Business Plan 2018-19 to 2021-22

The Committee received a report from the Corporate Director, Finance and Resources asking Members to approve the amendments to the first year (2017/18) of the five year business plan for Place Partnership Ltd, and to agree to receive a further report at the next meeting of the Committee to consider the full five year business plan 2017/18 to 2021/22.

The Director informed Members that the Chief Executive of Place Partnership Ltd had presented a new five year business plan to cover the period 2017/18 to 2021/22 which included a projected additional requirement of £96k in total for the 2017/18 financial year. A contingency had been identified for this amount which would be funded from general reserves, as per the report to the Policy and Resources Committee at its meeting of 7th November 2017.

RESOLVED: That the Committee agree to:

1. approve the amendments to the first year (2017/18) of the five year business plan for Place Partnership Ltd; and

2. receive a further report at its next meeting to consider the full five year business plan 2017/18 to 2021/22.

Referral Report from the Income Generation Sub-Committee Meeting of 16th January 2018 - Pooled Property Fund Investment

The Committee considered the report which had been referred from the Income Generation Sub-Committee. At the meeting on 16th January 2018 Members of the Sub-Committee considered a report detailing the option to invest in Pooled Property Funds and the opportunity to invest up to £5m in the Churches, Charities and Local Authorities Property Fund which the Policy and Resources Committee were now being asked to give further consideration to. The Committee discussed the recommendations of the report. Members expressed support for the proposal.

RESOLVED: That the Committee agree to approve the proposal to extend the council’s list of approved investment instruments to include Pooled Property Funds and the proposal to invest up to £5m in the Churches, Charities and Local Authorities Property Fund.
86 Any Other Business

None.

87 Item Involving the Disclosure of Exempt Information

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of information as defined in Schedule 12A of the said Act.

88 Referral Report from the Income Generation Sub-Committee meeting of the 16th January 2018 - Fees and Charges 2018-19 - Exempt Item

RESOLVED: The Committee agreed to refer the exempt Fees and Charges to Full Council for approval on 20th February 2018 as part of the 2018/19 Budget.

Duration of the meeting: 7.00 pm to 10.20 pm
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PLACE AND ECONOMIC DEVELOPMENT SUB-COMMITTEE

29th January 2018

Present: Councillor Mrs. Lucy Hodgson in the Chair
Councillors Bayliss, Berry, (for Councillor Hodges) Geraghty, Gregson and G. Williams (Vice-Chairman)

Officers: Andrew Round, Director of Place.
Shane Flynn, Director of Finance and Resources.
Philippa Smith, Deputy Director of Economic Development and Planning.
Maria Dunn, Planning Policy Team Leader.
Janet Yates, Economic Development Officer.
Amanda Lloyd, Economic Development Officer.

Apologies: Councillor Hodges.

27 Appointment of Substitutes
Councillor Roger Berry for Councillor Jo Hodges.

28 Declarations of Interest
The following declaration of interest was made:
Councillor Mrs L. Hodgson – Review of the Worcester Skills Strategy 2018 (Minute 9) – As a member of the Corporation of Heart of Worcester College.

29 Public Participation
None.

30 Minutes
RESOLVED: That the minutes of the meeting held on 23rd October 2017 be approved as a correct record and signed by the Chairman.

31 Travellers and Travelling Showpeople Site Allocations Development Plan
The Sub-Committee considered a report on the Revised preferred options, South Worcestershire Travellers and Travelling Showpeople Site Allocations Development Plan Document (DPD). The Planning Policy Team Leader presented the report.

She went on to say that the Planning Policy Team had been informed today that the Landowner of Main Road, Kempsey has confirmed it is only available for Travelling Showpeople – if this is the followed up in writing the site will need to be removed. However, there are still sufficient sites to progress the Development Plan Document.
Subject to approval of the Revised Draft Preferred Options consultation document and associated reports by all three South Worcestershire Councils in January and February 2018, it is proposed that the DPD and relevant evidence base documents be published for consultation for a period of seven weeks, commencing 28th February 2018. There will also be a press release detailing sites not previously advertised.

The Planning Policy Team Leader answered Members questions on the report.

RESOLVED: That the Sub-Committee:

1. Approve the Revised Draft Preferred Options Travellers and Travelling Showpeople Site Allocations Development Plan Document (DPD), attached at Appendix 1 to this report for the purposes of undertaking a formal public consultation between 28th February and the 18th April 2018.

2. Delegates authority to the Director of Place, in consultation with the Chair and Vice Chair of this committee, to make any necessary minor changes to the DPD prior to publication.

3. That delegated authority be given to the Corporate Director – Place in consultation with the Chair and Vice-Chair of this committee to remove the Main Road, Kempsey site should evidence by the landowner demonstrate that the site is no longer available.

32 South Worcestershire Design Guide Supplementary Planning Document

The Sub-Committee considered the adoption of the South Worcestershire Design Guide Supplementary Planning Document.

The Planning Policy Team Leader answered Members questions on the SWDP Supplementary Planning Guide. There followed a discussion regarding principles for successfully integrating residential parking standards that were used in the document. Some members were of the opinion that the standards referred to in the planning guide dated 2015 had been superseded by a later document produced by the County Council in 2016 and adoption of the Guide should therefore be deferred until a later date.

The Chair queried what the consequences of deferral would be. The Planning Policy Team Leader responded that the guide could be referred to as advice only until such time as it was adopted. Further consultation would need to take place with both Malvern and Wychavon District Councils.

An amendment was proposed by Councillor Bayliss and seconded by Councillor Geraghty that the Adoption of the Guide be deferred. The Council then entered into a debate on the amendment. On being put to the vote 3 Members voted in favour of the amendment, 3 against. The Chair used her casting vote to agree the amendment.
RESOLVED: That the Sub-Committee defer the adoption of the South Worcestershire Design Guide Supplementary Planning Document for further discussion at the next meeting of the Sub-Committee scheduled for 5th March 2018.

33 Extension to Worcester City Council Business Grant Programme

The Sub-Committee considered a report regarding allocation of an additional £20,000 from the City Plan Fund for the Worcester City Council Business Start Up and Growth Grants Programme to ensure sufficient budget to continue the programme until March 2019.

The Economic Development Officer went on to explain that the reasons for the increased demand for the grant programme included:

- Greater awareness of the scheme
- Change in profile from start up to growth grants
- The transition from previous European Regional Development Fund (ERDF) to the start of the new scheme

She then answered Members questions. Members were positive about the scheme.

RESOLVED: That the Sub-Committee allocate an additional £20,000 from the City Plan Fund for the Worcester City Council Business Start Up and Growth Grants Programme.

34 The Kiln Co-working Innovation Space, 2 Copenhagen Street - Progress Update

The Economic Development Officer updated the Sub-Committee on the progress of the Kiln Co-working Innovation Space. Her report detailed the necessity for spending £40,000 from the City Plan Fund to install Air Conditioning in the building. The current system is unsuitable for the building. The proposed new system would be more effective and can offer simultaneous hearing and cooling in each room.

She went on to explain that the benefits of setting up The Kiln as a Community Interest Company (CIC) included:

- It is a distinct legal entity and has responsibility for its own debts.
- The personal finances of the company’s guarantors are protected.
- It sends a clear message that The Kiln is a community organisation not a private enterprise or public sector organisation.
- There is a clear governance structure and procedures.

The Economic Development Officer explained that if Worcester City Council did not have a member on the CIC Board it will not be represented at general meetings and would be unable to participate in key votes.

The Economic Development Officer then answered Members questions.

RESOLVED: That the Sub-Committee:
1. Note the update on The Kiln Co-working Innovations Space Project

2. Agree to allocate £40,000 from the City Plan Fund to install an air conditioning system.

3. Agree ‘in principle’ to the proposal to set up The Kiln as a Community Interest Company (CIC) limited by guarantee; to be a member of The Kiln CIC; and to have a nominated Worcester City Council member as a non-executive director on the Kiln CIC Board

35 Draft Employment and Skills Strategy

The Economic Development Officer presented a report on the Review of the Worcester City Skills Strategy 2018. Stages 1-4 have now been completed and the next steps were detailed. The final plan will be brought before the Sub-Committee in March 2018 with the final plan including how it is moved forward as well as key performance indicators. Further partner consultation will also take place.

It was noted that at 1.1 a) ‘the key findings of the review to date were set out at paragraph 2.6 of the report.’ This was a typographical error and should read paragraph 2.15.

Members felt the Employment and Skills Strategy contained a lot of interesting empirical information and it was felt important to ensure it is keep updated as a ‘live’ document.

RESOLVED: That the Sub-Committee:

1. Note the key findings of the review to date, (as set out in paragraph 2.15 of the report.

2. Approve the priorities set out in the draft Employment and Skills Strategy 2018-2021 subject to further partner consultation.

3. Note the next steps to complete the review (as set out in paragraph 2.2 and Table 1 of the Report.

36 Draft Medium Term Financial Plan 2018-2023 and Draft Budget 2018/19 Consultation

The Director of Finance and Resources presented the Draft Medium Term Financial Plan 2018/19 – Consultation with Policy Committees Report.

Members considered the information and a number of proposals were discussed, which will be taken forward to the Policy and Resources Committee.

There was a lively debate across the chamber regarding these proposals.

It was proposed by Councillor Gregson and seconded by Councillor G. Williams that £500,000 be allocated to the Masterplanning process. On being put to the vote 3 Members voted in favour of the amendment, 3 against. The Chair used her casting vote and the vote was lost.
RESOLVED: That the Sub-Committee:

Consider the draft budget for the Council for the financial year 2018/19 as presented on 12 December 2017 and the proposals below for consideration.

- Allocate funding of £500,000 from the City Plan Fund for next stage of the development of a second pedestrian bridge over the river Severn.

- Allocate funding of £500,000 from the City Plan Fund to support housing initiatives other than social housing including:
  1. Helping people onto the housing ladder
  2. Purchasing vacant and redundant buildings to return them to use.
  3. The establishment of a Housing Development Company.

- Provide Funding of £100,000 from the City Plan Fund to support business development initiatives

- Delete the proposed savings of £55,000 per annum from the Transformation Programme relating to the Planning Service.

37 SWDP Authorities Monitoring Report


The AMR monitors the effectiveness of the planning policies in the SWDP as well as measuring progress in delivering the Local Development Scheme and progress on Neighbourhood plans.

RESOLVED: That the Sub-Committee:

1. Note the content of the South Worcestershire Development Plan Authorities’ Monitoring Report 2016/17 and its publication.

2. That delegated authority is given to the Corporate Director – Place, in consultation with the Chair and Vice-Chair of Place and Economic Development Committee, to make any minor changes to the document before it is published.

38 Brownfield Land Register

The Planning Policy Team Leader reported on a report regarding the Brownfield Land Register.

This is a new legal requirement and guidance was issued in July 2017. The Brownfield Land Register is published on the Council’s website. This register contains all sites which meet the criteria for Part 1. Currently there are no entries on Part 2 of the register. This will need to be kept under review in future updates.
RESOLVED: That the Sub-Committee:

Note the need for the Council to publish a Brownfield Land Register and to update it at least annually.

39 **Quarter 3 Performance Report for 2017/18**


This Quarter’s KPIs show that performance has fallen within Planning. There was some discussion about recruitment within Planning. The 3rd round of recruitment was now underway and talks will be held with People Services re implementing the Market Forces Supplement.

RESOLVED: That the Sub-Committee consider the Council’s Quarter 3 performance for 2017/18.

40 **Any Other Business**

None.

**Duration of the meeting:** 7p.m. – 9.15 p.m.

Chairman at the meeting on 5th March 2018
INCOME GENERATION SUB-COMMITTEE

27th February 2018

Present:  Councillor Paul Denham in the Chair
          Councillors Berry, Johnson, Knight (Vice-Chairman), Mitchell and J. Squires

Officers:  Andrew Round, Director of Place
          Shane Flynn, Corporate Director Finance and Resources
          Mark Baldwin, Head of Finance
          Alison Braithwaite, Income Generation Co-ordinator

29 Appointment of Substitutes

None.

30 Declarations of Interest

None.

31 Public Participation

Mr Stephen Connelly, Great Bear Escapes. Made comments regarding his concerns regarding the refreshment kiosk on the Riverside. He explained that a number of businesses would like the opportunity to discuss their views regarding the opportunity to make the Riverside an outstanding place.

The Chairman explained that the Council were still at an early stage in their thinking about ideas for the Riverside and that a working party would be reporting back to this Sub-Committee at a future date.

32 Minutes

With reference to minute 20, a final draft on the One Town Review was to be circulated by the Corporate Director Finance and Resources. This will be re-circulated.

With reference to minute 21, The Head of Finance undertook to obtain figures regarding how much income is generated by the lorries at Croft Road.

He was able to inform the Sub-Committee that the cost is £5 per 24 hours for both lorries and coaches. The annual revenue is £10,000. It is not possible to determine how much revenue is raised solely by lorries and how much by coaches.

RESOLVED: That the minutes of the meeting held on 16th January 2018 be approved as a correct record and signed by the Chairman.

33 Riverside Development
The Head of Finance updated the Committee regarding the riverside development. As agreed a Task and Finish group have been established and Place Partnership Limited (PPL) has been engaged to obtain quotations for work.

The Head of Finance answered Members’ questions and Member’s agreed that in light of Mr Connelly’s comments during Public Participation it made sense to consult with local businesses regarding future development. It was also felt that it would be useful to have a Map of the River Walkway.

**RESOLVED: That the Committee note the progress made in developing the riverside for generating additional income.**

### 34 Income Baseline 2018/19

The Corporate Director Finance and Resources presented his report on Income Baseline. He highlighted that there has been a 12% increase over the four years examined which has kept pace with or slightly exceeded inflation over that period. However much of this growth is projected to be achieved between 2017/8 and 2018/9. This suggests that the recent increased focus on income generation has already strengthened the Council’s ambition to grow income.

The Director answered Members’ questions. He explained that there were a number of income streams where there have been two years of consistent variance against the budget but where the budget has not been revised since 2016/17 These are the lines that should be targeted for specific budget review during 2018/19.

There was a discussion regarding other opportunities for generating income via joint work with the Commandery and other museums. It was also noted that the County Council’s registrar’s department held a list of venues with a licence to hold weddings. However, as the list is in alphabetical order the Guildhall does not appear until page 6 under ‘Worcester – Guildhall’. The Director of Place undertook to discuss this with the County Council.

The discussion moved on to events due to be held in the Guildhall in March. The Mayor’s ball and a charity boxing exhibition. It was noted that these events will bring in people from outside the area and will publicise the Guildhall.

A member asked if there were any restrictions on what the building can be used for. It was noted that it could be difficult to refuse bookings without a written policy. Currently the Democratic and Civic Service Manager uses her judgement as to which events take place. The Director of Finance and Resources agreed to discuss the issue with the Democratic and Civic Service manager and report back to Councillor Squires.

**RESOLVED: That the Committee notes the current position on the Council’s main income streams and agrees the suggested areas of focus for 2018/19.**

### 35 Income Generation Update
The Income Generation Co-ordinator presented an update of her work since her commencement of her role in early January this year. The draft marketing plan is almost finalised, as is the weddings brochure. Work is also continuing on updating the website. A Wedding Fair is to be held on 7th October 2018. So far wedding bookings are up from 9 last year to 11 weddings already booked in – a great start as it is still early in the year.

Other key work involves supporting a dedicated wedding website, cost recovery around garden waste and examining what other councils charge for services that we currently do not make a charge.

The Income Generation Co-ordinator answered questions from Members. All noted the attendants’ enthusiasm in acting as ambassadors for the Guildhall and the City Council.

**RESOLVED: That the Committee note the project update and current programme of work.**

36 **Any Other Business**

As this will be the last meeting Councillor Denham chairs, all members of the Committee thanked him for his work.

**Duration of the meeting:** 7 p.m – 8 p.m.
PERSONNEL AND GENERAL PURPOSES SUB-COMMITTEE

28th February 2018

Present: Councillor Louis Stephen in the Chair

Councillors Gregson (Vice-Chairman), Johnson, Knight, J. Squires and G. Williams

Officers: Mark Edwards, Head of People Services
Shane Flynn, Director of Finance and Resource

Apologies: Councillor Bayliss

27 Appointment of Substitutes

Councillor Johnson substituted for Councillor Mrs L Hodgson.
Councillor Knight substituted for Councillor Mitchell.

28 Declarations of Interest

None.

29 Public Participation

None.

30 Minutes

Resolved: That the Minutes of the meeting held on 13\textsuperscript{th} December 2017 be approved as a correct record and signed by the Chairman.

31 Review of Local Decisions

The Head of People Services presented a report regarding the Review of Local Conditions. Minor amendments had been made and this was discussed fully at the Joint Consultative and Safety Committee on 14\textsuperscript{th} February 2018.

The Head of People Services answered Members questions.

RESOLVED: That the Sub-Committee approve the amendments to the Local Conditions.

32 Sickness Absence Management Policy and Procedure

The Head of People Services confirmed that at the meeting of 13\textsuperscript{th} December the Personnel & General Purposes Committee approved a nurse led approach to reporting sickness and this needed to be incorporated into the revised procedure.
This matter was discussed fully at the Joint Consultative and Safety Committee on 14th February 2018.

The Head of People Services answered Members questions.

**RESOLVED: That the Sub-Committee approve the revised Sickness Absence Management Policy & Procedure**

33 **Pensions Discretions Policy**

The Head of People Services presented his report on the revised Pensions Discretions Policy. He answered Members questions.

**RESOLVED: That the Sub-Committee approve the revised Pensions Discretions Policy.**

34 **Any Other Business**

None.

35 **Items involving the Disclosure of Exempt Items**

RESOLVED: That under Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of information as defined in schedule 12A of the Act.

**Duration of the meeting: 7 p.m. – 7.15 p.m.**

Chairman at the meeting on 3rd July 2018
Report to: Policy and Resources Committee, 20th March 2018

Report of: Managing Director

Subject: PLACE PARTNERSHIP LIMITED – FUTURE OPTIONS

1. Recommendation

1.1 That the Committee agrees to bring property services in-house with effect from 31 March 2019.

1.2 That the Committee agrees to serve notice on Place Partnership Limited by 31 March 2018 of its intention to withdraw from the service agreement with effect from 31 March 2019.

1.3 That the Committee agrees to give up its shareholding in Place Partnership Limited with effect from 31 March 2019.

1.4 That the Committee delegates authority to the Managing Director, in consultation with the Chair and the Vice-chairs of the Policy and Resources Committee to finalise all financial and contractual arrangements for the smooth transition of property services from Place Partnership to an in-house service.

2. Background

2.1 In 2010, Worcester City Council entered into a shared property service with Worcestershire County Council and Redditch Borough Council. Staff employed by the City Council transferred to Worcestershire County Council which hosted the shared service.

2.2 In March 2015, Place Partnership Ltd ("PPL") was established and the City Council became a shareholder of the company. The City Council also had a seat on the board of directors. The functions of the shared property service transferred into the company, together with the staff employed by the shared service. PPL started to deliver services for the City Council from 1 September 2015 under a service agreement for an initial term of 3 years (i.e. until 31 August 2018) and thereafter on a rolling annual basis unless the agreement was terminated on at least 12 months notice to expire on 31 March in any year.

2.3 The Primary objective of PPL is to provide an asset management service on behalf of the partner organisations that established it, including:

- Strategic asset management
- Management and delivery of relevant projects
- Estate management
- Technical services, such as building maintenance, condition assessments and valuations
• Facilities management, including customer relationship management
• Risk management and compliance
• Contact centre and business support.

2.4 At its meeting on 7 November 2017, the Committee considered a proposed five year business plan for the company. This plan projected an increase in core management costs as shown in the table below:

<table>
<thead>
<tr>
<th>Year</th>
<th>Existing business plan/projected (£)</th>
<th>New business plan (£)</th>
<th>Change (£)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/18</td>
<td>322,300</td>
<td>417,879</td>
<td>95,579</td>
<td>23</td>
</tr>
<tr>
<td>2018/19</td>
<td>328,746(^1)</td>
<td>508,666</td>
<td>179,920(^2)</td>
<td>55</td>
</tr>
</tbody>
</table>

Notes
\(^1\) The 2018/19 figure is projected as 2017/18 plus 2% inflation increase, as advised by PPL.
\(^2\) The 2018/19 figure is offset by a projected reduction in third party and non-core costs of £45,567, reducing the total increased cost to WCC to £134,353 (41%).

2.5 In the light of these increases, the Committee asked officers to review the plan and report back to a future meeting on the Council’s options regarding future service delivery and an assessment of value for money of the proposals. At its meeting on 6 February 2018, the Committee reviewed changes to the business plan submitted by the company and approved the business plan, including the £95,579 increase, for the year 2017/18 only. The Committee asked officers to report back to the next meeting to consider the full five year plan and options appraisal.

2.6 This report considers the future options for the delivery of property services. The report proposes that notice is served on PPL by 31 March 2018 of the City Council’s intention to withdraw from PPL with effect from 31 March 2019. The report provides a review of the proposed full five year business plan accompanied by a new service agreement. Other alternative options are also considered: a reduced level of service from PPL and withdrawal from PPL coupled with a procurement exercise.

2.7 In preparing this report, advice on the options available to the Council has been obtained from an external consultant as well as value for money advice from CIPFA.

3. Preferred Option

3.1 PPL has been delivering services for the City Council for a period of approximately two and a half years. During that time, the City Council has found that the management of the relationship with PPL has been difficult and that there are conflicts arising from the Council’s roles as shareholder of the company, director of the company and recipient of services from the company.
3.2 As a shareholder of PPL, the Council is entitled to send two representatives to shareholder meetings. There has been ambiguity about the role of shareholders and whether they are empowered to make decisions and how this is balanced against decisions which are ‘reserved matters’ that require the approval of all shareholders. The Council’s experience of the shareholder relationship has at times been frustrating and the Council’s shareholders have expressed their concerns to the company about the standard of service that is being received.

3.3 A number of senior officers of the Council have held office as a director of the company. These appointments have been normally held by the Council’s chief finance officer which has led to a tension and a potential conflict between the duties owed under company law to PPL and the statutory responsibilities of the s.151 Officer.

3.4 From the perspective of a recipient of services, officers and Members of the Council have noted that the level of service that is received from PPL is at times unsatisfactory which is compounded by the absence of performance monitoring information that can be used to hold the company to account and a lack of clarity over what is to be delivered in return for the core fee. There has been significant turnover in staff which has led to a loss of continuity and expertise in respect of the Council’s estate and reduced delivery capacity. Requests for improvement have been raised through client meetings but the absence of performance monitoring information has meant that it is difficult to determine what level of improvement in the standard of service has been achieved. As the company itself recognises in the draft business plan for 2017-22 service delivery improvements are needed.

3.5 The Council is currently negotiating a new five year Service Level Agreement (SLA). This will require a long-term commitment to PPL on an exclusive basis. The Council is also, however, undertaking strategic reviews of its assets, including the development of commercial approaches to its leased and rented holdings and maximising the use of Council-owned property. This requires greater control and flexibility and may require relatively short-term decision-making and implementation phases. In the current circumstances it would be difficult for the City Council to justify entering into a new service agreement for 5 years as has been proposed.

3.6 The interests of the City Council are paramount and taking the services back in house will give the City Council control over its own assets and how these are managed on a daily basis. Given that the Council has the opportunity to serve notice under the service agreement, now is the right time to do that.

3.7 The Council will also need to give up its shareholding in the company and its nominated director will need to resign. Both of these events will occur on 31 March 2019. It should be noted that the Council will need to give 60 days notice of its wish to cease to be a shareholder of the company. Once the City Council has given up its shareholding, it will no longer be entitled to a seat on the board of directors.

3.8 During the notice period, it is proposed that the City Council should negotiate a phased reduction in the services that it takes from PPL. There is a period of exclusivity for revenue items until 31 August 2018. After that date, it is recommended that no new orders for strategic asset management or project management services are placed with PLL. In effect, the provision of strategic asset management and project management services by PPL will cease on 31 August 2018.
If this is agreed with PPL the reduction in 2018/19 projected charges to the Council by PPL will be £134,369. However these reductions will be partially offset by the costs of buying in project management support from an alternative provider, as necessary.

3.9 The Council would need to develop a significant in-house resource to deliver property services. At the present time, the City Council employs one officer who serves as the City’s client-side interface with PPL. Additional capacity would need to be created with a range of professional and support roles.

3.10 A project team would need to be created with legal, HR, pensions and ICT advice. This team would be tasked with delivering a smooth transfer of the services from PPL to the City Council. Key tasks for the project team will include identifying whether there are staff eligible to transfer to the City Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), understanding whether there is any pensions liability, procuring ICT software and documenting the legal aspects of the transition.

3.11 Based on the above analysis, the preferred option is for the City Council to bring property services in-house with effect from 31 March 2019. The Council will need to serve notice on PPL by 31 March 2018 of its intention to withdraw from the service agreement with effect from 31 March 2019.

4. Alternative Options Considered

4.1 Following the decision of the Committee on 7 November, a consultant was appointed to identify alternative options for the future delivery of property services and benchmarking information was sought to enable a value-for-money comparison. The options considered as follows:

- Approve the 5 year business plan and enter into a new 5 year service agreement with PPL
- Renegotiate the service contract with a reduction in the services
- Serve notice on PPL and establish an in-house delivery team
- Serve notice on PPL and undertake a procurement exercise for property services.

4.2 Officers’ view of each of these alternative options are set out in the following paragraphs.

**Approve the 5 year business plan and enter into a new 5 year service agreement**

4.3 The Council has been presented with a proposed 5 year business plan by PPL to cover the period 2017-22 and a proposed 5 year service agreement with exclusivity. The Council could decide to approve the 5 year business plan and enter into a new 5 year service agreement.

4.4 The draft business plan for 2017-22 that has been presented to the Council is intended to supersede the previous 3 year plan covering the years 2015-18. The following points should be noted from the Executive Summary of the draft business plan.

- The business plan states that the intention is for the company to develop in phases.
Phase 1 was the establishment of the company, the TUPE transfer of staff and the restructuring of the management and operations to align with the company’s delivery objectives.

Phase 2 was the delivery of same or better services at lower cost. Whilst significant reductions in costs have been achieved, shareholders have expressed dissatisfaction with Facilities management services and the company undertakes to put in place an action plan to provide evidence-based assurance of the performance.

Phase 3 is the deployment of strategic asset management capability, which has struggled to gain traction.

Phase 4 is growing and winning new business.

- The business plan has a number of key initiatives:
  - Improve and develop day-to-day services
  - Achieve meaningful savings and drive down operating costs of the estate
  - Improve the quality of the estate
  - Support One Public Estate objectives
  - Develop the company’s commercial edge, winning new customers and growing the business
  - Drive progressive dividends from growth of the business

- The business plan recognises the need to improve and develop the service experience

- The business will at the same time develop a service action plan with clear actions to improve process, response, insight, feedback, customer service and reporting.

4.5 The service agreement proposes the same suite of services that have been provided by the company since its inception. It provides for a 5 year agreement based on exclusivity for revenue items for the duration of the contract. The service agreement includes project management costs and strategic asset management, both of which are elements of the current contract, which officers feel could be delivered more effectively through an in-house service.

4.6 As has been reported previously to the Committee, agreeing the business plan and entering into a service agreement are two separate decisions. The Council could decide to approve the business plan. The principles and assumptions outlined in the business plan are clear and the objectives of the company over the life of the plan are broadly aligned with the assumptions that were articulated when the company was created. However, for the reasons outlined in section 3 of this report, there are still a number of fundamental issues that will need to be addressed by the company if it is to deliver on the aspirations in the business plan, in particular service improvements. It is for these same reasons that it is not recommended that the Council commits to a five year service agreement as it clear from the proposed business plan that there is work to do to improve the performance of the company in the short term and that it would be ill-advised for the Council to commit to more than one year of a service agreement at this point in time. After those improvements have been implemented, the Council could reconsider its position in terms of a longer service agreement.

*Renegotiate the service contract with a reduction in the services*
4.7 The Council could decide to renegotiate the proposed business plan and proposed service agreement based on a reduced suite of services and a service improvement plan. Two areas that could be removed from contract under this option are the strategic asset management and project management. The Council would need to serve notice on PPL of its intention to remove these services from the contract with effect from 31 March 2019 and could, through negotiation, cease these services for 2018/19. However, the Council would still need to carry out these functions. Whilst the strategic asset management option could be brought in-house, it is likely that the Council would need to procure a certain level of project management expertise from an external supplier, which may increase costs. This option would also require an improvement plan with clear performance standards and targets to be put in place. This option would take time to negotiate and would leave the Council with a hybrid model for the delivery of property services. There is no guarantee that service agreement performance would be improved in the short term. Consequently, this option is not recommended.

Serve notice on PPL and establish an in-house delivery team

4.8 The option to establish an in-house team formed part of the consultant’s report and has been considered above. It should be noted that the consultant took no account of performance issues in reviewing the options but focused on a finance-based assessment, as requested. This assessment includes the following conclusion:

‘...the 2017/18 PPL charge is just £6k higher than could be expected. Given the unreliability of the baseline, in our view this represents value for the level of service delivered. In 2018/19, PPL has proposed a 22% increase to £508k. Even accounting for the change in service level, it is difficult to justify this level of increase...’

4.9 In order to deliver a comparable level of service a Property Services Team consisting of the roles shown in the following table will be required:

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property lead (includes Strategic Asset Management)</td>
<td>1</td>
</tr>
<tr>
<td>Estates officer</td>
<td>1</td>
</tr>
<tr>
<td>Valuer</td>
<td>0.6</td>
</tr>
<tr>
<td>Building surveyor (with CAD capability)</td>
<td>1</td>
</tr>
<tr>
<td>Surveyor/project officer</td>
<td>1</td>
</tr>
<tr>
<td>M&amp;E Engineer</td>
<td>1</td>
</tr>
<tr>
<td>Office Manager</td>
<td>1</td>
</tr>
<tr>
<td>Admin</td>
<td>1</td>
</tr>
<tr>
<td>Total Staffing</td>
<td>7.6</td>
</tr>
</tbody>
</table>

4.10 The estimated costs of the proposed team are £334k. However, additional costs, such as supplies and equipment and ICT systems would be incurred. These are estimated to be between £33k and £67k. Additional project management capacity may also be required but these costs are difficult to estimate until the actual capacity of the proposed team is established. In addition, there are certain specialist functions and contractors that would need to be procured (e.g. asbestos surveying, legionella surveying, arboricultural, gas safety etc.)

These are estimated to be between £104k and £112k based on current costs and a marginal increase to allow for reduced purchasing power but, again, the actual costs
cannot be calculated until the capacity of the in-house team is established. The table below sets out the best and worst case scenarios for the operational costs of an in-house team.

<table>
<thead>
<tr>
<th></th>
<th>Worst case scenario (£)</th>
<th>Best case scenario (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing Costs</td>
<td>334,194</td>
<td>334,194</td>
</tr>
<tr>
<td>Outsourced Costs</td>
<td>111,575</td>
<td>104,444</td>
</tr>
<tr>
<td>Overheads</td>
<td>66,838</td>
<td>33,419</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td><strong>512,608</strong></td>
<td><strong>475,191</strong></td>
</tr>
</tbody>
</table>

Serve notice on PPL and undertake a procurement exercise for property services

4.11 The Council could decide to serve notice on PPL to withdraw from the company by 31 March 2019 and between now and then look to the market to procure a new partner for the delivery of property services. Whilst there is a competitive market for major outsourcing companies, the market is volatile and this is likely to push prices up. Carrying out a procurement exercise in those circumstances would not be a prudent course of action given the relatively small size of the contract that the City Council would be able to offer. Consequently, this option is not recommended.

5. Implications

5.1 Financial and Budgetary Implications

The budgeted cost to the City Council of PPL services is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2017/18 (£)</th>
<th>2018/19 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset management</td>
<td>55,808</td>
<td>73,905</td>
</tr>
<tr>
<td>Project management</td>
<td>27,863</td>
<td>60,464</td>
</tr>
<tr>
<td>Estate management</td>
<td>97,288</td>
<td>150,757</td>
</tr>
<tr>
<td>Facilities management and compliance</td>
<td>236,920</td>
<td>223,540</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>417,879</strong></td>
<td><strong>508,666</strong></td>
</tr>
</tbody>
</table>

There is therefore a planned increase of £90,787 (22%) in management fees between 2017/18 and 2018/19 based on the proposed new five year plan. The increase in 2018/19 represents an increase of £179,920 (55%) against the original projected management fee for that year. These increases have been allowed for in the Medium Term Financial Plan, offset by a proposed reduction of £45,567 in non-core and third party costs.

Benchmarking suggests that the current (2017/18) costs are broadly comparable with CIPFA value for money datasets relating to other district councils. However there are some variances which should be noted. Under estate management, the volume of service would need to be carefully monitored, in particular acquisitions and disposals as well as valuation advice. Project management costs should relate to a capital construction programme and should be a maximum of circa 10% of anticipated programme costs. PPL project
management fees are based on 11% of the project value although this varies according to the scale of the project and extent of engagement by PPL as project managers.

It is anticipated that to manage the exit from PPL and to develop an in-house service would incur one-off costs in the region of £121,000, to cover project management, TUPE/pension costs and advice, ICT systems and other professional advice. Benchmarking data has indicated that the operational cost of delivering an in-house service is broadly equivalent to the current operational costs of the services provided by PPL.

5.2 Legal and Governance Implications

The key legal and governance issues relating to this matter concern the role of shareholders, the City Council’s director and the obligations to serve notice under the contract as outlined in the main body of this report. Clause 13 of the Service Agreement between the Council and PPL states that in the event that the Council terminates the agreement it is liable to meet:

- Any redundancy costs that arise as a result of the termination
- Any breakage costs incurred as a result of terminating a third party contract necessitated by the termination

It is considered that there are likely to be no staff whose role is primarily committed to Worcester City Council (and if there were TUPE transfer conditions would apply) and that there are no contracts for work specifically dedicated to the Council that could not be transferred to the Council. It is therefore estimated that any costs related to these termination clauses are likely to be minimal. However, there may be wider third-party implications, such as meeting premises costs which are currently shared by all partners. These will need to be considered by the Council in discussion with the other partners to the agreement. The cost implications of these matters cannot be determined at this stage.

The Council is a co-signatory on a Pensions Guarantee under PPL’s admission into the LGPS. Under this agreement, all pensions risk is borne by the six shareholder partners. If the Pension Fund is in deficit, then WCC could be liable for its share of this deficit on withdrawal. WCC’s share of the liability is defined as 4.7%. Actuarial advice will need to be provided in due course to understand the extent of the Council’s liability.

The Council’s liability as a co-signatory would cease on termination subject to the Council notifying the Pension Fund of termination and completing all required employer pension contributions to date.

5.3 Risk Implications

The Corporate risk register includes the following specific risk in relation to PPL:

*If the commercial/financial service approach of PPL does not work/suit the needs of the City Council, the Council would need to seek alternative arrangements, such as placing all its property work with another/other consultants or re-creating an internal Property Services team.*
There is a recruitment risk in the event that there are no TUPE transfer options from existing PPL staff. The Council has experienced recruitment difficulties in respect of some specialist areas, such as Development Management, in the past year.

5.4 Corporate/Policy Implications

City Plan Theme 5 – Sustaining and Improving our Assets is relevant to this decision. Transferring the asset management functions to an in-house team will increase control over delivery by the City Council and enable the Council to better align its available resources to its strategic priorities.

5.5 Equality Implications

None directly arising from this report.

5.6 Human Resources Implications

Bringing the service in-house would require the Council to consider whether any staff have the right to transfer to the City Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

As noted under Legal and Governance Implications, the City Council is a signatory to a Pensions Guarantee relating to PPL’s admission to the Local Government Pension Scheme. This liability will cease on termination.

5.7 Health and Safety Implications

None directly arising from this report.

Ward(s): All wards
Contact Officer: Tim O’Gara, Deputy Director – Governance; E-mail: timothy.ogara@worcester.gov.uk – Tel: 01905 722019
Background Papers: None
Subject: DISPOSAL OF THE FORMER SANSOME WALK SWIMMING POOL SITE

1. Recommendation

1.1 That the Committee approve the disposal of the former Sansome Walk Swimming Pool site to Sanctuary Housing and the YMCA.

1.2 That the Committee delegate authority to the Corporate Director – Finance and Resources in consultation with the Chair and the Vice-Chairs of the Policy and Resources Committee to finalise the commercial terms and enter into all necessary legal agreements for the disposal of the site.

2. Background

2.1 The former swimming pool site at Sansome Walk has been vacant since January 2017. This is a redundant site and the City Council, acting as a responsible landowner, must make a decision about the future use of the site. Decisions have previously been taken relating to the demolition of the site and the preferred use of the site for housing.

2.2 At its meeting in 7 November 2017, the Committee received a report outlining a proposal from Sanctuary Housing and the YMCA to develop the site for residential use including the provision of YMCA services.

2.3 The Committee agreed to enter into a four month exclusivity period to allow Sanctuary Housing and the YMCA to carry out further due diligence on the site so that they could finalise their proposals and make a final offer to the Council for the purchase of the site.

2.4 This report sets out the details of the proposal from Sanctuary Housing and the YMCA. Full details of the financial offer and feasibility design work are set out in the confidential appendix.

2.5 The proposals in this report address the City Council’s obligations as a responsible landowner and accord with the Committee’s previous aspiration that the site is developed for housing. Any decision relating to the planning merits of any scheme for the site is not a matter for this committee, rather, that will be a matter for the Planning Committee to consider in due course.

3. Preferred Option

3.1 The final proposal that the Council has received from Sanctuary Housing and the YMCA is for the residential development of the site and the provision of YMCA services on the site. There are three elements to the proposal:
3.1.1 SANCTUARY HOMES

- 22no. two-bedroom homes for shared ownership sale
- Offering purchasers the opportunity to get a foot on the housing ladder
- Affordable homes in a desirable city centre location
- A contemporary design with modern living in mind

3.1.2 YMCA HUB

- Central to the YMCA’s mission of developing a place where young people can contribute and thrive will be the new hub building, offering:
  - High speed broadband to enable quick communication with employers and customers
  - Space for residents to start their business: work stations and hot desking, office support and shop/workshop space
  - Self-employed residents can register their company at the new YMCA facility
  - Work spaces will be made available to the local community for homeworking and business start-up
  - A communal enterprise space available for meetings, job coaching, support and mentoring

3.1.3 YMCA HOUSING

- Up to 76 units of accommodation for 18-35 year olds
- Supporting resident engagement of apprenticeships, local employment and training, and education opportunities
- Focus on affordable rents that young people on minimum wage can afford – rents and running costs will be kept as low as possible
- Two types of accommodation (studios and one-bedroom apartments)
- Transitional one-bed apartments will create the foundations for young people to prosper in their work, education or training environment
- The residential offering has been designed so that it can successfully operate with no additional top-up funding while still meeting a clear housing need and creating a supportive community to transition young people to full independence
- When top up funding is available, this accommodation can also accommodate young people with higher support needs

3.2 The range of low cost affordable housing and provision of YMCA services on the site will address the need for sustainable affordable housing in the City, whilst at the same time providing young people with training and employment support.

3.3 The detail of the sale price and other proposed contractual terms are commercially sensitive at this time. Full details are set out for consideration in the confidential Appendix. It is recommended that authority is delegated to the Corporate Director – Finance and Resources in consultation with the Chair and Vice-chairs of the Committee to finalise the remaining commercial terms for the disposal of the site.

4. Alternative Options Considered

4.1 The Council could decide to advertise the site on the open market. This is a potential option for the Council to explore in the event that the final negotiations with Sanctuary Housing and the YMCA do not come to fruition.
4.2 The Council could decide not to sell the site to Sanctuary/YMCA and retain for an as yet unspecified use. This would mean that the Council would continue to have liability for the on-going cost of the management of a redundant site. As the site is surplus to requirements, this option is not recommended.

5. **Implications**

5.1 **Financial and Budgetary Implications**

   The Council has been offered grant of £750,000 from the OPE land release fund. This grant will be used as a contribution to the demolition costs on the site.

   The detail of the financial offer from Sanctuary Housing and the YMCA is confidential. The offer and the valuation advice that the Council has received are set out in the confidential appendix to this report.

   The current void costs for the site for security and day-to-day maintenance are circa £100,000 per annum.

5.2 **Legal and Governance Implications**

   The Council will enter into a further period of exclusivity to finalise the commercial terms for the sale and to enable the exchange of contracts. A conditional contract for sale will be completed.

5.3 **Risk Implications**

   The Sansome Walk site is currently vacant and is incurring costs for security and day-to-day maintenance as needed. Bringing forward a proposal to release the site for development is strongly recommended.

5.4 **Corporate/Policy Implications**

   The proposal will support the Stronger and Connected Communities theme in the City Plan. The proposal will create inclusive and cohesive communities through a mixture of accommodation and support services.

5.5 **Equality Implications**

   The proposal will provide accommodation for 18-35 year olds as part of an inclusive community where young people are provided with accommodation and support services.

5.6 **Human Resources Implications**

   None directly arising from this report.

5.7 **Health and Safety Implications**

   None directly arising from this report.
Report to: Policy and Resources Committee, 20th March 2018

Report of: Corporate Director – Finance and Resources

Subject: CITY PLAN PROJECTS PRIORITISATION

1. Recommendation

1.1 That the Committee endorses the programme for delivery of City Plan priorities as set out in Appendix 1.

2. Background

2.1 On 20 February 2018 Full Council accepted the budget recommendations of the Policy and Resources Committee. The budget report included proposals for one-off projects received from the Council’s policy committees and endorsed by the Policy and Resources Committee on 6 February 2018. Full Council endorsed the list of proposed projects set out in Appendix 8 of the budget report and requested that the Policy and Resources Committee prepare a programme of work for them.

2.2 All of the projects are in support of the City plan and total £3.295m of financial commitments. It was acknowledged at the Policy and Resources Committee that it would not be possible to deliver all of these projects in the 2018/19 financial year and that further prioritisation work would be required. This report considers how these projects can be prioritised, taking into consideration how the proposals link to existing workstreams and projects, the potential for feasibility work to be carried out and the overall timeframe for the delivery of the projects.

3. Prioritisation of City Plan Projects

3.1 The table in Appendix 1 summarises the City plan projects, the proposed funding allocation with officer comments on the proposals and indicates a broad outline for phasing the proposals.

3.2 The proposed phasing has been based on a number of criteria which are taken into account in the officers’ comments section of the table. These include:

- overlaps with existing activities that are already underway or have an agreed timetable
- relationships with external stakeholders that are material to the proposed development, such as the County Council or development partners
- the availability of resources.

3.3 In respect of the last bullet point, the proposals approved by Council included proposed funding sources. Up to £2.099m of the allocation is available from the City
Plan Fund and can be accessed immediately. A further £1.196m has been allocated to existing earmarked reserves, including the Income Generation Fund, where there are clear overlaps between the proposed project and the intended purpose of the reserve. In some cases the reserve is earmarked for specific activities, some of which are already underway, such as the ‘Public realm improvement’ reserve which is currently committed to improvement of The Shambles. Where this is the case then the reserve will need to be replenished before the proposed project can be undertaken unless some rephrasing of the existing work and the new proposal can be achieved.

3.3 The Committee is requested to review the details in Appendix 1 and confirm the prioritisation of these projects over the next two years.

4. **Implications**

4.1 **Financial and Budgetary Implications**

The proposals for the specific projects are as set out in the budget papers for 2018/19. There is a requirement to phase the programme of projects over at least 2 years so that the relevant earmarked reserves can be replenished from future income streams (primarily the NHB allocation for 2019/20, anticipated capital receipts and an anticipated underspend for 2017/18, in line with the proposal agreed at the Committee’s meeting of 6 February 2018, to allocate any underspend to the City Plan Fund).

4.2 **Legal and Governance Implications**

None directly arising from this report.

4.3 **Risk Implications**

4.4 **Corporate/Policy Implications**

The projects identified in the appendix align with the City Plan themes.

4.5 **Equality Implications**

None directly arising from this report.

4.6 **Human Resources Implications**

A number of the proposed projects identify additional staff posts and there may be a need to engage further staff resources and/or commission external resources to undertake scoping/feasibility work.

4.7 **Health and Safety Implications**

None directly arising from this report.

**Ward(s):** All wards  
**Contact Officer:** Shane Flynn, Corporate Director Finance and Resources; E-mail: shane.flynn@worcester.gov.uk; Tel: 01905 722536  
**Background Papers:** None
<table>
<thead>
<tr>
<th>Proposal as agreed at P&amp;R Committee 6 February 2018</th>
<th>Proposed allocation (£000)</th>
<th>Officer comments</th>
<th>Commencement and delivery</th>
</tr>
</thead>
</table>
| Pedestrian bridge  
Allocate funding for the next stage of the development of a second pedestrian bridge over the river Severn. | 500 | Feasibility work is underway and is scheduled to be completed by July 2018. Other financial support from partners would need to be secured before the City Council is in a position to make a capital contribution to this project | Potentially commencing Y2 |
| Housing development (excl. social housing)  
Allocate funding to support housing initiatives other than social housing including:  
- Helping people onto the housing ladder  
- purchasing vacant and redundant buildings to return them into use  
- the establishment of a Housing Development Company. | 500 | A Property Development Company will provide a suitable vehicles to enable land, housing and other forms of property to be considered for purchase and or development and brought into a coherent programme of work under the terms of the company’s articles of association. Work to understand legal and financial matters is in progress along with consideration of the proposed company’s objectives. | Y1 (scoping work/establish delivery vehicle)  
Y2 onwards (implementation) |
| Support Business development initiatives  
Provide funding to support business development initiatives. | 100 | A three-year programme of work, including specific initiatives and small grants to support apprenticeships and skills improvement is in place and is being funded from the Skills Strategy earmarked reserves.  
£40,000 is also available in reserves to support Business Start-Up initiatives. Further forms of support for business development need to be defined and a programme developed in line with the Skills Strategy. | Y1-Y3 |
| **Riverside** | Allocate funding for the development of the riverside to: | 300 | **Work continues to be progressed on interpretation and points of interest as part of the Riverside Park project. In addition, work has been scoped to understand the income generation opportunities along the Riverside through the Income Generation Task and Finish Group. This will continue to progress in year 1 (2018/19)** | **Y1-Y2** |
| - Give greater identity to the area | - Improve the visitor experience of Worcester | - Provide more and better information and signage | - Improve access | - Improve landscaping. |

| **Gateways into the City** | Allocate funding to improve gateways into the city, including: | 100 | **Proposed funding includes allocation from the ‘Public Realm Improvements’ earmarked reserve which is currently required for improvements to the Shambles. Phasing therefore needs to take into account the schedule for completion of that work.** | **Y2 (to follow Shambles public realm works)** |
| - Commissioning design engineers to bring forward proposals | - Engaging communities on options for improvement. | | Should the Shambles development not come forward as planned then the funding can be reallocated to the Gateways project. In either event the reserve will need to be replenished from New Homes Bonus and other income to accommodate all proposed spend. | | The Masterplan will need to take into account the proposal to improve gateways into the City and scoping will therefore form part of the Masterplanning work. | | Engagement with relevant communities can potentially begin before completion of the Masterplan but ‘gateways’ needs to be defined to establish the extent of consultation required. |

<p>| <strong>Improve arterial routes</strong> | Improve arterial routes into and around the city, including: | 100 | <strong>As with the ‘gateways’ proposal, suggested funding includes allocation from the ‘Public Realm</strong> | <strong>Y2 (to follow Shambles public realm works)</strong> |
| | | | | | |</p>
<table>
<thead>
<tr>
<th>Housing vulnerable tenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase capacity to provide housing for vulnerable tenants through a suitable model such as:</td>
</tr>
<tr>
<td>- dispersed family units</td>
</tr>
<tr>
<td>- design &amp; build schemes</td>
</tr>
<tr>
<td>- a joint venture with a provider.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community safety improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a range of measures to improve community safety in Worcester, relating to crime data hotspots, including:</td>
</tr>
<tr>
<td>- Youth interventions able to react in particular to antisocial behaviour hotspots with a mobile-responsive range of diversionary activities</td>
</tr>
<tr>
<td>- Identifying hot spots from data</td>
</tr>
<tr>
<td>- Planning interventions</td>
</tr>
<tr>
<td>- Deliver activities</td>
</tr>
<tr>
<td>- CCTV infrastructure modernisation</td>
</tr>
<tr>
<td>- Identifying infrastructure improvements, control</td>
</tr>
</tbody>
</table>

| | Improvements’ earmarked reserve. |
|-----------------------------|
| Public engagement and consultation can be undertaken and existing plans or replacing/improving bins and signage can be reviewed and revised as necessary. |

| | realm works) |
|-----------------------------|
| This is complementary to the housing initiatives project put forward by the PED Committee and can be brought into consideration of the function of a Property Development Company. Other potential delivery vehicles can be explored in parallel with this exercise. |
| Suggested funding is from an existing earmarked reserve entitled ‘Affordable Housing bid process’. This is currently anticipated to be used for the Hopton Street development but can be rephrased or replenished if necessary to accommodate further initiatives |

| | Officers intend to report to Communities Committee in the Summer, following a scrutiny exercise by the committee, with outline proposals for a programme of work. |
|-----------------------------|
| Potentially from Y1 (scoping work/establish delivery vehicle) Y2 onwards (implementation) |

| | 150 |
|-----------------------------|
| 500 |

| | Y1 |
|-----------------------------|
| 150 |
### Private Sector housing enforcement (2 yr fixed term)
Appoint Private Sector Housing Officers - investigational, for two years on a fixed term contract to:
- assist with processing HMO licence applications
- investigate un-licenced HMO's
- investigate tenant complaints
- investigate empty properties
- work with Planning Policy to advise landlords on the Article 4 Directive
- investigate rented properties which are below E rated from EPC assessments.

| 100 | Recruitment to this post will be progressed. Clear outcomes will need to be identified. £50k is currently available in an earmarked reserve for ‘Enforcement long term empty properties’. This element of the proposal can therefore be taken forward in year 1 following the recruitment exercise. The additional elements can be funded from the replenished reserve. | Y1-Y2 |

### Health promotion
To fund a fixed term post to provide marketing and promotional time to communicate the range of health and wellbeing, sport, physical activity, play and community programmes in the city, to include:
- A seasonal plan of marketing activity
- Relevant campaigns
- Website
- Social media content delivery
- Delivery of workshops to support internal staff and community/voluntary groups
- Integrate Worcester offer with partner activity.

| 100 | As the work programme is already well defined, this can proceed following recruitment to the post. Proposed funding is from available City Plan reserve. | Y1-Y2 |

### Community Partnership officer (1 yr fixed term)
Appoint a Community Partnership Officer, for one year on a fixed term contract to:
- establish a co-ordinated approach to the services being delivered

<p>| 35 | As the work programme is already well defined, this can proceed following recruitment to the post. Proposed funding is from the ‘Our Happy Place’ reserve which has no known other commitments. | Y1 |</p>
<table>
<thead>
<tr>
<th>Worcester City Masterplan</th>
<th>500</th>
<th>Commencing Y1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the implementation of the Masterplan through:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Project development funding;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Support for delivery of key public realm projects;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Enabling further development work around securing private sector investment.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Masterplan is currently under development and is likely to be reported to P&R Committee for approval in Summer 2018, following which projects can be identified and taken forward where a capital contribution from the City Council can be made.

<table>
<thead>
<tr>
<th>Worcester Transport Strategy</th>
<th>100</th>
<th>Likely to be commencing Y2 following completion of Masterplan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support development and delivery of the City Centre Transport Action Plan – as outlined in LTP4 – building on the City Masterplan to develop key projects and proposals to the extent where they can form an overall programme of costed and technically feasible projects maximising opportunities for external funding.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

LTP4 describes the Worcester City Centre Transport Strategy as a scheme which will involve the development of a detailed transport investment strategy to tackle access issues, improving the attractiveness of Worcester City Centre as a place to live, work, visit and invest, supporting its role as a critical focus for the County’s economic success. It anticipates that some of the funding will be from Worcester City Council/LTP/WCC and developers.

There are overlaps with the Gateways and arterial routes improvements projects but is proposed to be funded from the City Plan reserve so can be brought forward as necessary. Phasing is dependent on the Masterplan.

Scoping work needs to be carried out with the Chair/Vice-chair of the Place and Economic Development Committee, to include potential feasibility work.
<table>
<thead>
<tr>
<th>Proposal</th>
<th>Cost</th>
<th>Description</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foot/Cycle Path Diglis to Carrington bridge</strong></td>
<td>100</td>
<td>Feasibility work would need to be commissioned in consultation with the Chair/Vice-chair of PED to assess the viability and cost of this project. There are overlaps with the Riverside Park project and Masterplan which need to be co-ordinated but these should not delay any scoping work.</td>
<td>Y2 to follow on form Masterplan an din parallel with Transport Strategy</td>
</tr>
<tr>
<td><strong>Battenhall park refurbishment</strong></td>
<td>60</td>
<td>It is anticipated that the refurbishment of the children’s play equipment at Battenhall park will be delivered as part of the annual play areas works programme.</td>
<td>Y1</td>
</tr>
<tr>
<td><strong>Wildflower meadows</strong></td>
<td>20</td>
<td>It is proposed that this project is explored through the Environment Committee Task and Finish Group that is looking at Street Scene. Costs can be absorbed in current vehicle replacement programme and ongoing revenue.</td>
<td>Y1- Y2</td>
</tr>
<tr>
<td><strong>Work placements</strong></td>
<td>15</td>
<td>Scoping and feasibility work underway with Shaw Trust. To include links to Skill Strategy and business support initiatives.</td>
<td>Y1</td>
</tr>
<tr>
<td><strong>Drinking Water Fountains within City Centre</strong></td>
<td>15</td>
<td>Feasibility work will need to be carried out to identify suitable locations. This project would need to be progressed within existing resources and could be picked up as part of the Environment Committee Task and Finish Group that is looking at Street Scene</td>
<td>Y1-Y2</td>
</tr>
</tbody>
</table>
Report to: Policy and Resources Committee, 20th March 2018

Report of: Corporate Director – Commissioning and Delivery

Subject: PROPOSED COMMITTEE PERFORMANCE SCORECARD FOR 2018/19

1. Recommendation

1.1 That the Policy and Resources Committee consider the proposed content of the Policy and Resources Performance Scorecard for 2018/19.

2. Background

2.1 Following the adoption of a new City Plan in September 2016, the Achieving Excellence Business Plan in February 2017 and the implementation of the new committee system in May 2017, the content of the Council’s corporate performance reports were refreshed to reflect the Council’s priorities and governance structures.

2.2 A suite of Performance Scorecards were developed providing a one page overview of priority activities and Key Performance Indicators (KPIs) for each committee. These were supported by more detailed reports providing brief narrative updates for projects and activities and a visual representation of PIs in the form of run graphs or charts as applicable.

2.3 The content of the Performance Scorecards has been reviewed by the senior management team and committee chair and vice chair as part of the Council’s service planning processes for 2018/19 to ensure that they remain relevant and continue to reflect ‘what matters most’ under the functions of each committee.

2.4 A proposed suite of refreshed priority projects and KPIs has therefore been developed taking account of the completion of current projects and commencement of new activities.

2.5 KPIs have been reviewed and alternative options proposed where these are deemed more appropriate measures of progress against the Council’s priorities.

2.6 Proposed targets have been developed based on a principle of performance improvement where this is realistic.

3. Information

3.1 The proposed content of the Policy and Resources Committee Performance Scorecard for 2018/19 is attached as Appendix 1. The content of the 2017/18 scorecard is also produced at Appendix 1 for comparison.
Ward(s): All
Contact Officer: Jo Payne, Transformation & Performance Officer, 01905 722407, Email: Joanna.payne@worcester.gov.uk
Background Papers: None
## Key Projects and Activities

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Plan</td>
<td>New arrangements for CCTV</td>
</tr>
<tr>
<td></td>
<td>Feasibility study for new pedestrian footbridge across the River Severn (Reworded from ‘Feasibility study for new pedestrian footbridge at Kepax Park to Gheluvelt Park’)</td>
</tr>
<tr>
<td></td>
<td>Sansome Walk future development options</td>
</tr>
<tr>
<td></td>
<td>Delivery of 3 affordable housing developments in the City</td>
</tr>
<tr>
<td></td>
<td>Worcester City Masterplan*</td>
</tr>
<tr>
<td><strong>New</strong></td>
<td><strong>Worcester Transport Strategy</strong></td>
</tr>
<tr>
<td><strong>New</strong></td>
<td><strong>Delivery of Major Events</strong></td>
</tr>
<tr>
<td><strong>Achieving Excellence</strong></td>
<td>Customer Strategy and future delivery arrangements</td>
</tr>
<tr>
<td></td>
<td>Transformation Programme</td>
</tr>
<tr>
<td></td>
<td>Improved Contract and Shared Service Plan</td>
</tr>
<tr>
<td></td>
<td>ICT Strategy and fit for purpose arrangements</td>
</tr>
<tr>
<td></td>
<td>Implementation of General Data Protection Regulations</td>
</tr>
<tr>
<td><strong>New</strong></td>
<td><strong>Property Services Review</strong></td>
</tr>
<tr>
<td><strong>New</strong></td>
<td><strong>Achieving Excellence – developing continuous improvement approach</strong></td>
</tr>
</tbody>
</table>

*Approved 2018/19 budget subject to prioritisation

### Key PIs

<table>
<thead>
<tr>
<th>Category</th>
<th>16/17 Actual</th>
<th>17/18 Target</th>
<th>18/19 Target</th>
<th>Target Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTFP Savings Plan - Achieved</td>
<td>£443k</td>
<td>£907k</td>
<td>£1,039k</td>
<td>As per 2018/19 MTFP</td>
</tr>
<tr>
<td>Net spend - (surplus)/deficit £000</td>
<td>£315K</td>
<td>£0k</td>
<td>£0k</td>
<td>Balanced budget</td>
</tr>
<tr>
<td>Sickness absence (av. days)</td>
<td>12.63</td>
<td>7.5</td>
<td>9</td>
<td>Improvement target based on current performance. 12.64 days for 16/17 and forecast of between 11 and 12 days fro 17/18. Proposed breakdown to be provided for self and medically certified absences.</td>
</tr>
<tr>
<td>Voluntary leavers rate</td>
<td>4.1%</td>
<td>2.5%</td>
<td>2.5%</td>
<td>Maintenance target</td>
</tr>
<tr>
<td>Complaint resolution</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
<td>Maintenance target</td>
</tr>
<tr>
<td>Staff survey - levels of</td>
<td>568.8</td>
<td>600</td>
<td>600</td>
<td>Maintenance target</td>
</tr>
</tbody>
</table>
### Key PIs

<table>
<thead>
<tr>
<th>Key</th>
<th>16/17 Actual</th>
<th>17/18 Target</th>
<th>18/19 Target</th>
<th>Target Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>engagement <strong>Annual</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction with Worcester City Council <strong>Annual</strong> <em>Re-worded from - satisfaction with how the Council runs things</em></td>
<td>97%</td>
<td>67%</td>
<td>62%</td>
<td>Maintenance target – 17/18 outturn – 62%</td>
</tr>
<tr>
<td>Satisfaction with Worcestershire Hub/customer access points <strong>Annual</strong></td>
<td>58%</td>
<td>58%</td>
<td>64%</td>
<td>Maintenance target – 17/18 outturn – 64%</td>
</tr>
<tr>
<td><em>New</em> - Average time that an established post is vacant</td>
<td></td>
<td>New</td>
<td></td>
<td>Baselining target</td>
</tr>
<tr>
<td><em>New</em> - No. of days to process Housing Benefit and Council Tax Benefit claims and change of circumstances</td>
<td>11.3</td>
<td>13</td>
<td>13</td>
<td>Maintenance target</td>
</tr>
</tbody>
</table>

### 2017/18 Content

#### Key Projects and Activities

<table>
<thead>
<tr>
<th>City Plan</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New arrangements for CCTV</td>
<td>Retained</td>
</tr>
<tr>
<td>Worcester Transport Plan</td>
<td>Remove - complete, LTP4 adopted by County Council</td>
</tr>
<tr>
<td>Development of Worcester City Masterplan</td>
<td>Retain.</td>
</tr>
<tr>
<td>Feasibility study for new pedestrian footbridge at Kepax Park to Gheluvelt Park</td>
<td>Retained but reworded to ‘Feasibility study for new pedestrian footbridge across the River Severn’</td>
</tr>
<tr>
<td>Delivery of major sports events - Tour of Britain &amp; Worcester City Run</td>
<td>Remove – to be completed 31 Mar 18.</td>
</tr>
<tr>
<td>Implementation of Tourism Strategy</td>
<td>Remove – to be completed 31 Mar 18. The implementation of the Strategy is ongoing with a number of actions. Proposed that these are reported to PED.</td>
</tr>
<tr>
<td>Conservation / buildings at risk</td>
<td>Remove - to be completed 31 Mar 18.</td>
</tr>
<tr>
<td>Sansome Walk future development options.</td>
<td>Retained.</td>
</tr>
<tr>
<td>‘One Place’ strategic asset review -</td>
<td>Remove – project complete.</td>
</tr>
<tr>
<td>Review of community grants and process</td>
<td>Remove – to be completed 31 Mar 18.</td>
</tr>
<tr>
<td>Delivery of 3 affordable housing developments in the City</td>
<td>Retained – project to be re-scoped</td>
</tr>
</tbody>
</table>

#### Achieving Excellence

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Strategy and future delivery arrangements</td>
</tr>
<tr>
<td>Stakeholder Management – mapping &amp; plan</td>
</tr>
</tbody>
</table>
### Key Projects and Activities

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health &amp; Safety Management</td>
<td>Remove - to be completed 31 Mar 18.</td>
</tr>
<tr>
<td>Workforce Development Strategy</td>
<td>Remove - to be completed 31 Mar 18.</td>
</tr>
<tr>
<td>Transformation Programme</td>
<td>Retained</td>
</tr>
<tr>
<td>Improved Contract and Shared Service Plan</td>
<td>Retained</td>
</tr>
<tr>
<td>ICT Strategy and fit for purpose arrangements</td>
<td>Retained</td>
</tr>
<tr>
<td>Implement Performance Management System</td>
<td>Remove - to be completed 31 Mar 18.</td>
</tr>
<tr>
<td>Establish baseline assessment for City Plan</td>
<td>Remove – project complete.</td>
</tr>
<tr>
<td>Implementation of General Data Protection Regulations</td>
<td>Retain</td>
</tr>
</tbody>
</table>

### Key PIs

<table>
<thead>
<tr>
<th>PI</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTFP Savings Plan - Achieved</td>
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<td>Retained</td>
</tr>
<tr>
<td>Sickness absence (av. days)</td>
<td>Retained</td>
</tr>
<tr>
<td>Voluntary leavers rate</td>
<td>Retained</td>
</tr>
<tr>
<td>Complaint resolution</td>
<td>Retained</td>
</tr>
<tr>
<td>Channel shift for customer contacts (volume of Self-service interactions via the council website for waste &amp; recycling)</td>
<td>Remove – management information. PI does not record corporate contacts.</td>
</tr>
<tr>
<td>Annual Satisfaction with how the Council runs things</td>
<td>Retained - re-worded to 'Satisfaction with Worcester City Council’</td>
</tr>
<tr>
<td>Annual Satisfaction with Worcestershire Hub / customer access points</td>
<td>Retained</td>
</tr>
<tr>
<td>Annual Satisfaction with Council Tax and Housing Benefits</td>
<td>Remove – small sample size. Proposed now PI for HB and CT processing times considered more appropriate measure of performance</td>
</tr>
<tr>
<td>Annual Staff survey - levels of engagement</td>
<td>Retain</td>
</tr>
</tbody>
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Report to: Policy and Resources Committee, 20th March 2018

Report of: Deputy Director - Governance

Subject: APPOINTMENTS TO WORCESTER MUNICIPAL CHARITIES

1. Recommendation

1.1 That the Committee notes the changes to the governance of Worcester Municipal Charities as set out in this report.

1.2 That the Committee confirms which of the Council’s appointed representatives will retire from office as trustees of the charity with effect from 27 March 2018.

2. Background

2.1 For a number of years the Council has appointed representatives to Worcester Municipal Charities (“WMC”). The current number of appointees is 6 and they are appointed for a four year term. The Council’s appointees are Councillor Paul Denham, Councillor Geoff Williams, Councillor Roger Knight, Councillor Alan Feeney, Mr Rob Peachey and Mr Richard Boorn.

2.2 The Council has received formal notification from WMC that the Constitution of the charity will be changed to reflect its status as a non-profit private registered provider of social housing. As a result of this change in status, the charity must now comply with the Regulation of Social Housing (influence of Local Authorities) Regulations 2017 which stipulate that the percentage of appointees by a local authority must not exceed 24% of the total number of trustees.

2.3 In order to achieve compliance with this regulatory requirement, the charity’s constitution will be amended to reduce the number of trustees from 21 to 17 and the number of appointees by the Council from 6 to 4. The charity will formally adopt changes to its constitution at a general meeting on 28 March 2018 and has asked the Council to confirm which of its appointees will retire from office as trustees of the charity with effect from 27 March 2018.

3. Agreement to remove two appointees from Worcester Municipal Charities

3.1 Under the Council’s Constitution, appointments to outside bodies are the function of the Policy and Resources Committee. It follows that the removal of appointees is also the function of this Committee.

3.2 The Committee will need to formally agree which 2 of its current 6 appointees are to retire from office as trustees of the charity and to formally advise the charity of this decision.
4. **Implications**

4.1 **Financial and Budgetary Implications**

None directly arising from this report.

4.2 **Legal and Governance Implications**

The appointment and removal of Council representatives on outside bodies is a function of the Policy and Resources Committee.

4.3 **Risk Implications**

None directly arising from this report.

4.4 **Corporate/Policy Implications**

None directly arising from this report.

4.5 **Equality Implications**

None directly arising from this report.

4.6 **Human Resources Implications**

None directly arising from this report.

4.7 **Health and Safety Implications**

None directly arising from this report.

**Ward(s):** All wards

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**Background Papers:** None