



**Worcester**  
CITY COUNCIL

# **INCOME GENERATION SUB-COMMITTEE**

## **AGENDA**

**Date:** Tuesday, 11th July, 2017

**Time:** 7.00 pm

**Venue:** Guildhall

## INCOME GENERATION SUB-COMMITTEE

### Members of the Sub-Committee:-

Chairman: Councillor Paul Denham (L)  
Vice-Chairman: Councillor Roger Knight (C)

Councillor Roger Berry (L)  
Councillor Mike Johnson (C)

Councillor Chris Mitchell (C)  
Councillor Joy Squires (L)

C = Conservative

G = Green

L = Labour

### Information for Members of the Public

Access to the Guildhall is via the front entrance in the High Street. The nearest car park is Copenhagen Street (pay and display). If you are a wheelchair user or have restricted mobility, access to the Guildhall can be gained either through the door on the right side of the forecourt as you face the Guildhall, or through the sliding doors at the rear of the Guildhall. There is dedicated disabled parking space at the rear (access via Copenhagen Street). Most meetings are held on the ground floor, which can be reached by using a lift. If you are a wheelchair user or have restricted mobility and you wish to attend a meeting, please telephone or email the officer mentioned below in advance and we will make any necessary arrangements to assist your visit.

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.

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 enquires 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](mailto: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](http://worcester.gov.uk)

**AGENDA**

**Part 1  
(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

- |   |  |
|---|--|
| <p>1. <b>Appointment of Substitutes</b></p>   | <p>To receive details of any Members appointed to attend the meeting instead of a Member of the Sub-Committee.</p>   |
| <p>2. <b>Declarations of Interest</b></p>   | <p>To receive any declarations of interest.</p>  |
| <p>3. <b>Public Participation</b></p>   | <p>Up to a total of fifteen minutes can be allowed, 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 Sub-Committee.</p>   |
| <p>4. <b>Terms of Reference and Work Programme</b><br/>Page(s): 1 - 2<br/>Ward(s): All Wards<br/>Contact Officer: Mark Baldwin,<br/>Head of Finance<br/>Tel: 01905<br/>722007</p> | <p>That the Sub-Committee notes the content of this report.</p>  |
| <p>5. <b>Small Projects Fund</b><br/>Page(s): 3 - 14<br/>Ward(s): All Wards<br/>Contact Officer: Mark Baldwin,<br/>Head of Finance<br/>Tel: 01905<br/>722007</p>                  | <p>1. That the Sub-Committee consider bids received from members to access funds from the Small Projects Fund and make decisions on which projects to proceed with within the approved funding allocation of £250,000;</p> <p>2. That the Sub-Committee approves that if the full £250,000 fund is not allocated, the balance remaining is transferred to the City Plan Development Fund; and</p> <p>3. That the Sub-Committee approves the allocation of £50,000 from the Income Generation Fund for the recruitment of a Project Management Officer on a twelve month fixed term contract to manage the approved projects.</p> |

6. **Temporary Retail Outlet in the Guildhall**

Page(s): 15 - 16

Ward(s): All Wards

Contact Officer: Ian Forrester,  
Property & Assets  
Manager  
Tel: 01905  
822326

1. That the Sub-Committee note that the Royal Worcester Porcelain Museum is to be offered the opportunity to operate a temporary retail outlet in the Guildhall; and
2. That the Sub-Committee notes that the arrangement will be by way of a 6 month lease at nil rent with all necessary fit-out costs to be borne by the museum.

7. **Any Other Business**

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



**Report to: Income Generation Sub-Committee, 11<sup>th</sup> July 2017**

**Report of: Head of Finance and Interim S151 Officer**

**Subject: TERMS OF REFERENCE AND WORK PROGRAMME**

**1. Recommendation**

**1.1 That the Sub-Committee notes the content of this report.**

**2. Terms of Reference of the Income Generation Sub-Committee**

2.1 At Annual Council on 16 May 2017, a new Constitution was adopted which set out the governance arrangements for the committee system. Part 3 of the Constitution sets out the roles and responsibilities of the Income Generation Sub-Committee, which are summarised in the table below.

To determine all matters falling within the remit of the Committee which are within the Council's Policy Framework and Budget other than those reserved by this Constitution to the Council
---

The following functions:
--------------------------

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Oversight of asset reviews (i.e. One Town Review)</li> <li>• Development of income generation proposals</li> <li>• Feasibility work for income generation</li> <li>• Approval and oversight of projects under the Small Development Fund</li> <li>• Reviewing Fees and Charges</li> </ul> |
|--|

- |  |
|--|
| <ul style="list-style-type: none"> <li>• An externally focussed scrutiny function on matters relevant to the functions of the committee, provided that the areas of scrutiny shall be City Plan priorities and the committee shall not undertake more than two scrutiny reviews per annum</li> <li>• The ability to establish member-led task and finish groups on matters relevant to the functions of the committee</li> </ul> |
|--|

**3. Work Programme for the Income Generation Sub-Committee**

3.1 The key role and responsibility of the Income Generation Sub-Committee will be developing and monitoring the Council's sources of income. The Sub-Committee will receive quarterly reports on the Council's financial and budgetary performance against its income targets.

3.2 In addition, the Sub-Committee will be responsible for oversight of the Council's use of its assets, in particular the One Town Review.

- 3.3 The Sub-Committee will also give approval for and monitor the progress of the projects included in the Small Projects Development Fund. This is likely to include projects that are at a feasibility review stage and those for full implementation.
- 3.4 The Council's annual budget setting process includes a review of the Fees and Charges, for which the oversight will rest with this Sub-Committee.
- 3.5 An indicative work programme for the Income Generation Sub-Committee is set out below for review by the Sub-Committee.

10 October 2017 Income Generation Sub-Committee
1. One Town Review
2. Progress review of the Small Projects Development Fund
3. Quarter 1 Income monitoring report

16 January 2018 Income Generation Sub-Committee
1. Review of proposed Fees and Charges for 2018/19 budget
2. Progress review of the Small Projects Development Fund
3. Quarter 2 Income monitoring report

27 February 2018 Income Generation Sub-Committee
1. Progress review of the Small Projects Development Fund
2. Quarter 3 Income monitoring report

**Ward(s):** All wards  
**Contact Officer:** Mark Baldwin – Head of Finance and Interim S151 Officer  
**Tel. No. 01905 722007**  
**Email: mark.baldwin@worcester.gov.uk**

**Background Papers:** None



**Report to: Income Generation Sub-Committee, 11<sup>th</sup> July 2017**

**Report of: Head of Finance and Interim Section 151 Officer**

---

**Subject: SMALL PROJECTS FUND**

**1. Recommendation**

- 1.1 **That the Sub-Committee consider bids received from members to access funds from the Small Projects Fund and make decisions on which projects to proceed with within the approved funding allocation of £250,000;**
- 1.2 **That the Sub-Committee approves that if the full £250,000 fund is not allocated, the balance remaining is transferred to the City Plan Development Fund; and**
- 1.3 **That the Sub-Committee approves the allocation of £50,000 from the Income Generation Fund for the recruitment of a Project Management Officer on a twelve month fixed term contract to manage the approved projects.**

**2. Background**

- 2.1 As part of the approved budget for 17/18 and the Medium Term Financial Plan a Small Projects Fund was established to be funded from 50% of actual additional income received in 2016/17 compared to budget.
- 2.2 Policy and Resources Committee received details of the 2016/17 year- end financial position at its meeting in May and approved the transfer of resources totalling £250,000 to the Small Projects Fund in line with the original budget approvals. The allocation of that funding is the responsibility of the Income Generation Sub-Committee in line with the recently approved constitution.

**3. Process adopted**

- 3.1 A total of 23 bids were received from members which translated to 45 individual projects.
- 3.2 Each of those projects were subject to discussions with relevant officers within the Council as a result of which a number of proposals were excluded in discussion with the member proposing that bid on the basis;
  - they were already in the schedule of works and therefore did not require any additional funding via the Small Projects Fund;
  - had already been considered and taken on board and were part of the medium term financial plan and transformation programme;
  - or were outside the responsibility of the City Council functions.

- 3.3 A number of other bids were variations on the same theme and therefore with the agreement of the members concerned were merged into one bid.
- 3.4 As a consequence a total of 15 project bids have been completed by members, with the support of officers where required, using the approved template. These have then been subject to an appraisal by the Strategy and Transformation team, assessing the extent to which the individual bids meet the objectives and priorities within the City Plan and Medium Term Financial Plan based on the information provided within their bid. A summary of the results of that appraisal is shown at **Appendix A** with the detailed individual completed bids information detailed at **Appendix B**.
- 3.5 The evaluations have shown two types of bids, those requiring one-off funding in order to deliver a dedicated project; and those which are requesting funding to provide evidence based feasibility studies and outline business cases which could then be used to justify additional funding through the City Plan Fund (and other partner organisations where appropriate).

#### **4. Matters for consideration**

- 4.1 **Appendix A** shows the assessment of the extent to which the individual project bids support the Council's City Plan aims and objectives and Medium Term Financial Plan and have been ranked accordingly.
- 4.2 It is stressed this is for guidance only in assisting members of the Income Sub-Committee in determining which bids they agree to fund in order to take these projects forward.
- 4.3 Under the terms on which the Small Projects Fund was set up individual project bids are limited in value to a maximum of £30,000. The project Disabled Go requires initial set up funding of £25,200 and further additional funding of £6,000 per annum for five years.
- 4.4 Members are however reminded that with scarce resources it will be important to be able to evidence that the schemes taken forward add to the delivery of the City Plan and Medium Term Financial Plan.
- 4.5 Several of the projects complement each other and also the council's Tourism Strategy. These are marked on **Appendix A** with an \*. If they are individually approved by the committee it is proposed that they are integrated into the tourism programme, which is managed by the Economic Development team.
- 4.6 All of the proposed bids will require input from officers to progress them including the procurement of specialist external resource as required. To facilitate this it is proposed to recruit a Project Officer for a 12 month fixed term at an estimated cost of £50,000 and to provide funding from the Income Generation Fund. This post will be allocated to the Economic Development team.

#### **5. Implications**

- 5.1 Financial and Budgetary Implications – A total of £250,000 is available within the Small Projects Fund to allocate to approved bids which evidence delivery of the City Plan and Medium Term Financial Plan. The total of the bids summarised in this report is over £300,000.



- 5.2 Legal and Governance Implications – none as a direct consequence of this report
- 5.3 Risk Implications– none as a direct consequence of this report
- 5.4 Corporate/Policy Implications – approved bids will support delivery of the City Plan and Medium Term Financial Plan
- 5.5 Equality Implications– none as a direct consequence of this report
- 5.6 Human Resources Implications– a temporary additional post is proposed to manage the projects approved, as noted in para 4.6 above.
- 5.7 Health and Safety Implications– none as a direct consequence of this report

**Ward(s):** All  
**Contact Officer:** Mark Baldwin - Head of Finance and Interim Section 151 Officer  
**Email;** mark.baldwin@worcester.gov.uk  
**Background Papers:** None

This page is intentionally left blank

**Appendix A**

SMALL PROJECTS FUND BIDS - June 2017																
		Commercial riverside	Fields of battle Exhibition*	City App *	Cathedral Square - events *	Access Guide	Offerton Jetty	Solar Feasibility	Outdoor Info points	Improvement to Neighbourhood centres	City wifi *	Arts Startegy	Affordable Housing	Communities Project	Employabil ity grants	Targeted Travel Plan
<b>Cllrs</b>		R Knight	Gregson / Squires	C Mitchell	Gregson / Squires	J Squires	Hodgson / Feeney	Knight Stephen Denham	Hodgson McKay	Berry	Gregson	Gregson / Squires	J Squires	L Denham	L Denham	L Denham
<b>Feasibility or Whole project (F/W)</b>		F	W	W	W	W	W	F	W	F	F	F	F	W	F	W
<b>Funding requested</b>		£10 -15,000	£3,500	£30,000	£5,000	£25,200 + (£6,000 p.a. for 5 yrs)	£22,500	£20,000	£30,000	£2-30,000	£30,000	£12,000	£30,000	£25,000	£20,000	£8 -20,000
<b>Total Score</b>	<b>120</b>	<b>76</b>	<b>75</b>	<b>75</b>	<b>70</b>	<b>67</b>	<b>56</b>	<b>54</b>	<b>51</b>	<b>46</b>	<b>46</b>	<b>45</b>	<b>40</b>	<b>38</b>	<b>37</b>	<b>26</b>
<b>Rank</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>

\* Projects that will be managed as part of the council's tourism programme.

This page is intentionally left blank

## Appendix B

### Small Projects Fund bids

	<b>Title of Project</b>	<b>Description</b>	<b>Councillor</b>
<b>1</b>	<b>New Commercial Riverside opportunities</b>	Study on opportunities for the extension and enhancement of the City's commercial use of our assets along the riverside. Feasibility reports for each idea/site; Deliverability and viability of commercial opportunities of our own and/or other identified sites within the riverside area. Other organisations may be involved if wider Worcester opportunities seem viable initially.	Cllr R Knight (C)  £10k - £15k (plus VAT)
<b>2</b>	<b>Fields of Battle Exhibition</b>	Provision of 10% match-funding to support the bid to the Arts Council for the Fields of Battle exhibition to be curated for Worcester City. The bid to the Arts Council is being led by an external organisation, we would provide the match funding and additional in kind support. This exhibition would be displayed in Cathedral Square from September until November (after Armistice Day). The exhibition consists of large photographic displays which will be on show in the Square for this time, alongside information panels.	Cllr J Squires (L) £3,500 to be confirmed as soon as possible, but provided before September 2017
<b>3</b>	<b>Worcester City App</b>	A Worcester City App that can be downloaded from the WCC website or the web. Improve tourists and locals ability to obtain information on the City – promotes tourism App will highlight heritage trails, tourist info and key heritage sights. Also provide info on restaurants etc. – provide a marketing tool for the City Council.	Cllr C Mitchell (C) £30k
<b>4</b>	<b>Cathedral Square programme of events during summer</b>	There will be a high profile launch event / opening ceremony for Cathedral Square on 29th July (paid for by Salmon Harvester). After this time, throughout the Summer, we are seeking to put on a programme of activity in the square using local artists and performers. The programme would highlight the versatility and accessibility of the new Square, demonstrating to the community that it is a space for them to use in a multitude of ways, not just for outdoor seating for	Cllr J Squires (L) £5,000 to pay for hire of equipment and performers, to be used from 1st August until mid September

## Appendix B

		restaurants. It would meet several of the City Plan criteria and would attract footfall to the city centre.	
<b>5</b>	<b>Access Guide - Disabled Go to produce access guide and reviews</b>	Access Guides to 400 locations across the City of Worcester. Available on-line via Accessibility Checker which is used by over 100,000 people every month therefore broadening the appeal of the City of Worcester for people with Disabilities and Access issues. These Guides would be complementary to the Tourism Strategy for Worcester, whilst supporting Disabled people and their families. The Guide will be split into 200 key access reviews to survey places such as Banks, Post Offices and Pharmacies, and 200 detailed access guides used to survey places such as Leisure Centres, Doctors, Children's Centres, Tourist Attractions and Parks. Success would be production of the Guide; Number of "hits" on the Accessibility Checker and an increase in the number of residents and visitors with Disabilities visiting Worcester and improved accessibility over time.	Cllr J Squires (L) £25,200 plus VAT with an Annual review process of £6,000 pa based on a 5 year Annual Review programme.
<b>6</b>	<b>Offerton Lane Nature Reserve</b>	Replacement of the viewing platform at the Offerton Lane Nature Reserve that is enjoyed by visitors. The replacement should consider using metal legs for the platform (current platform has decayed wood), and possibly repositioning it in front of bench approx. 5 metres north (towards the entrance gate) should be considered.	Cllr S Hodgson (C) & Cllr A Feeney (C) £22,500 plus VAT.
<b>7</b>	<b>Solar Feasibility</b>	Feasibility reports on up to 10 sites; Deliverability and viability of solar power on our own and/or other identified sites within the City boundary. Other organisations may be involved if obvious connections can be made to adjacent sites to use the energy created.	Cllr R Knight (C), Cllr L Stephen (G) & Cllr L Denham (L) £10k - £20k (plus VAT)
<b>8</b>	<b>Outdoor Information Boards</b>	A two sided screen in a highly visible location (e.g. The High Street) that provides regularly updated information on events in the city, especially useful during Worcester Festival, Three Choirs, Victorian Christmas Fayre. Trained City Council staff will be able to update	Cllr S Hodgson (C) & Cllr S MacKay (C) £30,000 for

## Appendix B

		information very quickly. The information on the screens will alternate every minute (or similar short time period) between information and commercial advertising. The advertising will ultimately fund the project and create a revenue stream.	2017/18.
9	<b>Improving Neighbourhood centres</b>	Research report on Looking to: 1) Understand the issues behind use / non-use / barriers / opportunities of / for Local Neighbourhood Centres in Worcester; AND 2) based on this analysis scope out what improvements may be appropriate. An understanding of the issues facing Local Neighbourhood Centres, and a programme of defined improvements based on analysis of needs in relation to available budget.	Cllr R Berry (L) £30k – c 2K for 1) above and the remainder for 2) above – 1) ASAP; 2) Say 3 months later
10	<b>City Wi-Fi</b>	Looking at the options for providing a public free Wi-Fi service across the city centre – an analysis of how best to set it up and get it underway – A full understanding of the key issues in providing a free public Wi-Fi service and fully costed options for providing such a service. It could provide services for local people and visitors and could also be developed into a branding and promotional tool for City Council facilities and services – it is a long-standing council aspiration so this will require specialist professional assistance to scope the project.	Cllr A Gregson (L) 30K
11	<b>Arts Strategy</b>	The purpose of the work is to produce a Public Art Policy and Strategy that will make recommendations regarding the Council's support for, and provision of, public art projects via its corporate projects, the planning system and the work of its partners – this project is linked to the tourism strategy. It also links with the community grants process, given that we support the arts council and the Worcester Live as well as the arts workshop and other smaller organisations. Such work needs specialist professional input and is much needed. It will result in a a working strategy document – provide a marketing tool for the City Council.	Cllr A Gregson (L) £12k needed ASAP

## Appendix B

12	<b>Affordable Housing</b>	Feasibility study to establish how to maximise the provision of affordable housing in line with current planning guidelines with particular focus on developer viability calculations. The report will review the blockages to achieving our stated aim for affordable housing within our existing City planning and housing guidelines and options to address those issues along with providing information on successful schemes being adopted elsewhere which could be applied to Worcester City. Review of existing policy and good practice.	Cllr J Squires (L) £20,000 - £30,000 to carry out an in depth review.
13	<b>Communities Project</b>	Replicate project comprising of Door Knocking within areas of highest need <u>comprising of a number of officers and volunteers</u> knocking on residents' doors informing them about local services and where appropriate making a referral to those services for follow up. This will involve identifying a number of partner agency services including Homes Fire Safety (Fire and Rescues Service); NHS health trainers; energy advice and support; community safety and services for young children; skills training; community involvement; services for older people; carer support; and financial income management (CAB).	Cllr L Denham (L) £25,000 – project to run over 24 months with 3 month set up from date of funding being approved.
14	<b>Employability Grant</b>	A scheme that provides one-off grants to support people in returning to employment and overcoming some of the initial hurdles they may face. For example to help the people with the purchase of a new suit, a bus pass or a bike, all of which may be key in them holding down that first job. At circa £200 each, funding of £20k would support 100 people.	Cllr L Denham (L) £20k
15	<b>Targeted Travel Plan</b>	Targeted travel plans for city employers to reduce congestion and support car sharing, (& possibly public transport and cycling)  To reduce congestion and widen travel choice. Reduce growing air pollution problems from traffic congestion. Support healthier life styles. In addition this project could reduce the cost of travel to work/shop. Allow for the option to reduce City car park locations and consolidate in fewer better located car parks, including park and ride	Cllr L Denham (L) Feasibility only £8-20k ESTIMATE. Indicative actual cost would be £50-150k – but at this stage it



**Appendix B**

		In principle – reduced congestion and better air pollution. However these outcomes could only be guaranteed without a wider range of sustainable travel projects.	would not be clear what the level of congestion reduction might be
--	--	---	--

This page is intentionally left blank



**Report to: Income Generation Sub-Committee, 11<sup>th</sup> July 2017**

**Report of: Head of Finance and Interim S151 Officer**

---

**Subject: TEMPORARY RETAIL OUTLET IN THE GUILDHALL**

**1. Recommendation**

- 1.1 That the Sub-Committee note that the Royal Worcester Porcelain Museum is to be offered the opportunity to operate a temporary retail outlet in the Guildhall; and**
- 1.2 That the Sub-Committee notes that the arrangement will be by way of a 6 month lease at nil rent with all necessary fit-out costs to be borne by the museum.**

**2. Background**

- 2.1 The museum is a registered charity and following closure of the factory in 2009, it relies on visitor entry fees, income from the shop and donations. Based at Severn Street, on the site of the old Royal Worcester porcelain factory, the museum entrance is via the shop which sells a range of souvenirs and pieces of porcelain.
- 2.2 A refurbishment of the building is planned for the autumn and as a result the shop will have to close for several months.
- 2.3 Apart from the online museum shop there is no other means of recouping the income from the lost sales.

**3. Information**

- 3.1 The Guildhall has a room on the ground floor of the North wing that faces onto the High Street and includes a dedicated entrance from the High Street itself.
- 3.2 Currently this room contains a number of desks and is used as a hot desk area for council employees.
- 3.3 The museum has expressed an interest in setting up a temporary retail outlet in this space from October 2017 to May 2018. This will serve as a substitute for the shop currently based at the museum, which will be temporarily closed and will also be an opportunity to increase revenue from the customer flow in the High Street over the Christmas period.
- 3.4 The room has a frosted glass door and the windows are set quite high with some frosted glass. There is therefore limited visibility into the room from the High St. However with the door open and an 'A' board outside customers will be aware of the new offer.

- 3.5 Given that the premises do not have a proven record of success for retailing and that the museum is a registered charity, it is proposed to offer a 6 month lease at nil rent.
- 3.6 Once the room has been cleared by the council and any necessary repairs completed, the museum will be responsible for the fitting out for their operation. It is estimated that the necessary repairs will cost up to £5k, which will be met from existing budgets. The nature of the shop fit-out would be agreed in advance to ensure compliant with Listed Building requirements.
- 3.7 In addition the adjacent room currently operates as the council's post room. This activity is being moved to the South wing and as a result the room will be vacant. It is therefore proposed to offer this to the museum for storage of stock.
- 3.8 The museum intends for the shop to be open 7 days per week, from 10.00 to 17.00. Extended opening hours would apply for the Christmas Fayre. Deliveries would be into the rear of the building.
- 3.9 If the arrangement proves successful for the museum, they will be offered the option of longer-term occupation at a rent to be agreed. If they choose to vacate, the council will have the option of marketing the unit to other organisations. That decision will be better informed following the trading experience of the museum over the six month period.

**Ward(s):** All  
**Contact Officer:** Ian Forrester  
**Email:** [ian.forrester@worcester.gov.uk](mailto:ian.forrester@worcester.gov.uk)  
**Background Papers:** None