



The Sustainable Community Strategy for **Worcester**

produced by the



2010



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Worcester Forward



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Comments welcome

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Welcome

by Professor David Green

Thank you for taking the time to read 'Worcester Forward', the third edition of the Sustainable Community Strategy for Worcester. The purpose of the strategy is to help deliver our vision of making Worcester a **'First Rank Cathedral and University City'**.

It has two main sections. Firstly, we have reviewed Worcester's current situation, using feedback from our 2009 City Summit, information from local organisations, national statistics and the results of consultation exercises. We have also cast a spotlight on some of the innovative ways that organisations have worked in partnership to improve the quality of life for local people.

Secondly, we have outlined the outcomes that the Worcester Alliance and its member organisations want to achieve for Worcester during 2010 – we have four main priorities to deliver on and we've devised some key indicators so that we can measure our progress.

It's been two years since we produced the last edition of this strategy and at that time the country was still basking in the warm glow of the longest period of economic growth in history – how times have changed! Although we remain committed to the vision and our same overall priorities we must take into account the changing local and national circumstances. So rather than look several years ahead we have decided to focus on the next year only and review the strategy once again at our City

Summit in September 2010. This shorter-term focus also allows us to be more specific with our outcomes, indicators and targets.

'Worcester Forward' means positivity and progress, and we hope that after reading this strategy you will agree with us that Worcester is a city that is going places. Despite the tough times, when the Alliance has met I've been struck by the 'can-do' attitude that our member organisations have. They have risen to the challenge of reduced income and greater demand on their resources with flair and innovation, and for that they deserve to be congratulated.

We have set ourselves some tough targets for 2010 but we look forward to meeting the challenge.

Professor David Green
Vice Chancellor and Chief Executive of the
University of Worcester
Chair of the Worcester Alliance



Our Partnership - the Worcester Alliance



'Worcester Forward' is the key strategy of the Worcester Alliance, the Local Strategic Partnership (LSP) for the city. We are a partnership of local organisations covering the whole spectrum of the public, voluntary, community and private sectors, all of whom are committed to working together to improve the quality of life for those people who live, work or visit Worcester. The Alliance provides a framework for joint working and interaction between member organisations, and they commit to:

- Helping to deliver the outcomes listed within this strategy
- Promoting the Alliance's vision and principles, and the importance of partnership working internally amongst their staff, volunteers and service users
- Acting as leaders in the community by promoting this strategy to local people and giving them opportunities to engage in consultation and decision-making
- Providing representatives to attend meetings and support the Alliance's working groups

The Alliance regularly reviews progress in delivering this strategy through our Management Group – a small executive group that meets once every two months. The key priorities within it are also explored

by the larger Forum, which meets every few months, to which all Alliance members are invited and members of the public are welcome to attend. Finally, the Alliance holds a yearly City Summit which in 2009 discussed what should be included in this strategy. This structure is outlined in Appendix B, and you can find a full list of Alliance members in Appendix C.

The Alliance also has a large 'information and consultation group' that is regularly updated by e-mail on the Alliance's work and the consultation events being held by its member organisations. You can find out more about the Alliance and forthcoming meetings at our website www.worcesteralliance.org.uk

The Alliance also works with other LSPs, in particular the Worcestershire Partnership, the county's LSP, to ensure the action our members take is coordinated and effective. The Worcestershire Partnership is responsible for the delivery of the Local Area Agreement (LAA) for Worcestershire and some of the actions in this strategy will help deliver this important agreement – a full list is available under Appendix E. You can find out more about the Worcestershire Partnership and LAA at

www.worcestershirepartnership.org.uk

Worcester Alliance City Summit 2009



The Worcestershire Partnership



The Worcestershire Partnership is responsible for the development of the Sustainable Community Strategy (SCS) for Worcestershire and the delivery of the Local Area Agreement (LAA) for Worcestershire. This is an agreement between Worcestershire and Central Government on the key issues that must be addressed in the county. The current agreement was signed in 2008 and lasts until 2011.

There is obviously a great deal of crossover between the work of the Alliance and that of the Worcestershire Partnership, and the language used is very similar. Please see a summary of the key links in the table below. Many of the actions in Worcester Forward will help deliver the LAA – throughout this Strategy you will see reference to the relevant section in the SCS for Worcestershire and target in the LAA.

The key difference between the two partnerships is that the Worcester Alliance focuses on the unique issues our city faces in a predominantly rural county, and engages with the Worcestershire Partnership to ensure they are addressed. The Worcester Alliance is also open to any city organisation to join, whereas due to practical constraints the Worcestershire Partnership membership is fixed with a set number of representatives for the public, private and voluntary sectors.

Worcester Today

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Worcestershire Partnership Priority
Communities that are safe and feel safe
Improving health and wellbeing
A better environment for today and tomorrow
Meeting the needs of children and young people
Economic success that is shared by all
Stronger communities

Our Priorities

Page	Worcester Alliance Priority
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Worcestershire Partnership Priority
<ul style="list-style-type: none"> All areas above for this specific geographical area A better environment for today and tomorrow Economic success that is shared by all
<ul style="list-style-type: none"> A better environment for today and tomorrow Economic success that is shared by all
<ul style="list-style-type: none"> A better environment for today and tomorrow Economic success that is shared by all Stronger communities

You can find out more about the Worcestershire Partnership and the LAA at www.worcestershirepartnership.org.uk

Our Vision



The Worcester Alliance has the ambition of making Worcester:

'A First Rank Cathedral and University City'

This means developing the services, the infrastructure and the quality of life for local people to the level that one would expect of the country's best historic cities.

The Alliance believes that more can be achieved for Worcester through organisations working together rather than on their own. The priorities set out in pages 24-40 will be achieved in partnership – with either one organisation taking the lead and properly involving other stakeholders, or if necessary multiple organisations working together under the umbrella of the Alliance as part of a task group to share information and ensure results are being achieved.

The Alliance has based its priorities on the results of consultation with local people from information provided by national agencies such as the Audit Commission and the Office for National Statistics. You can see a full list of the information used in Appendix A.

This strategy will help make Worcester a place of sustainable communities – where people want to live and work, now and in the future. Sustainability means:

- Allowing local communities to voice their needs and concerns
- Co-ordinating the actions of the public, private, voluntary and community organisations that operate locally
- Focusing and shaping existing and future activity of those organisations so that they effectively meet community needs and aspirations
- Contributing to the achievement of sustainable development both locally and more widely, with local goals and priorities relating, where appropriate, to regional, national and even global aims



The Alliance recognises that there are limits to what can be achieved without new resources. The vision for Worcester is bold but the outcomes we expect the Alliance to deliver in 2010 have been developed to be achievable. This way the Alliance can be properly held to account for their delivery.

The Worcester Alliance will make every effort to ensure that the benefits that this strategy will deliver will be available to everyone, regardless of race, gender, disability, age, sexuality and religion or belief.

We also want the vision and the outcomes it proposes to be informed by as large a number of residents and organisations in Worcester as possible. We would be very interested to hear any comment you might have. Please e-mail

coordinator@worcesteralliance.org.uk or call **01905 722093** with your comments.



Worcester Today

Worcester is an historic and thriving city on the banks of the river Severn, with a population of around 96,000¹⁸ in just 3318 hectares. Known as the 'faithful city' from its heritage of loyalty to the crown, it is the county town for Worcestershire and as such it is a key regional centre of economic and social activity.

About 5% of Worcester's population is made up of black and minority ethnic communities, which is an increase of 1.5% from 2001¹¹ and is around double the population for the rest of Worcestershire. The largest non-white community is the Pakistani community with around 1300 residents.

The city is home to over 2300 businesses in a range of industrial and commercial concerns, including Worcester Bosch, NPower, Mazak, Southco and of course Lea and Perrins, the makers of Worcestershire Sauce.

A large proportion of the public sector services for the county are also based in Worcester, with thousands of people employed by the city and county councils, the Worcestershire Royal Hospital, West Mercia Police, Sanctuary Housing and others. Worcester also has two parish councils, Warndon and St Peter's, which add an extra level of representation for two distinctive areas of the city.

The University of Worcester is one of the fastest growing universities in the country, having doubled its number of students in the last 5 years. It is undergoing a programme of expansion with a new city centre campus under construction and planning permission granted for Europe's first combined university and public library, this will also house the county's history centre.

Worcester is also a centre of sport and culture. It has a world famous cricket ground at New Road, the Worcester Warriors, a premiersip rugby union club, a racecourse and football, basketball and American football teams.



It has a number historic buildings including its 12th century Cathedral, which holds the tomb of King John, and the Commandery, which amongst its many uses was the Royalist Headquarters during the Battle of Worcester in 1651, the last battle of the English Civil War.

The Berrow's Worcester Journal is the world's oldest newspaper, having been in print since 1690 and published weekly without interruption since 1709.

Worcester is a centre for the arts with Huntingdon Hall and the Swan Theatre and events such as the Worcester Festival, Victorian Christmas Fayre and, every three years, the Three Choirs Festival, the world's oldest non-competitive music festival.

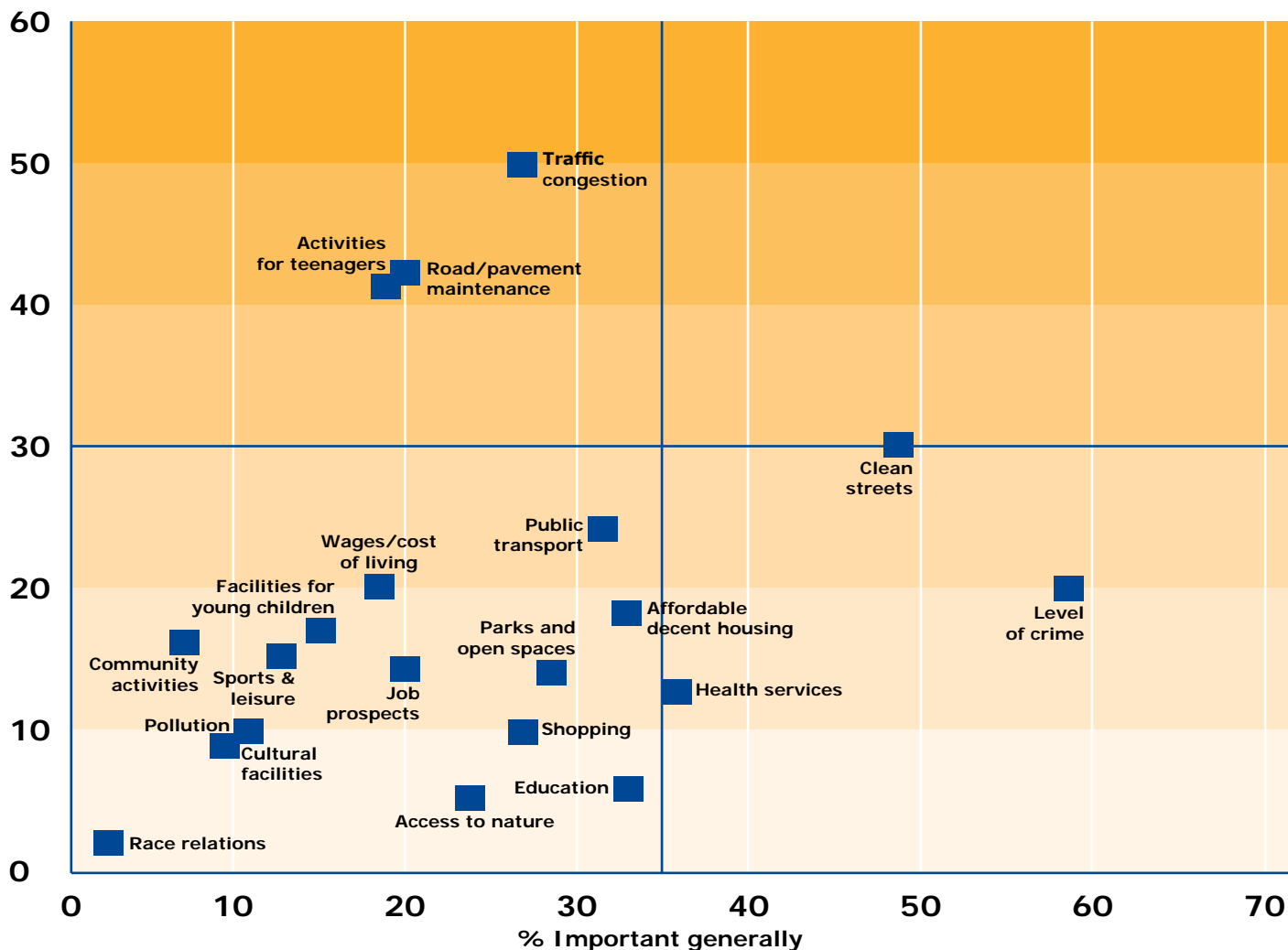
Happily, over four fifths of Worcester residents are satisfied with their local area as a place to live, compared with only 8% dissatisfied – this is better than the national average³.



The 2008 Place Survey for Worcester, which was completed by over 1000 local people, found that the key issues for residents that need improving are traffic congestion, road and pavement maintenance and activities for teenagers. The most important issues generally are the level of crime, having clean streets and good health services. Three years ago these were also services that local people rated as most in need of improvement and so this Survey provides evidence that the hard work of Worcester Alliance members to improve these services over the last few years is paying off.



% Most need improving locally



Place Survey 2008 – most important issues plotted against those that most need improving

Unfortunately there is still a great disparity between the quality of life for people living in different localities in the city, which range from some of the best to some of the worst in the country in terms of prosperity, health, crime and educational attainment⁴.

The city also faces a number of infrastructure issues. Worcester is at risk from flooding, and, like many other local towns and cities, was badly affected in the 2007 floods. It has also been identified as a 'sub-regional focus' for development by government. This means the construction of thousands of homes within

and outside the City boundary over the coming years which must be planned for sustainably with essential key services to ensure Worcester's transport and utility networks can cope.

This strategy will help Worcester develop in a manner that addresses these issues and improves the lives of all those who live and work in the city, whilst maintaining the benefits and the heritage that we are so proud of.

You can find out more about the key issues we believe Worcester currently faces on the following pages.

Communities that are safe and feel safe

Safer Worcester



The level of crime is seen by Worcester's residents as the most important factor in making somewhere a good place to live. Encouragingly, since 2006 the number of people who rate it as a key issue that needs improving has dropped by 16% to just over a fifth of residents³. This is thanks to the hard work of the organisations in the Safer Worcester Partnership – especially **West Mercia Police, Herefordshire and Worcestershire Fire and Rescue Service, West Mercia Probation Service, Neighbourhood Watch and Worcester City Council**.

Residents in Worcester believe that all forms of anti-social behaviour have been reduced over the last three years. Rubbish or litter lying around as the gravest anti-social behaviour problem in the area (35% believe it's a problem), closely followed by teenagers hanging around on streets (34%) and vandalism, graffiti and other deliberate damage (23%).

Perceptions of safety and anti-social behaviour are very strongly linked to whether people live in their own homes or socially rented accommodation – those who rent are more likely to feel unsafe and be dissatisfied with their area as a place to live³.

The Safer Worcester Partnership, along with the South Worcestershire Community Safety Partnership, are both working to deal with crime and anti-social behaviour. They bring together the key partners across

the city and the county to prioritise action and ensure joined-up action. Recent projects have included:

- making routes in the city safer using CCTV and increased lighting
- working with schoolchildren to help them understand the issues around crime and anti-social behaviour
- actively recruiting local volunteers into neighbourhood watch schemes
- marketing SmartWater to local people, to provide a deterrent against theft
- delivering cleaner streets through the use of a litter 'hit squad'

Nationally **Worcester Community Housing (WCH)** was one of only five housing organisations involved in the Housemark and Social Landlords Crime and Nuisance Group (SLCNG) Anti Social Behaviour Accreditation pilot process. WCH were pleased to be awarded the accreditation at the SLCNG Conference on the 8 November 2009, which highlights the effective partnership work being completed within communities in Worcester.

More locally, the **Duckworth Worcestershire Trust** and **Worcester City Council** have worked together to remove graffiti and engage volunteers in picking up litter in their neighbourhoods.



Spotlight on...



THE SAFE PLACE
WORCESTER

The Safe Place is a pilot project aimed at reducing the harm caused by alcohol misuse on a Saturday night in Worcester City Centre. It offers a safe environment for people who find themselves in a vulnerable position on a Saturday night from 11.00pm to 4.00am in Worcester City Centre and whose well-being is threatened by:

- Emotional stress
- Illness or injury
- Being separated from friends
- Other vulnerability

It is staffed both by workers from the city council and by volunteers who are able to offer support and comfort to service users and signpost to other services if appropriate. You can find out more at www.thesafeplaceworcester.btik.com



The Safe Place Team on their first night's shift!

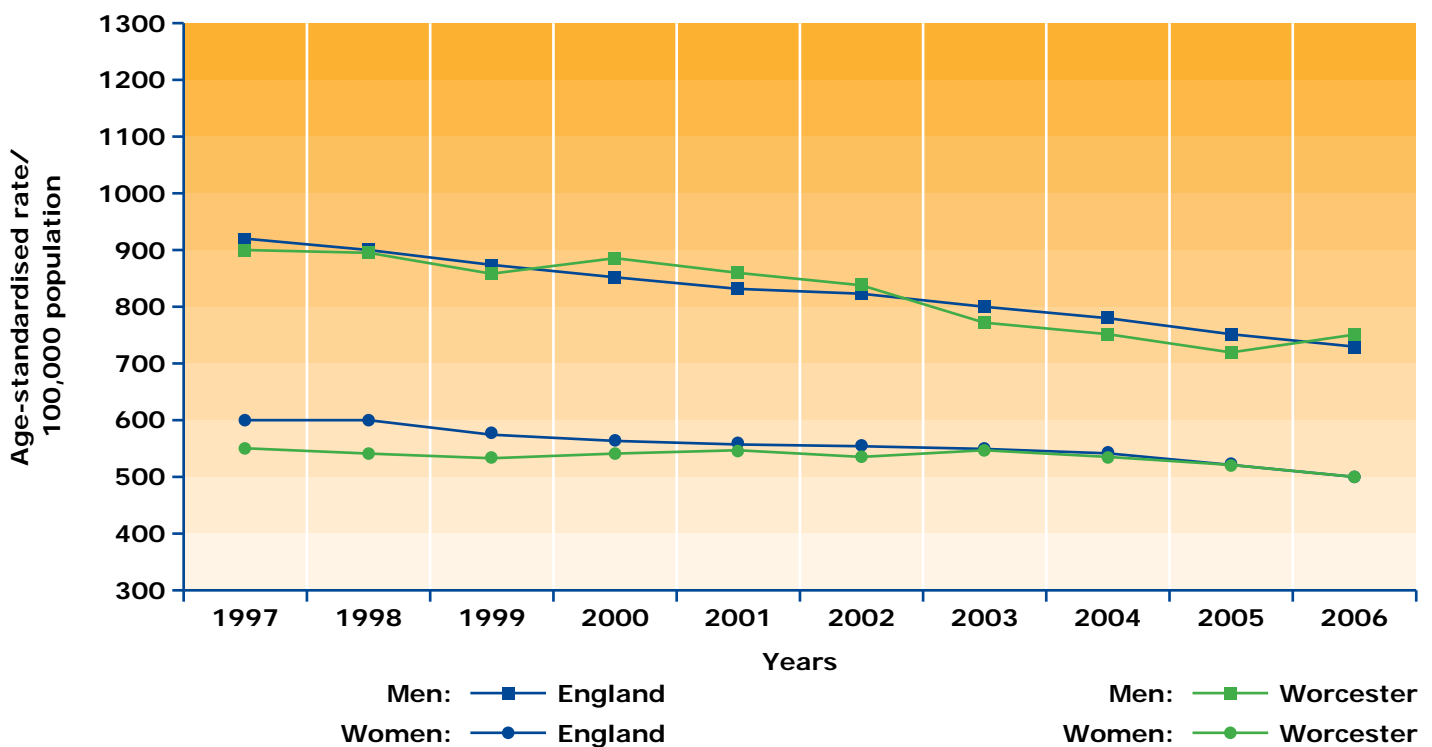
Health and Wellbeing

The health of Worcester's population is relatively indicative of the nation as a whole. Overall life expectancy is close to the England average both men (77.2 years) and women (81.5 years). Early death rates from heart disease and stroke and from cancer have fallen and remain close to the England average rates, which have also fallen².

Worcester has a high level of physically active children, a key indicator of wellbeing, and also a lower than average incidence of road injuries and deaths. However, rates of alcohol-related hospital admissions, particularly through accident and emergency, are increasing. The teenage pregnancy rate is also a cause for concern.



Early death rates from heart disease, stroke and from cancer



Worcester residents believe good health services are the third most important factor in making somewhere a good place to live, but rank it low down on the list of factors that need improving, which is a credit to the agencies responsible. Nevertheless, they are working hard to address key issues.

Worcestershire Acute Hospitals NHS Trust, which operates the Worcestershire Royal Hospital within the city, is bidding to become a Foundation Trust in order to operate with more flexibility to meet the needs of patients.

NHS Worcestershire, the Primary Care Trust, has commissioned a number of innovative healthy lifestyle programmes such as weight management, smoking cessation and health trainers working in more deprived areas.

The **Worcestershire Substance Misuse Action Team (SMAT)** is a multi-agency partnership formed from a range of agencies tasked with addressing the misuse of drugs and alcohol and implementing the national strategies associated with this work across the county.

Spotlight on...



Active Worcester

To promote physical activity, reduce obesity and address health inequalities, the Worcester Alliance has formed **'Active Worcester'** - a health and well-being sub-group.

Active Worcester brings together a dozen partner organisations to align the local health, sport and physical activity priorities for Worcester City. This will in turn improve the health and wellbeing of

Worcester's population by reducing health inequalities, widening access to appropriate services, and increasing opportunities to participate in sport and physical activity.

Specific actions that they are undertaking include:

- Sharing information
- Developing the Worcester City sports awards evening
- Understanding the sporting needs and aspirations in the city
- Bidding for funding for sports and wellbeing initiatives
- Developing the wellbeing in Worcester programme
- Supporting lifestyle improvement programmes, to which GPs can refer patients, which will improve their health and fitness.

For further information about Active Worcester, please contact Remya Rajendren, Worcester City Health Improvement Coordinator at remya.rajendren@worcester.gov.uk



Members of the Wellbeing in Worcester' programme

The Environment

Worcester is a mostly urban district with a few rural areas on its outskirts. It is however blessed with a rich mix of wildlife thanks to the careful management of its parks and green spaces. The city also benefits from its position within the county, with a beautiful rural landscape, and of course the Malvern Hills, a recognised Area of Outstanding Natural Beauty. The **Worcestershire Partnership Environment Group** brings together partners from across the county to understand and address matters relating to natural life, land use, water supply and flooding, and climate change. This partnership is supported in particular by **Worcestershire County Council** and the **Environment Agency**.



Chapter Meadows in the Southwest of the City

The city fares well in terms of greenhouse gas emissions. The most recent estimates (2006) suggest that around 41% come from industry and business, around 39% from domestic sources and about 20% from transport. This adds up to about 6.6 tonnes of CO₂ per person per year. However, whilst Worcester as a whole is producing less CO₂ than other districts, this is mainly due to a lack of motorway traffic and agriculture within the district. Domestic emissions are just above the national average of about 2.6 tonnes of CO₂ per person a year.

Worcestershire County Council was awarded Beacon status during 2008/09 for its action on climate change and has developed a Climate Change Pledge for local people and businesses. This has assisted those who've signed up to it by making them aware of the changes needed to reduce our CO₂ emissions in line with national targets, and the practical support available to them. Worcester has also benefited from being a pilot 'Sustainable Travel Town' over the last five years, meaning it has accessed money from Central Government to pilot green travel initiatives.



The Pumphouse Environment Centre

The **Duckworth Worcestershire Trust** is a local charity dedicated to conservation and environmental protection. It runs a number of projects in the city including the Pumphouse Environment Centre, maintenance of the beautiful and ecologically diverse Chapter Meadows and the Worcestershire Resource Exchange, which provides a host of recycled materials for creative projects.



Cripplegate Park

Spotlight on...



Transition Worcester

‘Transition’ is a national movement of local groups that are dedicated to helping local communities respond to the challenges, and opportunities, of ‘peak oil’ and climate change. ‘Peak Oil’ is the concept that the world has reached (or will soon reach) the peak of oil production and that in the near future supplies will drop, even as demand continues to rise – this will push up prices to unaffordable levels. This, coupled with the carbon that burning oil releases, means there is a need for a ‘transition’ from our current oil-dependent society (we use it for almost everything, including transport, agriculture and manufacturing) to one that is far less so. This process began in Worcester with the formation of One Planet Worcester in 2007, which was renamed Transition Worcester in 2009 to reflect the desire of local people to embrace the concept of becoming more sustainable and more resilient against a future lack of oil at the same time.

Transition Worcester have spent 2009 going through a comprehensive and creative process of:

- awareness raising around peak oil, climate change and the need to undertake a community lead process to rebuild resilience and reduce carbon
- connecting with existing groups in the community
- building bridges to local government
- connecting with other transition initiatives
- forming groups to look at all the key areas of life (food, energy, transport, health, heart and soul, economics and livelihoods, etc)
- kicking off projects aimed at building people’s understanding of resilience and carbon issues and community engagement
- planning to launch a community defined, community implemented “Energy Descent Action Plan” over a 15 to 20 year timescale



Transition Worcester Workshop aboard the Big Green Bus

To weave the climate change and peak oil situations together:

- Climate change makes this carbon reduction transition essential
- Peak oil makes it inevitable
- Transition initiatives make it feasible, viable and attractive (as far we can tell...)

You can find out more about plans for 2010 on page 36.

Children and Young People



The recent CAA assessment for Worcestershire confirmed that children and young people in the county are healthier than many others, but that health problems are growing. More children are obese, although still not as many as the England average. Increasing numbers of children and young people need to go to hospital because of alcohol problems, and teenage pregnancy is an issue in the city. Exam results are also not improving as quickly as the government would like. As with outcomes for local people in general, these issues are magnified in Worcester's most deprived areas¹².

The CYPSP has developed a Children and Young People's Plan (CYPP) that links and prioritises the work of all the agencies involved in delivering services for children. Their aim is to ensure that every child and young person in Worcestershire is:

- safe
- happy
- healthy
- valued, respected and trusted and has fun achieving success.

The Alliance also has a Children and Young People's sub-group that is looking into the particular issues for Worcester.

Worcestershire Children and Young People's Strategic Partnership



The Worcester Alliance supports a countywide approach to addressing the issues facing children and young people in the local area. The Alliance maintains links with the Worcestershire Children & Young People's Strategic Partnership (CYPSP) which is a theme group of the Worcestershire Partnership.



Spotlight on -

The Bubble Project

The Bubble project, established in June 2009 and based at YMCA Worcester, offers a single point of contact for all young people aged 16-25 presenting as homeless, or at risk of being homeless across the south of the County.

The young people receive a comprehensive assessment of their need which often includes unemployment as well housing issues. Youth unemployment in the city has doubled in the last year and there are more than 350 18-24 year olds currently claiming Job Seekers Allowance¹⁹. They will then receive ongoing support to find accommodation, training and other support that they need. Working with the YMCA are district councils (including Worcester City Council) and Connexions.

The title of the project came from a service user who described homelessness and being unemployed like "being in a bubble". It has used innovative branding and information material created by Hummingbird Marketing (right) including posters, postcards, contact cards and banners.

The project is collecting invaluable information about the true level of youth homelessness within the city and beyond.



“The Bubble provides a tailored service for young homeless people and provides intense support from the co-ordinators who have specialist knowledge in this field. It has been running for just under a year and at the City Council we are seeing a very positive effect on reducing the number of young person homeless households.”

John Whitwam, Project Officer
- Homelessness and Allocations,
Worcester City Council

The Economy and Transport



Worcestershire's economy, like that of the UK as a whole has been hit by the economic downturn: businesses have suffered, workers have been made unemployed, house prices have fallen and the public and voluntary sectors have seen an increased in the demands placed on their services as a result.

The number of people claiming unemployment benefits in Worcester as of September 2009 stands at 2626 people, or 4.4% of the working age population.



Worcester's High Street

This compares with a Worcestershire average of 4.0% and a UK average of 4.2%, and is 1200 people more than 12 months ago. The good news is this figure has been holding steady since May 2009 and is even starting to see a slight fall. It does however mask the unemployment in Worcester's most deprived wards which is double the average for the city as a whole¹⁸.

The **Federation of Small Businesses**, the **Herefordshire and Worcestershire Chamber of Commerce** and **Business Link** have been working hard to assist businesses in the city with information on support available, training and support. **Black Pear Savings and Loans**, Worcestershire's Credit Union, have expanded with support from Alliance members and offer local people who have been financially excluded access to safe credit and savings facilities from their offices in Worcester and Redditch.

Worcester is still a centre for growth and has a number of strengths that make it well placed to bounce back from the recession. Firstly, its historic built environment and its beautiful rural surroundings make it both a tourist destination and an appealing place to live. Secondly, it is in an excellent central location with good transport links to the rest of the country (M5, M42 and rail links) and internationally (via Birmingham Airport). Thirdly, its growth,



Worcester Bosch



Mazak

especially by the University of Worcester and Worcester College of Technology, has attracted a young, skilled workforce. These support cutting edge industry both within the city (such as **Worcester Bosch** and **Mazak**) as well as helping to fulfil the demands of nearby technology parks in Malvern and Bromsgrove. The city is also host to headquarters for large national organisations such as **nPower** and **Sanctuary Housing**.

VisitWorcester, the destination management organisation for the city, is responsible for city centre management, strategic tourism development and the promotion of the city through the Tourist Information Centre and a calendar of events including the Worcester Christmas Fayre. In late 2009 it was successful in securing support from a majority of city centre businesses to form a Business Improvement District (BID). An additional levy of 1.5% on business rates will bring in over £1.6 million over the next five years for planned improvements to benefit the city centre economy, including taxi marshals, marketing and events and parking payable by mobile phone.



Worcester Christmas Fayre

Spotlight on - “Buy Local” Campaign

From April to July 2009 the **Worcester News** led a prominent ‘**buy local**’ campaign throughout the county, and declared the 4th July to be ‘Independents Day’. They asked readers to give chain stores and supermarkets a miss for a day and try buying from local independent shops, pubs, restaurants, markets and cafes to give them a helping hand battling against the recession.

Alliance partners, including the city and the county councils, and other district councils in South Worcestershire, provided funds for 5000 reusable eco-bags. Produced by local company Juxtepo Ltd, they were distributed free to local shoppers at a selection of accessible locations in and around the city. The initiative was also promoted by other Alliance partners, such as Worcester Community Housing, through their usual web and print channels.

The Worcester News published regular stories highlighting local businesses and the unique products and services they offered. They also produced a directory of over 100 local businesses and published it with their paper and on their website.



Housing and Development

Linked to Worcestershire Stronger Communities priority

Housing

Worcestershire has housing market characteristics of high prices, high demand and acute affordability problems²⁵. Alliance partners are working to a countywide housing strategy that is helping balance the housing market, creating sustainable communities and increasing the number of people living in a decent home. During 2008/09 there was a net increase of 414 homes available in the city, 137 (33%) of which were affordable – both of these figures exceeded targets.

'Home Choice Plus', a choice-based lettings scheme, was launched in Worcester in September 2008. Home Choice Plus has introduced new systems for assessing and recording relative housing need and ensures that the majority of social housing lettings are let following advertising. Applicants now 'bid' for properties that they are interested in, allowing a much greater degree of choice.

The changeover from a traditional allocations scheme to choice based lettings has been implemented successfully and initial impressions of the scheme show that an increased number of households in housing need are securing moves to more suitable accommodation.

Homelessness is also an important issue that partners are working hard to tackle. There were over 1000 applications to **Worcester City Council** for housing from households at risk of homelessness, and over 400 bid successfully for homes with landlords such as **Worcester Community Housing, Nexus** and **Bromford**. Only 82 households were placed in temporary accommodation. However the number of households registered on the Home Choice Plus system is just over 3000 reinforcing the need for more affordable housing in the city.



Social housing like this is in great demand



New Worcester Community Housing Development

Development

Worcester is the county town and a key focus for housing, employment, culture and leisure within the county, and especially within South Worcestershire. This importance is recognised by national government: Worcester is designated a 'new growth point' and is recognised in the Regional Spatial Strategy by being a Settlement of Significant Development and a centre within in the Central Technology Belt. Establishing Worcester as an accessible West Midlands Growth Point is also a key part of one of Worcestershire's four key economic objectives²⁵.

This means plans must be made for an additional 10,500 homes (including affordable housing, 81 hectares of employment land, 55,000 sq m of city centre offices by 2026 and 55,000 sq m of retail floor space in the city by 2021. Around 3,200 dwellings can be accommodated within the existing city boundary leaving the remaining 7,300 to be accommodated in Malvern Hills and Wychavon Districts.

Spotlight on -

The South Worcestershire Joint Core Strategy

swjcs



Planning Our Way to 2026

with The South Worcestershire Joint Core Strategy

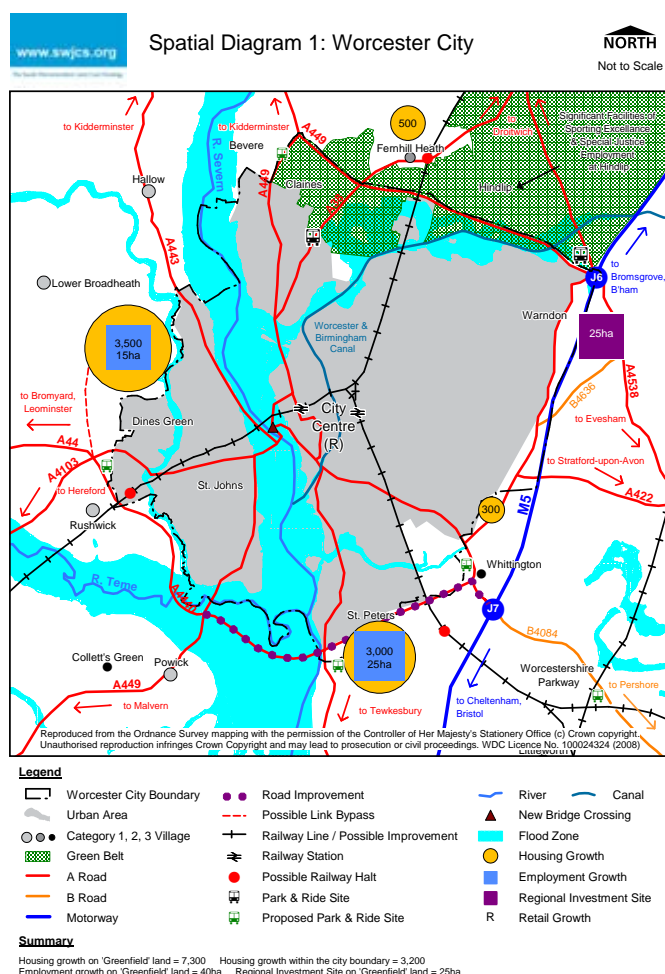
www.swjcs.org

To achieve the growth expected of our area in a sustainable manner the authorities of Worcester City, Malvern Hills and Wychavon have agreed to develop together a **South Worcestershire Joint Core Strategy (SWJCS)**. This strategy will act as the Local Development Framework. This is a statutory document that sets out the guidelines for sustainable development in the area, ensuring that housing land and employment land are in the right places. It also takes into account the character of the area and the need for supporting infrastructure such as transport, schools, hospitals, etc.

Work on the strategy is being led by a dedicated **SWJCS Team** who are developing the strategy with the involvement of all the relevant stakeholders. They have held a number of consultation events, the most recent of which has been for the Site Allocations and Policies Development Plan Document, which has identified a number of possible places which could accommodate growth in order to better understand the possibilities and potential issues that would bring.

For this and other consultations the team have engaged local people and organisations through a variety of different channels – a dedicated website (www.swjcs.org), regular updates in council residents' magazines and the local media, consultation sessions with the Alliance and other partnerships, and all-day consultation events and roadshows at a host of community venues.

All being well the draft Strategy will be submitted to government in early 2011.



Volunteering and the Community

Linked to Worcestershire Stronger Communities priority

Worcester has hundreds of voluntary and community sector (vcs) organisations and thousands of voluntary workers, all helping to make Worcester a better place. Around a quarter of Worcester people give unpaid help to local groups, clubs and/or organisations. However, Worcester is below the national average for civic participation (9.9% versus 14% county/national average).

The **Worcester Volunteer Centre** is the 'infrastructure organisation' for voluntary and community groups in the city. As well as developing volunteering activity and recruiting, training, placing and supporting volunteers, it assists other organisations in the voluntary and community sector (VCS) with information and advice. It also works to increase the influence that VCS organisations have on how public services are run. The **Worcestershire Infrastructure Consortium** provides similar support at a countywide level.

The Worcester Alliance counts a number of such organisations as members, and they act as a snapshot of the situation as a whole.

St. Richard's Hospice cares for patients and families in Worcestershire who are living with cancer and other life-threatening illnesses. Each year they give free care and support to around 2,000 patients and families – helping them towards the best quality of life possible.



St. Richard's Hospice Charity Shop in Worcester



Volunteering can be very rewarding

Worcester Arts Workshop is a community-focused arts educational organisation based at a renovated 18th century building on Sansome Street. It runs a programme of performances, adult and children's arts and crafts workshops and exhibitions.

The **Herefordshire and Worcestershire Red Cross** provides a host of services, both locally, such as care in the home and event first aid, as well as national and international emergency response. In 2007 it opened a new environmentally-friendly £1.4 million headquarters in Berkeley Business Park, which has state of the art conferencing and training facilities that can be used by local organisations.

YMCA Worcester provides an invaluable set of services for homeless and disadvantaged people, especially young people, from across South Worcestershire. Based at their imposing building in St. John's they offer traditional services such as accommodation, learning and training and sports and leisure activities, and also more advanced projects their Ngage project which, in partnership with the Youth Offending Service is helping to reduce the number of young offenders who are not in education, employment or training.

Neighbourhood Watch brings together responsible members of local communities in partnership with the police, to prevent and deter crime (see Page 10). They are very active in promoting local involvement and initiatives such as SmartWater, which has helped to reduce burglaries in areas where its been trialled, including parts of Warndon and Gorse Hill.



Worcester also has two parish councils: **Warndon** and **St. Peter's**, whose Councillors are volunteers. They work hard to improve facilities for people in their area and represent their issues at a city and county level.

Spotlight on...



The Worcestershire Compact is an agreement between public sector and voluntary and community sector organisations in Worcestershire to work better together to deliver improved services for local people. The idea of the Compact is a national one but this local agreement has been developed by partners across the county, including many that are part of the Worcester Alliance, to address specific local needs.

In the past there have been some issues between organisations from these different sectors in terms of respect, communication, and methods of delivering services. The increasing importance of working well in partnership means it's vital that organisations understand and accept each others' points of view and work together to deal with any issues.

The Worcester Alliance has endorsed the Compact and its principles. The Compact is still evolving, with a number of 'codes of practice' to provide advice in particular issues such as consultation, funding and procurement, volunteering and community groups. This work is overseen by the Compact Steering Group, which is supported by the Alliance's Partnerships Coordinator.

You can find out more at
www.worcestershirepartnership.org.uk/voluntary



Priority 1

Warndon and Gorse Hill



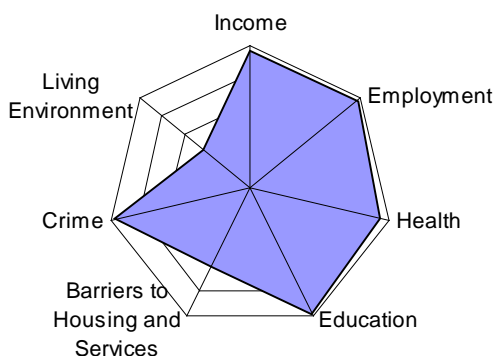
The area of north-east Worcester that covers Warndon and Gorse Hill wards, and a small part of Rainbow Hill ward, has been identified as Worcester's 'Area of Highest Need' using the 'Indices of Deprivation 2007' produced by the Audit Commission.

By deprivation we mean significantly lower than average (and so lower than acceptable) quality of life for residents of these wards in terms of the following issues:

- Poor health
- Low standards of education
- Low income and high unemployment
- Increased crime and anti-social behaviour
- Poor quality private-rented housing

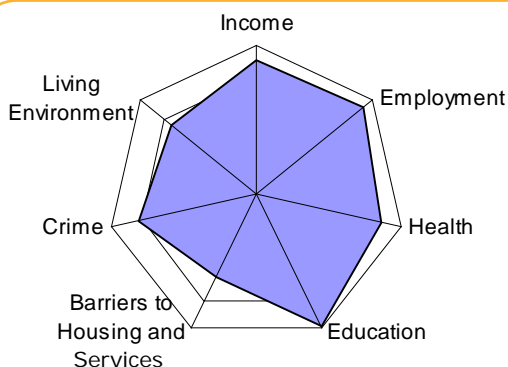
Ironically, the living environment, access to services and quality of social housing stock in these areas is relatively good – walking around these areas on a nice sunny day they don't appear to be that bad. This is thanks to hard work and investment by many organisations, especially CAP360, the areas' community company, the city and county councils, the police and Worcester Community Housing, amongst others. However, some areas in Warndon and Gorse Hill are in the top 10%, 5% and even 1% most deprived for the 'hidden' issues above.

In particular, the Alliance recognises three neighbourhoods, about 1600 households, as being the areas needing the greatest focus of attention. The diagrams below indicate the degree of the deprivation – the greater the shaded area, the higher the deprivation in comparison to other parts of England.



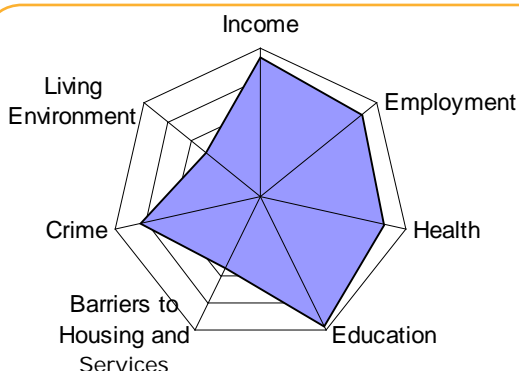
Cranham and Chedworth Drives, Old Warndon (LSOA E01032332)

- Most deprived area in Worcestershire
- In England, this area ranks in the most deprived:
 - 1% for education
 - 5% for crime, employment and income
 - 10% for health



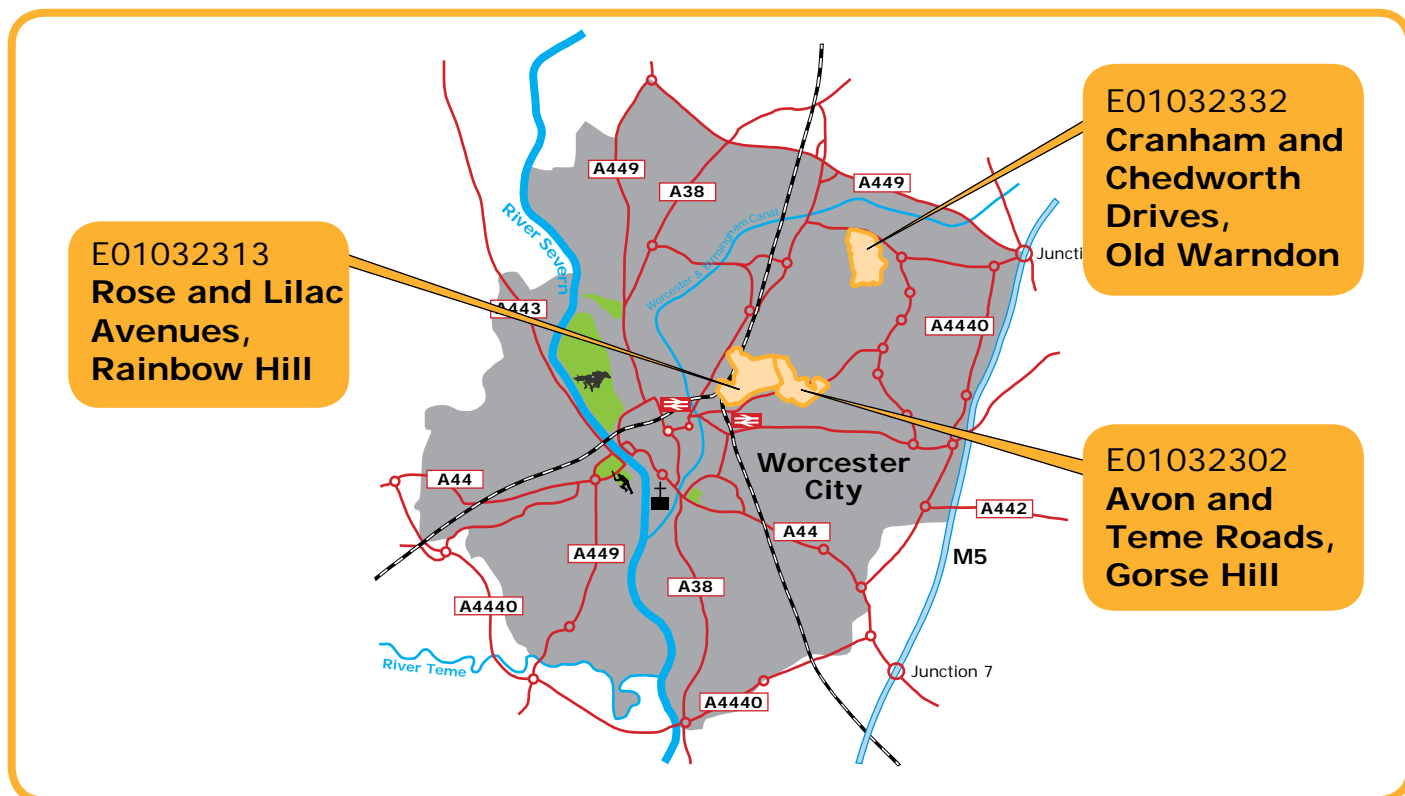
Avon and Teme Roads, Gorse Hill (LSOA E01032302)

- Third most deprived area in Worcestershire
- In England, this area ranks in the most deprived:
 - 2% for education
 - 10% for employment and income
 - 20% for health and crime



Rose and Lilac Avenues, Rainbow Hill (LSOA E01032313)

- Fifth most deprived area in Worcestershire
- In England, this area ranks in the most deprived:
 - 5% for education
 - 10% for income
 - 20% for employment, health and crime



Map of Worcester showing the three key LSOAs

In addition to these statistics these areas are well understood by local agencies who have had plans in place for some time to deal with these issues. There has been a formal partnership focus in these areas since 2004 when LPSA2 targets were agreed. These LPSA2 outcomes became reward grant outcomes in the first LAA for Worcestershire (2006-09) and the area has been noted in the Sustainable Community Strategy for Worcestershire. The previous edition of this Sustainable Community Strategy for Worcester made action on Warndon and Gorse Hill one of its four priorities.

A Warndon and Gorse Hill Forum was set up as a sub-group of the Alliance during 2007 under the chairmanship of the county councillor for this area. This Forum has built on the LPSA2 steering group by bringing together more representatives from the agencies working in these areas and has attempted to strategically 'map' this work to deliver improvements and efficiencies, although this has proved difficult to achieve without a dedicated resource.

The Forum has achieved significant success in applying for funding from the Reward Grant of the first LAA. Along with other districts across Worcestershire £500,000 has been made available over 5 years to deliver LAA targets in these areas. The Alliance has decided to use this money to tackle anti-social behaviour, unemployment and smoking. You will see the relevant targets that we need to deliver below.

There are a number of exciting initiatives planned for this area. In particular, CAP360 is joining-up with the two other community companies in the city to form a new Youth and Community Trust. The Trust will continue leading the community in providing unique services and developing positive activities, especially for young people. It's being assisted in its transition by the city and county councils, and has also acquired funding from the Government's modernisation fund. All being well the new Trust will come into existence in late 2010.

We will also support the current revision of the Play Strategy for Worcester that will bring together partners to increase and improve activities for young people – the Strategy will also be launched during 2010 and will coincide with extensions at the current Warndon Community Centre that will provide a new youth centre – this is thanks to the efforts of local agencies, people and councillors and this will really assist with providing places for young people to spend their time.



Priority 1

Warndon and Gorse Hill



Outcome 1: Joined-up services for local people

What will we do to achieve this outcome?

We will join up services, both from a local person's point of view and also from the perspective of the agencies working in the area.

We will expand the membership of the current Warndon and Gorse Hill Forum to include all agencies in the statutory and voluntary sectors who are providing services in this area. We will provide methods of engagement for partners above and beyond the current evening meetings.

We will also create more opportunities for local people to get involved on their terms in making decisions on the issues that matter to them. To achieve this we will work with local elected members for the area and also CAP360, the area's community company, as it develops during 2010.

To ensure all this happens the Alliance believes that we must employ a Neighbourhood Coordinator – a dedicated individual who will ensure the decisions that the Forum makes are put into practice – we've seen this working elsewhere in the country and we'll hope to appoint someone to this position early in 2010.

How will we know if we're successful?

Project 1: Recruit a Neighbourhood Coordinator:

We will recruit a suitably qualified neighbourhood coordinator on a temporary contract by March 2010. Their duties will include:

- driving the implementation of an action plan with clear performance measures
- securing funding for the programme's future and for further relevant projects
- joining together local agencies and services
- directly engaging with the local community
- coordinating the implementation of a strategic needs assessment (see below)
- where appropriate, acting as an advocate for the area and its services across the city, county and region

Project 2: Joint Strategic Needs Assessment:

Building on the Total Place initiative, we will complete a full assessment of need versus service provision, identifying gaps, areas of overlap and the key areas for the Forum to focus on during 2010-14, by September 2010. This will allow us to use existing funds coming into the area more efficiently.

Project 3: Support the development of Youth and Community Trust:

We will support Worcester's Community Companies, Worcester City Council and Worcestershire County Council in forming the Trust.

Local Indicator 1: Satisfaction of Partners involved in the Warndon and Gorse Hill Forum:

We will baseline satisfaction in terms of usefulness of the Forum and efficiencies made in early 2010 and repeat the exercise in late 2010, and expect to see an improvement.

For further information please see:

- Areas of Highest Need proposal (www.worcesteralliance.org.uk)
- Job Description and Person Specification for Neighbourhood Coordinator (www.worcester.gov.uk)



Priority 1

Warndon and Gorse Hill



Outcome 2: Reduce anti-social behaviour in these areas

The number of reported incidents of anti-social behaviour has fallen across the city during the last three years, and the overall perception of Worcester residents (as measured by the Place Survey) is also that of all forms of anti-social behaviour have reduced. This is a credit to the Safer Worcester Partnership and the many agencies, both statutory and voluntary, that have been working hard to deal with such behaviour. However, local councillors and representatives are reporting that some people in our areas of highest need are still very heavily affected by such behaviour - the key issues are rubbish and littering, teenagers hanging around on streets, and vandalism and graffiti.

What will we do to achieve this outcome?

We will expand the current Safer Worcester 'Man with a Van' scheme, which involves a man, and his van, bravely tackling littering, flytipping, wanton damage, and the people who cause it. We will ensure it becomes a fully-fledged community scheme involving the Probation Service, the Volunteer Centre, the Duckworth Trust and the City Council supporting local people with training, equipment, coordination so that they can deal with these problems for themselves.

How will we know if we're successful?

We will measure performance using two LAA indicators



NI 17: Perceptions of anti-social behaviour

Anti-social behaviour (ASB) is a high profile national priority for Government, and this indicator forms part of the Local Area Agreement for Worcestershire. Perceptions of ASB are measured each year either through the Place Survey or the Worcestershire Viewpoint survey, both of which go to over 1000 households in the city. We will ask the same questions to every household in our three LSOAs and use this result as a baseline. We will then measure these perceptions again in 2011 and see if they have improved. Our target will be a decrease of 0.5% in perception of all forms of anti-social behaviour, which is in line with the overall Worcestershire target decrease.



NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police.

This LAA indicator is about partnership working between local agencies – again, local people are asked their opinion through the Place and Citizens Panel Surveys and we will determine local opinion as above. Our target will be an increase of 2.5% satisfaction, which is in line with the overall Worcestershire target increase.

For further information please see:

- Worcestershire Viewpoint Survey results (www.worcestershire.gov.uk/viewpoint)
- Place Survey (www.oneplace.direct.gov.uk)



Priority 1

Warndon and Gorse Hill



Outcome 3: Reduce unemployment in these areas

Unemployment in these areas is twice the Worcester average¹⁹. By bringing people out of unemployment and increasing their earnings we will reduce poverty in these areas. There are a number of schemes underway across the city to provide training, support and actual jobs for local people and we will make sure these benefit Warndon and Gorse Hill as much as possible.

What will we do to achieve this outcome?

We will work with key organisations (Worcestershire County Council, Worcester Community Housing, and Job Centre Plus) to access funding to help people in these areas back into work. Nearly £3 million of funding for Worcestershire has already been received from the Future Jobs Fund and Connection to Opportunities scheme. We expect that a major portion of these funds will be used to assist Areas of Highest Need across Worcestershire.

This work is likely to involve the recruitment of project workers who will help create and sustain employment opportunities in the public, private and voluntary sectors. These jobs will need to show a real benefit to the community; with this in mind and through consultation with the local community and partners our member organisations will create positions including street wardens, assistant health trainers, assistant youth and play workers etc.

We will also run a careers fair for young people in the area to showcase the job opportunities available to them.

How will we know if we're successful?

We will measure success using one LAA indicator and one partnership project:



LAA Indicator: (NI 152) Working age people on out of work benefits:

We are able to get unemployment figures for the city wards of Warndon, Gorse Hill and Rainbow Hill and we expect these to have reduced by the end of 2010 to 8% of working age people unemployed or less. Many pressures related to both the local and the national economy will assist or hamper our efforts but this is the most useful overall measure that we have.

Project 4: Careers Fair and improved cooperation

We will deliver a careers fair in April 2010 for young people involving the key partners in the area that are tackling unemployment ensure that an appropriate framework is in place for these areas. We will ensure this event leads to greater cooperation between relevant agencies and an improved framework for addressing unemployment that can best utilise the funds coming into the area.



For further information please see:

- www.worcestershire.gov.uk/business

Priority 1

Warndon and Gorse Hill



Outcome 4: Improve health in these areas

Men from Worcester's most affluent areas can expect to live over 9 years longer than those in Warndon and Gorse Hill, whilst women in the most affluent areas can expect to live 5 years longer². Smoking is a major contributing factor to these early deaths – areas of Warndon and Gorse Hill have the highest adult smoking rate in the county (40.8%, compared to 25.7% in Worcester as a whole) and the Alliance is keen to support NHS Worcestershire and other organisations in reducing the numbers of people smoking. Young people are also doing less positive activity and as a consequence are becoming more obese, risking their current and future health¹².

What will we do to achieve this outcome?

The Alliance will support the Smoke Free Worcestershire in supporting smokers to quit, and in encouraging young people to take up positive, healthy activities and avoid obesity and smoking. Health staff will be offering advice and support to smokers, including basic health screening, out and about in the city and also in public houses in Warndon and Gorse Hill.

A programme of positive activities is also planned to promote healthy lifestyles including dance classes and rugby training sessions with coaching staff from the the Worcester Warriors. This has been run by Alliance partners in previous years for children from these areas with much success.

Below: Youngsters trained by the Worcester Warriors in partnership with Alliance partners West Mercia Police and Hewett Recruitment



LAA Indicator: (NI 110) Young people's participation in positive activities:

What young people do, or don't do, out-of-school matters. Research demonstrates that the activities young people participate in out-of-school have a significant bearing on their later life outcomes. We will run two sustainable activity schemes – dance and rugby - that will contribute towards a countywide target of 77.8% of young people in school year 10 responding 'yes' to the question "In the last 4 weeks, have you participated in any group activity led by an adult outside school lessons (such as sports, arts or a youth group)?"



LAA Indicator: (NI 123) 16+ current smoking rate prevalence:

Smoking is the principal avoidable cause of premature death and ill health in England today. It kills an estimated 86,500 people a year in England (one-fifth of all deaths) and leads to an extra 560,000 admissions to hospital. We will support the countywide target of 681 individuals per 100,000 population self-reporting that they have been able to give up smoking for at least 4 weeks - that means about 650 people in Worcester city. We hope to have more reliable data for the Warndon and Gorse Hill area, and ongoing figures for those quitting smoking, for 2011.

For further information please see:

- www.smokefree.nhs.uk/united
- Worcester Warriors Community Projects (www.warriors.co.uk/community/community.php)

Priority 2

Economy and Transport



The Alliance's priority of improving transport and reducing congestion has been expanded to include action on the economy. These two areas, while vast in their scope, are very much interrelated and addressing them together mirrors the structure at the Worcestershire Partnership level where there is an economy and transport theme group.

It is expected that economic conditions will be challenging throughout 2010. Various forecasts predict an average growth in the economy of around 1.2% (versus -4.3% for 2009)¹⁹.

Unemployment is still expected to rise until the middle of the year, when we will hopefully see it peak and then begin to fall, and interest rates are likely to remain low to encourage lending by banks to businesses and individuals.

The Alliance and its members will work through the structure created at a county level to address economic issues – the 10-year Economic Development Strategy overseen by the Economy and Transport Theme Group, and in the shorter term the action plan of the Worcestershire Economy Action Group.

Businesses need solid support, but with many organisations trying their best to provide it there is some feedback that businesses are receiving too much information on the support available. Rather than provide any more new information the Alliance will therefore seek to assist organisations in 'knitting together' the support they're offering and improving the quality rather than the quantity of information available.

In a similar vein, there is a benefit in the Alliance supporting the update of a couple of useful publications: a Guide to the City (last produced in 2005) and a Directory of Local Businesses (last produced in 2007) to act as promotional tools.

The Glasshouse Restaurant in Sidbury



Worcester Bosch atrium environment

Local economies have often been likened to a "leaky bucket"; money entering the local economy often leaks away to national and international retailers and businesses. Establishing a local currency, that can only be spent locally, is one way of stopping some of the leaks. Schemes in the UK are essentially voucher or token scheme - examples include Lewes and Totnes, and here in Worcester on a more limited scale VisitWorcester and the Federation of Small Businesses have instituted a Christmas money-off voucher 'chequebook'.

A local currency could be provided in units with an agreed value (e.g. £1) and are used in parallel with legal tender. Local retailers and businesses agree to accept payment in the local currency, and people can also accept local currency in change from participating shops. This does not create new money, but allows local currencies to circulate and enables shoppers to show their loyalty to the local economy.

We will also assist local people in these difficult times by supporting the Black Pear, Worcestershire's Credit Union. Credit unions provide safe loans opportunities to local people, funded by the savings of other local people. The more support it receives from Alliance organisations through savings and publicity the more local people it will be able to help – in particular, by reducing reliance on loan sharks and doorstep leading.

Although we will not have a specific economy and transport working group we will devote at least two Forum sessions during 2010 to bringing partners together to discuss these issues.



Traffic congestion is the issue that Worcester residents feel most needs improving. We have responded to previous consultations by Worcestershire County Council and First Bus and they have listened, working with other Alliance members to introduce improved services such as the bus that links the two University Campuses every 10 minutes. We will continue to fulfil this role during 2010, by providing a response to the county council's Worcester Transport Strategy consultation and encouraging our member organisations to respond individually.

We have encouraged the development of travel plans within organisations, which promote alternatives to car use to employees, volunteers and service users.

These include introducing bus season tickets and tax-free loans for bikes, using video and teleconferencing as alternatives to meetings, and providing changing facilities for those who walk and cycle to work. Extensive support is provided by Worcestershire County Council to do this, but due to lack of staff time and money many of these organisations have found it difficult to progress these plans. We will push the leaders of these organisations to reprioritise their development – the status quo is not an option and a

managed attempt to reduce car use will be better than the alternative for many which is frustrated employees and visitors and complaints from local residents due to parking violations.



Beyond these actions the Alliance has had difficulty in addressing transport issues as most of our member organisations have little ability to influence change on transport infrastructure. However, we do see a role in promoting quick and relatively inexpensive action in increasing cycle and walking networks. 2010 will see the construction of a walking/cycle bridge across the Severn at Diglis thanks to a successful bid for Sustrans 'Connect2' funding. The bridge will connect Powick and Lower Wick with the city centre, using route 46 of the National Cycle Network and will also significantly enhance links between St. Johns and Cherry Orchard, Red Hill and St. Peters. We will support the further development of such networks during the year in whatever manner is appropriate.

To ensure action we will reinstitute a quarterly travel plan network group meeting, chaired by the county council's travel plan coordinator.



Priority 2

Economy and Transport



Outcome 5: Local people and organisations are supported in dealing with the recession

What will we do to achieve this outcome?

We will ensure joined-up communication on the support and benefits available to business.

We will support the development of an updated Business Directory and Guide to Worcester.

We will investigate the potential of a Worcestershire Pound (this will also assist in delivering Outcome 8).

Encourage members to sign up to the Black Pear Credit Union.

How will we know if we're successful?

Local Indicator 2: Percentage of Worcester businesses reporting that they feel aware of the help and support available:

A great deal of help is already available. The Alliance will help coordinate agencies to improve the quality rather than the quantity of information available to them. A survey late in 2010 will ask this question.

Project 5: Update City Guide and Local Business Directory.

A directory and a Guide will be produced by September 2010.

Project 6: Research Worcestershire Pound:

We will research the potential for a Worcestershire Pound by May 2010 and if its a viable project the Alliance Management Group will commission a project plan.

Local Indicator 3: New members to the Black Pear:

We will promote the Black Pear to our staff, volunteers, service users, customers and aim to have 100 people signed-up because of Alliance promotion by the end of 2010.



For further information please see:

- Worcestershire Economic Delivery Plan (EDP) 2008 - 2011 (www.worcestershire.gov.uk)
- Black Pear website (www.blackpear.org.uk)
- Lewes Pound (www.thelewespound.org)
- Chamber of Commerce site (www.hwchamber.co.uk)
- Federation of Small Businesses (www.fsb.co.uk/092)
- Business Link (www.businesslink.gov.uk/westmidlands/)

Priority 2

Economy and Transport



Outcome 6: Reduced congestion through promoting alternatives to car use

What will we do to achieve this outcome?

We will encourage Alliance member organisations to develop sustainable travel plans.

We will lobby for an increase in cycle lanes and walking routes within the city. We will also promote any transportation consultations to all our members for their input.

How will we know if we're successful?

Local Indicator 4: the number of travel plans developed.

We want to see a doubling of the number of travel plans in place to 20 by the end of 2010.

Project 7: Promote improved integration of bus, train, walking and cycling routes in and around the city

We will support an increase in the number and quality of cycle and walking routes in the city, in particular, we will provide an Alliance response to the Worcester Transport Strategy consultation. If required we will commission research/a report to address any gaps in information provision in this area.

For further information please see:

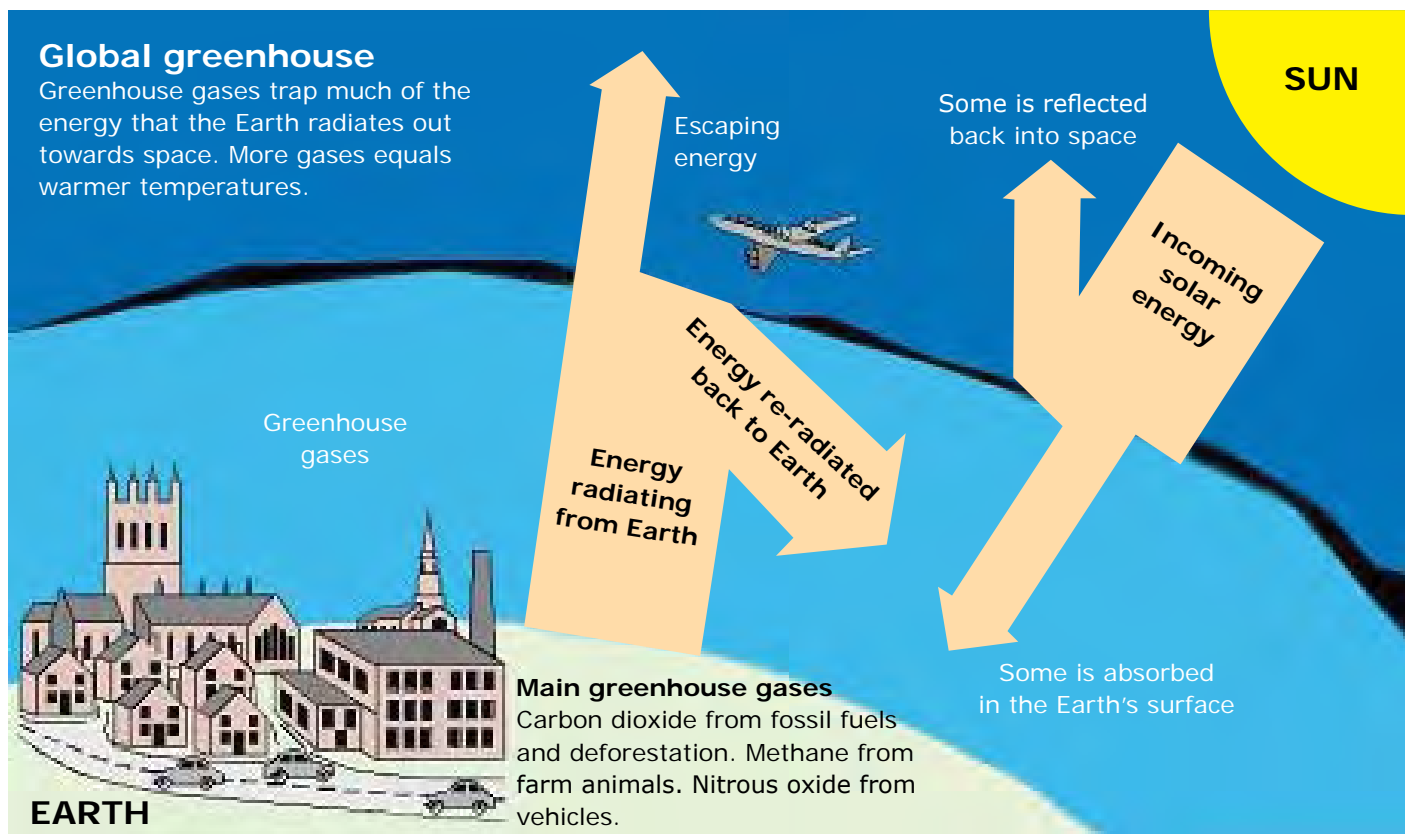
- Worcestershire County Council: Worcester City Cycle Audit (2007)
- Worcestershire County Council's Local Transport Plan 2 (2006-2011)
- Worcester Transport Strategy (www.worcestershire.gov.uk/wts)



Sabrina Bridge across the Severn, linking the centre of Worcester and St. John's

Priority 3

Climate Change and Transition



We will tackle climate change as part of a countywide framework coordinated by the Worcestershire Partnership's Environment Group (WPEG). It's important for us both to mitigate the effects by reducing our greenhouse gas 'footprint' (the amount we produce) and also adapt to the predicted longer term effects of climate change. The likely changes could be severe:

- An increase in average maximum temperature of up to 4.5C by the 2080s.
- More frequent very hot summers and less frequent very cold winters.
- Summer rainfall to decrease by up to 12% by 2020s and up to 50% by 2080s.
- Winter rainfall to increase by up to 23% by 2080s.
- More short duration extreme weather events such as storms and floods.

In Worcester and the surrounding area this may have an effect on the following:

- **Our Water Supply:** more droughts due to higher temperatures and changing rainfall patterns.
- **Our Health Services:** more heat related summer deaths and cases of food poisoning; fewer cold related winter deaths.

- **Our Biodiversity:** changing conditions may be beneficial to some species but harmful to others. For example, species may be lost due to wetland habitats drying up
- **Our Local Agriculture:** Problems caused by drought, floods and new crop pests.
- **Our Transportation:** Roads may be less affected by frost and freeze/thaw but may be closed more often due to flooding. Higher temperatures are likely to affect rails and associated structures.
- **Our Leisure and Tourism:** People may take more day trips and holidays in the UK due to the warmer weather. This could mean more spending at local businesses but increased pressure on services and the environment.

Our main focus will be to ensure all of our member organisations are signed up to the Worcestershire Climate Change Pledge. We are also focused on the issue of 'peak oil' and building local resilience to an economy without oil, and Transition Worcester, our grassroots environmental initiative, will help us deliver this.

Priority 3

Climate Change and Transition



Outcome 7: Organisations and individuals are signed-up to tackling climate change



The rise of the River Sever in 2007

What will we do to achieve this outcome?

We will encourage our member organisations to the Worcestershire Climate Change Pledge. This pledge contains a number of actions that organisations can take to reduce their carbon footprint, and support is available from Worcestershire County Council and others to assist them in meeting the pledge. They are:

- Raise awareness of climate change issues amongst staff and customers/service users
- Monitor our energy use
- Obtain advice and assistance to improve energy efficiency and save money
- Reduce energy use
- Insulate buildings properly
- Set up systems to monitor greenhouse gas emissions and set a reduction target
- Minimise waste and recycle as much as possible
- Carry out an assessment of likely impacts of climate change to the organisation and put plans in place to address them.
- Develop and implement a staff travel plan.
- Operated a low carbon/ sustainable purchasing policy, e.g. using local suppliers to reduce transport costs and emissions, buying energy efficient products etc.
- Use renewable energy, through procurement e.g. green electricity tariff and/or generation e.g. solar thermal, wood fuel, ground source heat etc.

How will we know if we're successful?

We will measure our success with one Local Indicator:

Local Indicator 5: the number of organisations signed-up to the Worcestershire Climate Change Pledge:

We will expect 75% Worcester Alliance member organisations to have signed up to the pledge by September 2010, and that those already signed-up will have made their report on progress during 2009/10 to Worcestershire County Council.

For further information please see:

- Worcestershire Climate Change Pledge (www.worcestershire.gov.uk/climatechange)



Flooding in Gheluvelt Park

Priority 3

Climate Change and Transition



Outcome 8: Organisations and individuals are aware of the issue of peak oil and are supported in making themselves more resilient



Transition Worchester

What will we do to achieve this outcome?

Transition Worchester will undertake a calendar of events aimed at raising addressing the challenges and opportunities posed by peak oil, supported by the Alliance's Management Group as required. These will focus on particular transition themes, such as local food and energy. This will also link with Project 7 – researching a Worcestershire Pound (page 32) – as a local currency also promotes local self-sufficiency and supports local suppliers of food, services and other goods.

Another specific project will be increasing the amount of space available to local people to grow their own produce. The waiting list for the city's 1000 allotment plots is now several hundred people long and there is an opportunity to use wasted space within the city to meet this demand. We will also support the national 'Land Share' scheme to help local people make more of their gardens (<http://landshare.channel4.com/>).

How will we know if we're successful?

We will measure progress using milestones for two key partnership projects:

Project 8: Transition Worchester Calendar of Events:

Transition Worchester will deliver at least one public event per month on issues related to climate change and transition throughout 2010, including film screenings, pub quizzes, walks and fruit-picking and an Annual General Meeting.

Project 9: Making land available for local people to grow fruit, vegetables and nuts:

The Alliance will ensure that over 200 people from Worcester are signed-up to the national Landshare database by the end of 2010.

For further information please see:

- Transition Worchester website (www.transitionworchester.org.uk)
- National Landshare Database (landshare.channel4.com)



A Worcester allotment

Priority 4

Urban Renaissance



Worcester is growing, and is doing so with respect for its historic past and an understanding of its future needs. The city has a magnificent heritage of historic buildings and an intact medieval street pattern in the centre, but its reputation is not as great as other historic cities around the country. The Alliance would like to see this change.



Planned City Centre Campus



Architect's drawing of the new Lowesmoor development



Planned Library and History Centre



Architect's drawing of the new Asda superstore

Worcester's flagship development is the new University Campus and also Europe's first integrated University and Public Library/History centre on the site of the old Worcester Infirmary. This £60 million joint project between the city and county councils and the University of Worcester will also house Worcestershire's Record Office and a customer service centre as part of the Worcestershire Hub. It is scheduled to open in 2012, and is a great example of local stakeholders pooling their resources and providing real added value to all local communities.

The centre of Worcester is also benefiting from a £75 million development in Lowesmoor centred around a new ASDA store, with a dozen new shops, 10 apartments, office space, a restaurant and a multi-storey car park all planned. The historic vinegar works will also be restored and used as a base for the Territorial Army. Work started in late 2009 and is planned to finish in 2011.

There is plenty of other development work in progress or planned, and the Alliance can do much during 2010 to help the city stay on the right path. The Alliance has had the priority of the development of a Masterplan for the city centre for the last two years but due to the recession it's only been recently that funding has finally been secured for the first, 'visioning' stage of the process. This stage will be managed by external consultants David Lock Associates, who have an enormous amount of experience in this sort of work (including similar projects in Oxford and Durham). They will work with the Alliance and the local community to ensure the Masterplan project has a clear vision and a set of defined goals and objectives that can then be used for further stages of accessing investment and delivering change. These are likely to include plans and proposals for the waterfront, for economic and retail development, for transport connections, for improving the city's heritage, developing signage and lighting, and strengthening links between different areas/quarters of the city.

Priority 4

Urban Renaissance



Above and right: Worcester City Council's in house design teams impressions of the new waterfront project

Integrated into the Masterplan work is the development of Worcester's riverside. The River Sever is often seen as a threat to the city because of flooding but there is so much potential to make it into more of an asset. The new Sustrans 'Connect2' walking/cycling bridge across the Sever at Diglis will be completed by summer 2010 and improvements are also being made to South Parade and Kleeve Walk including tree planting, additional seating and better signage. There is an opportunity for partners to become more involved in the future development and maintenance of these areas.



This masterplan must of course be integrated with other plans for the city, in particular the South Worcestershire Joint Core Strategy (see Page 21). The Alliance will do all that it can to help develop this key strategy.



Artist's impression of the new Diglis Bridge

Priority 4

Urban Renaissance



Outcome 9: A Masterplan is developed

What will we do to achieve this outcome?

We will work with experienced visioning consultants to develop the first stage of a Masterplan for the city centre, and then use this work as a hook for securing further investment into the Masterplanning process.

How will we know if we're successful?

We will measure success using milestones for two partnership projects:

Project 10: Masterplan Visioning Exercise:

We expect the visioning exercise to last until July 2010 and involve benchmarking Worcester against other historic cities, consulting with stakeholders at all levels, including public workshops/presentations, and a final report to be provided to the Alliance's Management Group

Project 11: Further Masterplan Development

To deliver the results of the visioning exercise will require further, more detailed plans to be developed, and a commitment of funds from key partners.

For further information please see:

- www.worc.ac.uk (campus and Library/History Centre)
- www.worcester.gov.uk (riverside improvements)
- www.sustransconnect2.org.uk (Diglis Bridge)



Artist's impression of the Library and History Centre

Priority 4

Urban Renaissance



Outcome 10: The South Worcestershire Joint Core Strategy (SWJCS) is as good as it can be

We put the spotlight on the South Worcestershire Joint Core Strategy on page 21.

What will we do to achieve this outcome?

It is the Alliance's responsibility to provide feedback as a partnership to the development process, and also to promote the development of the strategy to local people and businesses in order that they have their say. We will work with the Joint Core Strategy Team to ensure this happens, including:

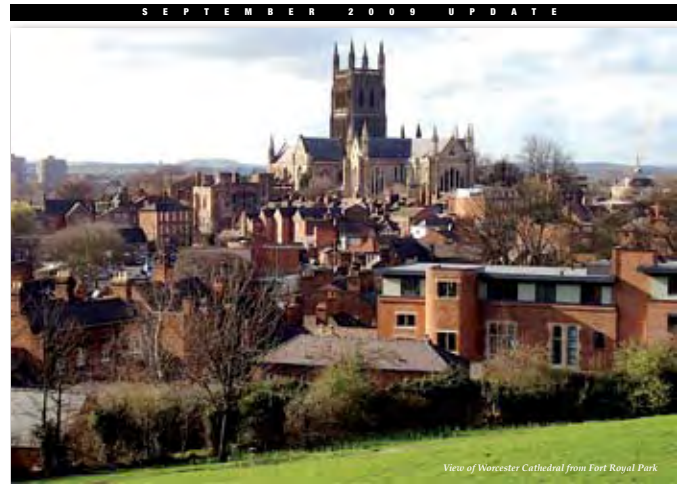
- Direct feedback from the Alliance Management Group to consultation documents
- Briefing sessions for the wider Alliance
- Support as required for contact with local media, local people, and assistance in running events

How will we know if we're successful?

We will consider this work as a single partnership project.

Project 12: Support the SWJCS Team as required

We expect that the Strategy will be submitted to government on schedule, but recognise that ultimately ensuring that is out of our hands, and that there are three LSPs involved in informing this project. We will therefore support the SWJCS team as required throughout 2010.



Development may be coming to a site near you!

Have your say in creating a sustainable future for Worcester.

Worcester.
A First Rank
Cathedral and
University City.

Your local knowledge
will help to meet the
community strategy
objectives for a future
Worcester.

Communities
that are safe
and feel safe

A better
environment
for today and
tomorrow

Economic
success that is
shared by all

Meeting the
needs of the
whole
community

This leaflet explains how we are gathering information for The South Worcestershire Joint **Site Allocations and Policies** Development Plan Document.



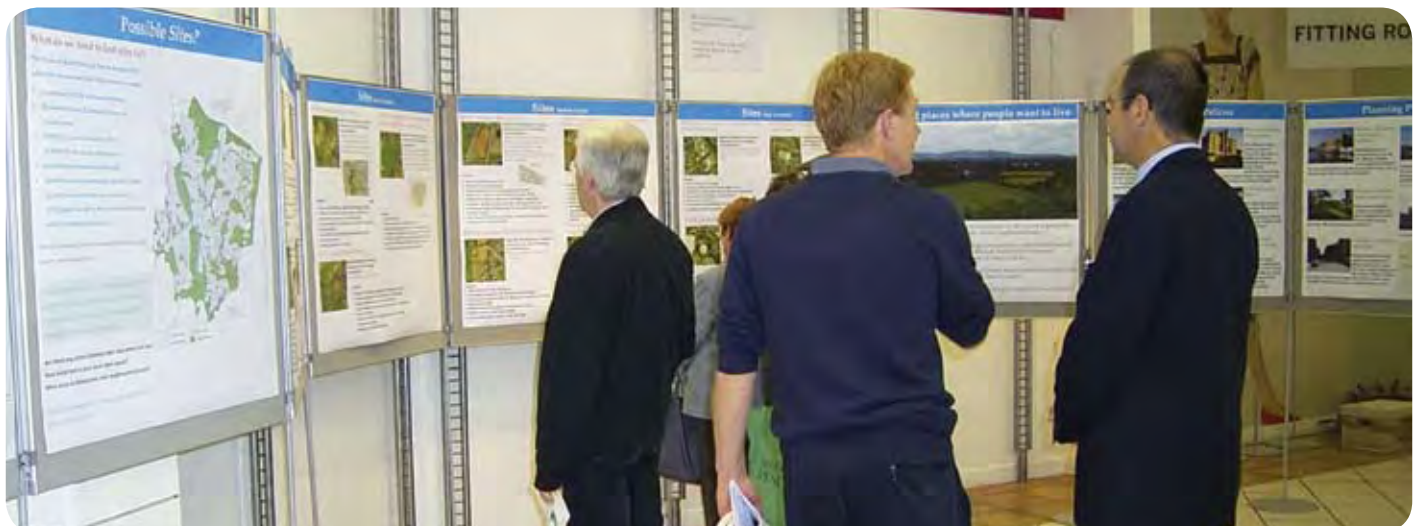
The South Worcestershire Joint Core Strategy

September 09 Update

SWJCS consultation leaflet distributed to all residents in September 2009

For further information please see:

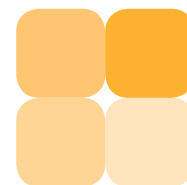
- www.swjcs.org



Worcester Information Gathering exercise in CrownGate

Appendix A

References and Further Information

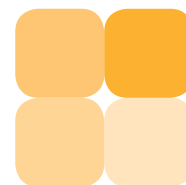


Good quality information is vital in informing the decisions the Alliance makes and the contents of this strategy. We have used the following sources of information in compiling this document.

1. **Active Worcester** – Action Plan 2009-11 www.worcester.gov.uk/index.php?id=1822
2. **Association of Public Health Observatories** - Health Profile for Worcester 2009 http://www.apho.org.uk/default.aspx?QN=HP_METADATA&AreaID=50614
3. **Audit Commission** – Place Survey for Worcester 2009
4. **Audit Commission** - Indices of Deprivation 2007 www.audit-commission.gov.uk
5. **Audit Commission** - "Working Better Together": Managing Local Strategic Partnerships www.audit-commission.gov.uk
6. **Cabinet Office** – The Pitt Review: Learning the Lessons of the 2007 Floods <http://archive.cabinetoffice.gov.uk/pittreview/thepittreview.html>
7. **Communities and Local Government** – Creating Strong, Safe and Prosperous Communities – Statutory Guidance www.communities.gov.uk
8. **DEFRA** – Climate change statistics by Local Authority Area 2005 <http://www.defra.gov.uk/evidence/statistics/environment/globalatmos/galocalghg.htm>
9. **HM Treasury** – Forecasts for the UK economy http://www.hm-treasury.gov.uk/data_forecasts_index.htm
10. **NHS Worcestershire** – Performance Management Report 2008/09 www.worcestershirehealth.nhs.uk
11. **Office for National Statistics** – Worcester Census 2001 <http://www.statistics.gov.uk/census2001/profiles/47ue.asp>
12. **OnePlace Website** – Worcestershire's Comprehensive Area Assessment <http://oneplace.direct.gov.uk>
13. **VisitWorcester** - Annual Report 2007/08
14. **West Mercia Police**: Local Policing Summary for South Worcestershire (2009) <http://www.westmercia.police.uk/about-us/publications-and-consultation/policing-west-mercia-local-summaries.html>
15. **West Mercia Police** – Crime Mapper <http://maps.police.uk/view/west-mercia/>
16. **Worcester Alliance** – Community Strategy for Worcester (2nd Edition, 2007) www.worcesteralliance.org.uk
17. **Worcester Alliance** – Report from the City Summit 2009 www.worcesteralliance.org.uk
18. **Worcester City Council** - Corporate Plan 2009-2014 www.worcester.gov.uk
19. **Worcestershire County Council** economic summary September 2009 www.worcestershire.gov.uk
20. **Worcestershire County Council** population projections 2009 <http://www.worcestershire.gov.uk/cms/housing/research-and-intelligence/population/population-projections/district.aspx>
21. **Worcestershire Partnership** (Economy and Transport Theme Group) - Worcestershire Economic Delivery Plan (EDP) 2008 – 2011 http://www.wyreforest.gov.uk/council/docs/doc39593_20090219_cabinet_report.pdf
22. **Worcestershire Partnership** – Worcestershire Compact www.worcestershire.gov.uk/voluntary
23. **Worcestershire Partnership** LAA and NI Performance report - Q1 2009/10 update (Sept 09) www.worcestershirepartnership.org.uk
24. **Worcestershire Acute Hospitals NHS Trust** – Annual Report 2008/09 www.worcsacute.nhs.uk
25. **Worcestershire County Council** - Economic Strategy for Worcestershire 2008 - 2018 <http://www.worcestershire.gov.uk/cms/business/business-and-commerce/business-info-centre/reports-and-publications.aspx>

Appendix B

Structure of Partnerships



The Worcestershire Partnership

The local strategic partnership (LSP) for the county with representatives from the public, private and voluntary sectors

www.worcestershirepartnership.org.uk



The Worcester Alliance

The local strategic partnership (LSP) for the City of Worcester - works alongside the county partnership

www.worcesteralliance.org.uk

The Sustainable Community Strategy for Worcestershire (2nd Ed)

Key vision for the county

"A county with safe, cohesive, healthy and inclusive communities, a strong and diverse economy and a valued and cherished environment"

The Community Strategy for Worcester (3rd Edition)

Key vision for Worcester

"A First Rank Cathedral and University City"

Due to be refreshed into its 4th Edition in late 2010

The Local Area Agreement for Worcestershire

The action plan for delivering the SCS for Worcestershire agreed by the Government and the Worcestershire Partnership. Has 35 key targets that have a financial reward if met. The LAA now determines how £100 million of public budgets a year are spent.

Key Priorities for Worcester

Four key priorities for the Alliance working as a partnership for 2010

- 1) Warndon and Gorse Hill wards
- 2) Economy and Transport
- 3) Climate Change and Transition
- 4) Urban Renaissance

LAA Theme Groups

8 Countywide Theme Groups are tasked with delivering the LAA (Membership drawn from key agencies – each also has a reference group for consultation with elected members)

Alliance Sub-Groups/Working Groups

6 groups are tasked with delivering specific actions in this strategy

- Warndon and Gorse Hill Forum
- Transition Worcester
- Masterplan Steering Group
- Children and Young People's Sub Group
- Active Worcester
- Safer Worcester

Worcestershire Partnership Management Group and Board

Oversee delivery of SCS and LAA

Worcester Alliance Management Group and Forum

Mgt Group oversees delivery; Forum informs

How can elected Members, organisations and the public get involved?

Worcester Alliance:

- Attending Forum meetings
- Being on the e-mail list for briefings (contact Amanda Hughes at amanda.hughes@worcester.gov.uk)

Worcestershire Partnership:

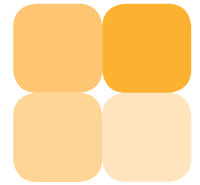
- Being on e-mail list for 'In Brief' and 'partnership matters' newsletters (contact Jennifer Taylor at jtaylor@worcestershire.gov.uk)

Worcester Alliance Members

ASHA Centre	www.ashawomen.org.uk
Black Pear Savings and Loans	www.blackpear.org.uk
Business Link	www.businesslink.gov.uk/westmidlands/
Connexions Herefordshire and Worcestershire	www.connexions-hw.org.uk
Diocese of Worcester	www.cofe-worcester.org.uk
Duckworth Worcestershire Trust	www.dwt.org.uk
Ethnic Access Link	
Federation of Small Businesses	www.fsb.co.uk/092
Hewett Recruitment	www.hewett-recruitment.co.uk
Hfd and Worcs Chamber of Commerce	www.hwchamber.co.uk
Hfd and Worcs Fire and Rescue Service	www.hwfire.org.uk
Job Centre Plus	www.jobcentreplus.gov.uk
NHS Worcestershire	www.worcestershirehealth.nhs.uk
nPower Ltd	www.npower.com
Onside Advocacy	www.onside-advocacy.org.uk
Sanctuary Housing	www.sanctuary-housing.co.uk
St. Peter's Parish Council	www.stpetersworcs.org.uk/
St. Richard's Hospice	www.strichards.org.uk
University of Worcester	www.worc.ac.uk
VisitWorcester	www.visitworcester.com
Warndon Parish Council	www.warndonparishcouncil.org
West Mercia Police	www.westmercia.police.uk
West Mercia Probation Trust	www.westmerciaprobation.org.uk
Worcester Arts Workshop	www.worcesterartsworkshop.org.uk
Worcester Bosch	www.worcester-bosch.co.uk
Worcester City Council	www.worcester.gov.uk
Worcester Civic Society	
Worcester College of Technology	www.wortech.ac.uk
Worcester Community Housing	www.wchnet.co.uk
Worcester Live!	www.worcesterlive.co.uk
Worcester Neighbourhood Watch	www.worcesterneighbourhoodwatch.co.uk
Worcester Volunteer Centre	www.worcestervolunteercentre.org.uk
Worcester YMCA	www.ymca.org.uk
Worcestershire Acute Hospital NHS Trust	www.worcsacute.nhs.uk
Worcestershire County Council	www.worcestershire.gov.uk
- Extended Services	www.worcestershire.gov.uk/extendedservices
- 'Choose How You Move' Team	www.worcestershire.gov.uk/choose
Worcestershire Red Cross	www.redcross.org.uk/branch.asp?id=441

Appendix **D**

SWOT Analysis for Worcester Forward



Strengths

- Large number of partners from all sectors
- Wealth of talented individuals in the Alliance who can deliver
- Budget for Warndon and Gorse Hill and Masterplan priorities
- Focused approach to identifying and tackling priorities
- Excellent networking and information sharing

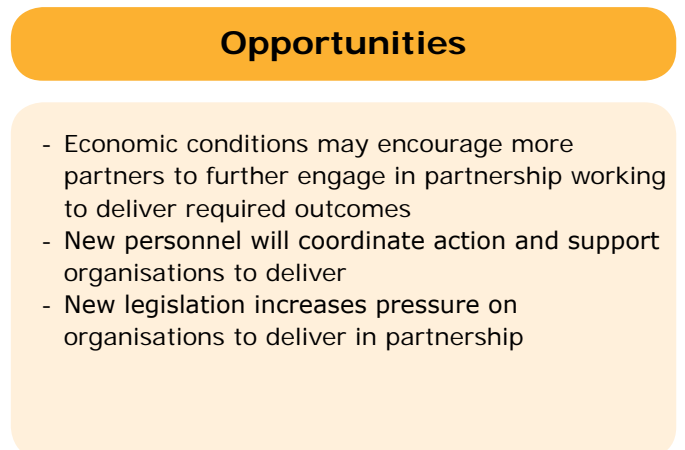


Weaknesses

- Majority of representatives do not have this LSP work as part of their day jobs
- Having a countywide partnership with an LAA reduces focus and importance of the Alliance and Worcester Forward
- Majority of local people are not engaged in influencing content of Worcester Forward

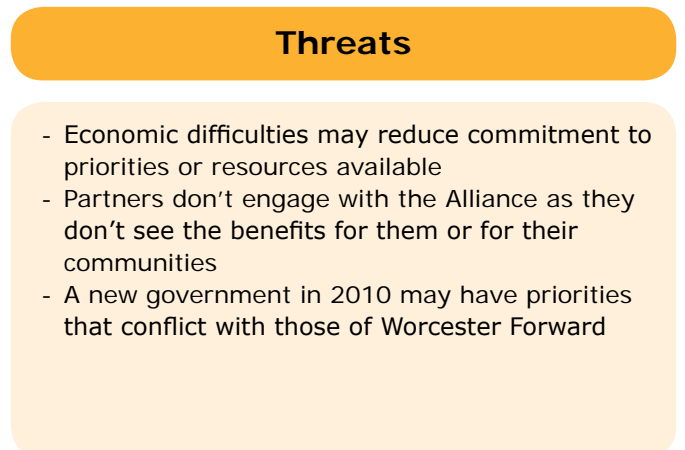
Opportunities

- Economic conditions may encourage more partners to further engage in partnership working to deliver required outcomes
- New personnel will coordinate action and support organisations to deliver
- New legislation increases pressure on organisations to deliver in partnership



Threats

- Economic difficulties may reduce commitment to priorities or resources available
- Partners don't engage with the Alliance as they don't see the benefits for them or for their communities
- A new government in 2010 may have priorities that conflict with those of Worcester Forward



Appendix E

Links between this Strategy and the Local Area Agreement for Worcestershire

Outcome in Worcester Forward

Local Area Agreement Indicator

Warndon and Gorse Hill

1. Joined-up services for local people	n/a	
2. Reduce anti-social behaviour in these areas	NI 195a	Improved street and environmental cleanliness (litter)
	NI 17	Perceptions of anti-social behaviour
	NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police
3. Reduce unemployment in these areas	NI 117	16-18 year olds not in education, employment or training (NEET)
	NI 152	Working age people on out of work benefits
4. Improve health in these areas	NI 123	16+ Smoking rate prevalence
	NI 110	Young people's participation in positive activities

Economy and Transport

5. Local people and organisations are supported in dealing with the recession	NI 166	Average earning of employees in the area
6. Reduced congestion through promoting alternatives in car use	NI 175	Access to services and facilities by public transport, walking and cycling

Climate Change and Transition

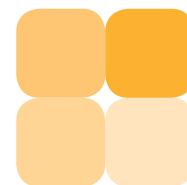
7. Organisations and individuals are signed-up to tackling climate change	NI 186	CO2 emissions in Worcestershire
8. Organisations and individuals are aware of the issue of peak oil and are supported in making themselves more resilient	NI 188	Adapting to climate change

Urban Renaissance

9. A Masterplan is developed	n/a	Timescale is too long term
10. The South Worcestershire Joint Core Strategy is as good as it can be	n/a	Timescale is too long term

Appendix F

Performance Information Summary



Indicator		Target for 2010	Page
Warndon and Gorse Hill (10)			
Project 1	Recruit a Neighbourhood Coordinator	Coordinator recruited by March 2010	26
Project 2	Joint Strategic Needs Assessment	Assessment completed by September 2010	26
Project 3	Support the formation of the Youth and Community Trust	Trust formed by October 2010	26
LI 1	Satisfaction of Warndon and Gorse Hill partners	75% of partners report increased satisfaction from 2009	26
NI 17	Perceptions of anti-social behaviour	0.5% decrease in residents' perception of all forms of ASB	27
NI 21	Dealing with local concerns about anti-social behaviour	2.5% increase in residents' satisfaction	27
NI 152	Working age people on out of work benefits	Fewer than 8% of working age people unemployed	28
Project 4	Careers Fair and Improved Cooperation	Careers Fair and framework in place by April 2010	28
NI 110	Positive activities for young people	Worcs: 79% of Year 10 say they have taken part in relevant activity in the last 4 weeks	29
NI 123	16+ Smoking Rate Prevalence	650 people in Worcester quit smoking	29
Economy and Transport (6)			
LI 2	Percentage of business reporting that they feel sufficiently aware of the help and support available	50% of a significant sample of businesses (50+) agree	32
Project 5	Support refresh of Guide to Worcester and Directory of Local Businesses	Guide and Directory produced by September 2010	32
Project 6	Research Worcestershire Pound	Report produced by May 2010 for MG consideration	32
LI 3	Number of new members to the Black Pear Credit Union	100 new members by the end of 2010	32
LI 4	Number of organisations with active travel plans	20 plans in place by December 2010	33
Project 7	Lobby for more cycle paths and walking routes	Transport Strategy response by March, report if required by September	33
Climate Change and Transition (3)			
LI 5	Number of organisations signed-up to the Worcestershire Climate Change Pledge	75% member organisations signed-up by December 2010	35
Project 8	Transition Calendar of Events	12 public events advertised and run during 2010	36
Project 9	More garden and allotment space	200 Worcester users of landshare site by end of 2010	36
Urban Renaissance (3)			
Project 10	Masterplan Visioning	Visioning complete by July 2010	39
Project 11	Masterplan investment	TBC July 2010 after Project 11 complete	39
Project 12	South Worcestershire Joint Core Strategy milestones	SWJCS submitted on time (early 2011) with appropriate input from the Alliance	40



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customerservicecentre@worcester.gov.uk 'ਤੇ
ਸੰਪਰਕ ਕਰੋ।

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براہ کرم 01905 722 233 پر یا
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کسٹمر سروس سے رابطہ کریں



The Sustainable Community Strategy for **Worcester 2010**