



M
MOTT
MACDONALD

M

Worcester Town Investment Plan

January 2021



Foreword

Worcester is a proud city with a rich historical heritage that over recent years, has been overlooked by private sector investors. Our ambition is to reverse this trend and bring improved employment opportunities to our residents, develop new opportunities that will grow an economy and create a city that is worthy of its heritage and one that will be a more attractive place to live, visit, work and relax. We are committed to creating 'levelling up' opportunities for our communities and contributing positively towards a sustainable environment that will provide positive health and wellbeing outcomes for our residents.

Being selected by the Government for Towns Fund consideration was welcomed by all stakeholders and we have worked together to establish our Worcester Town Deal Board, engage proactively with partners and bring forward the projects that we believe will deliver our ambitions and priorities for the city. These projects will stimulate essential new investment in the city and ensure that the public and private sectors will support the development of a modern city that fulfils our shared vision for Worcester.

The negative impact that COVID-19 has had on the city centre in particular, has made us all the more determined to create the new jobs and improved skill levels that will enable us to emerge from the pandemic in a stronger and more resilient condition.

Our Board has not been working alone and we have been very well supported by our partners as well as the local business and the residential community. We will continue our engagement work to ensure that local support is provided throughout the programme delivery as we seek to maintain the momentum for change and maximise the positive impact of our investments.

We are living in unprecedented times, but we take comfort from the ambition and commitment that we have seen within the city and the belief that we can make long-lasting positive changes not just within the city, but also within the wider Worcestershire community.

We recognise that our city needs more jobs and our people need better life chances, and we are confident that working together we can bring about a change that benefits all parts of our community. Our cooperative ideals flow through this Town Investment Plan and embody the spirit with which Worcester is embracing the future.

We are proud of what Worcester has achieved in the past, excited about our future and confident that a reinvigorated Worcester, as part of a successful Midlands economy, is a worthy objective towards which we all will work.



Marc Bayliss,
Leader, Worcester
City Council



Adrian Gregson,
Deputy Leader,
Worcester City
Council



Craig Moule,
Chair, Worcester
Town Deal Board



Mr. Robin Walker,
MP for Worcester

Contents

Executive Summary

p. 4

1. Introduction

p. 12

2. Introducing Worcester

p. 14

3. Strengths, Issues and Opportunities for Worcester

p. 20

4. Vision for Worcester

p. 44

5. The Town Investment Plan

P. 48

6. Approach to Delivery

p. 88

7. Acknowledgments

p. 96

Executive Summary

Worcester is one of the UK's oldest cities, steeped in nationally significant history, with links to the English Civil War and an abundance of heritage assets and natural capital that frame the city's appeal for residents and visitors alike. Our people are rightly proud of their city and its community spirit.

Worcester has been largely overlooked by the development sector and has not achieved its potential as an economic centre. There has been limited, significant private sector investment in our city centre, particularly in the office sector, since the 1980s comparably to other regional centres. The effects of this are becoming clearer on the people and businesses who have chosen to make Worcester their home and this is borne out in the data we present in our TIP. With lack of investment in infrastructure, our transport links have also been neglected and are not as strong as some of our neighbours and this has long been a local leadership priority for improvement. Similarly, our heritage and cultural attractions are not sufficiently well articulated to put our town into the guidebooks and sustain the scale of tourist and visitor economy which we think our city's assets more than justify.

Worcester is the largest settlement in Worcestershire and functions as the principal commercial and service centre in the county. With an estimated 101,200 residents and a GVA of 2.9 million, our city constitutes over a fifth of economic activity in Worcestershire.

Our city is rated among the most diverse, economically speaking, in the UK according to the Krugman Indices of Employment Dissimilarity (a recognised ONS index). Whilst our diversity has contributed to our resilience to economic shocks in the past, it has slowly skewed toward lower value, lower productivity activities. This has worsened the economic prospects for some residents and contributed to heightened levels of deprivation in pockets of the city. The evidence suggests that some of our residents are



One City



Three Ambitions

1. A Connected City
2. Economically Diverse City
3. A City Built on Quality of Place



6 Projects

1. Community Skills & Enterprise
2. Severn Centre for Health and Wellbeing
3. Shrub Hill Regeneration
4. Heritage Tourism
5. Riverside as a Destination
6. Active Travel



£28m Ask
£29m Match Funding

getting left further behind with limited skills and access to employment.

Without the Towns Fund interventions there is a very real risk that Worcester will continue to be overlooked for investment and development which will support higher value employment in favour of other urban areas in our region, leaving our communities even further behind. Worcester needs an injection of investor confidence and capital to help us achieve a critical mass in what should be our key strengths: a diverse economy, a destination rich in culture, heritage and nature and a place that is easy to get to and easy to get around.

We have strong foundations to build upon. The city has a good history of partnership working and there is a great deal of personal investment which translates into genuine pride and loyalty for the city. Worcester people love the sport, heritage and nature of the city. We are lucky to have benefited from some philanthropic investments from our city's entrepreneurs, without which the decline in certain parts would have been more dramatic. A number of major UK and international businesses, grown in Worcester, continue to make us their national base. The County's largest entry level skills and training providers including Heart of Worcestershire College are based in our city centre. The University has invested heavily in capital development in the city, having grown rapidly following the attainment of its full degree awarding powers in 2010.

The organisations that share a common focus on the city of Worcester, also share many of the same ambitions for it. The formation of the Town Deal Board has drawn many of our existing relationships and networks together. Strategic plans were already well aligned before the development of the TIP and there are some tangible examples of joint capital project delivery in the city including The Hive and Cathedral Square, Diglis Bridge, and Worcester 6 Business Park.



Riverwalk in Worcester



New Street, Worcester

Our Town Deal Board have listened to the views of the people and organisations that make up our city, and we have created a shared vision for Worcester:

“Worcester - jewel in the crown of Worcestershire, shaped by almost 2000 years of cultural, religious, and economic heritage. Our future lies in blending our heritage as an inspiration for new residential and business opportunities with a growing sustainable economy, based on precision engineering, business services, education, and health. All within our compact and liveable City on the banks of the River Severn.”

By 2030 our Cathedral and University City will have grown to become more prosperous and make a greater economic contribution to the West Midlands by inspiring our key sectors to seize opportunities. We will build on our assets of heritage, the River Severn, culture and city countryside to create a city where every community benefits from our ever-improving quality of life, where businesses want to invest and where visitors want to spend time.

Worcester will become better connected both physically and digitally bringing our communities ever closer. Our connected City will focus on improved access to jobs and services, particularly for our most deprived communities, whilst bringing wider benefits to all. Shrub Hill station and the surrounding area will be transformed providing sustainable transport links to the region and nation combined with new employment and residential opportunities in a renewed gateway to our City.

We will build on our economic resilience borne out of our diverse economy by investing in new skills development programmes to support all our residents to prosper in our City; from those highly skilled to those with no skills, ensuring that every resident will benefit from the prosperity that we will help to create.

Our vision and priorities support an overarching aim that Worcester becomes a truly sustainable City, acting positively to address the climate emergency. We will promote green growth, minimise emissions and protect our valuable natural environment and enhance our resilience to climate change.”

Underpinning our vision are three sets of priorities that when delivered will enable us to achieve the following ambitions for the city:

- **An Economically Diverse City**

- Raising skills levels in our most deprived wards and providing access to job opportunities.
- Investing in our City Centre to ensure that it adapts to the changing demand of the post-COVID-19 world.
- Embracing cultural change by providing safe space and opportunities for jobs and skills in creative industries.
- Supporting our businesses to create employment opportunities in leisure, tourism, precision engineering, manufacturing, health, and education.
- Increasing business growth and enterprise across the city with a focus on Shrub Hill.

- **A Connected City**

- Improving transport links to connect communities to opportunities, particularly focused on our areas of need with higher levels of deprivation.
- Improving physical and digital access to services e.g. health, skills, training.
- Exploiting the opportunities that the Worcestershire 5G testbed provides to stimulate growth.
- Making the most of regional connectivity at Shrub Hill – to support indigenous growth, attract inward investment, develop tourism and support the visitor economy.

- **A City Built on Quality of Place**

- Extending the opportunities and benefits to health and well-being from the City's natural and built heritage through connectivity and wider investment.
- Maximising the opportunity that the River Severn provides to create a distinct destination within the City.
- Maximising the opportunity the Worcester and Birmingham canal provides in terms of quality of life, connectivity, and development.
- Attracting and inspiring visitors leading to employment opportunities through our Civil War-led heritage, cultural offer, including the legacy of

Edward Elgar, and arts, including theatre and community.

- Providing enhanced community facilities to meet the social and economic needs of the residents.

Our Worcester TIP is a carefully considered programme that complements both planned investments and our aspirations for the city. The TIP has been designed alongside our existing Masterplan, City Plan and Future High Street Fund proposals to create a critical mass of investment that will truly transform our city and benefit all our communities. The combination of Future High Street Fund centrally-focused projects, bringing vacant, historic buildings back into use, and public realm features of the Masterplan are tied together with the skills and access elements of our TIP projects. Over the next five years, we have identified, in consultation with the community, six priority projects for immediate investment that will deliver the priorities that underpin our vision for the city, and deliver benefits at a local and regional scale. These projects,

taken together, comprise Worcester's TIP with a combined financial ask of £27.5 million contributing to an overall investment in the projects we have put forward in excess of £50m.

The Towns Deal Board's six priority projects are:

- **Community Skills and Enterprise** – this project will equip existing and new facilities in the heart of our communities to deliver skills and training opportunities to those who need support, working with a number of educational and vocational training providers to make the offer as attractive as possible to our hard to reach communities. We will build on the many successes of Worcester's network of community centres and develop additional construction and green technology skills provision in the West of the city.
- **Severn Centre for Health and Wellbeing** – delivery of a regionally significant centre for skills across the health professions led by the University of Worcester. State of the art specialist clinical simulation and health education facilities – that support Research and Development activities in the region – will be created in the fully refurbished, attractively clad dilapidated former Worcester News building. These new opportunities will enable these excellent, educationally inclusive pathways to be used by many more students from Worcester's disadvantaged communities to access and earn health professional qualifications. This will be a significant contribution to producing sustainable skilled employment opportunities at scale in a fast growing, much needed sector of the economy. Severn campus will link with the riverside destination through provision of publicly accessible amenities.
- **Shrub Hill Regeneration** – firing up the revival of the Shrub Hill Quarter that currently acts as a poor gateway for those arriving in the city via the train station. The investment will have a significant local impact, addressing negative perceptions engendered by a dilapidated, under-utilised major entry point to the city. The vision for the Shrub Hill area, endorsed within the Worcester City Centre masterplan, is to deliver a new high-quality mixed-use quarter for the city. The Towns Fund element involves three key interventions:
 - Redevelopment of the current Bus Depot Site – releasing the existing bus depot site and regeneration of its 1.1ha of land as part of a canal-side mixed use scheme to include approximately 350 new homes and 2,000m² of commercial / employment space and the relocation of the existing bus depot from the site to support wider regeneration.
 - Public Realm – 2,000m² of high-quality public realm following the line of Cromwell Street from Shrub Hill Road to Pheasant Street to provide a new connection between the Shrub Hill Railway Station, Shrub Hill Regeneration area and onward to the city centre.
 - Enterprise and Innovation Centre – regeneration of a 1.15ha site to include a 3,000m² Enterprise and Innovation Centre and approximately 100 new homes. The Enterprise and Innovation Centre will provide training and business support that help residents and small businesses develop business ideas into real opportunities alongside space for collaborative working between businesses and academia.
- **Heritage Tourism** – development of the significant but underplayed heritage attraction of the City, presenting and marketing it as a coherent tourist offer. Complementary to our Riverside project and our successes with our cultural capital projects, this will enable our tourism economy to grow to encourage and support weekend and week-long stays. We will achieve this by linking the city's many heritage locations with digital and physical interpretation that present a joined-up offer of a remarkable heritage City. We will also further develop the City's Commandery attraction to create a tourist destination.
- **Riverside as a Destination** – as part of our investment in our tourism economy and for our own residents' health and wellbeing, this project aims to develop the natural heart of the city, the River Severn. It will be achieved through a number of distinct interventions which draw in some of the city's best known organisations as delivery partners (University, Cathedral, Canal and River Trust, County Council, County Cricket Club) and overall will combine to improve the visitor experience at the riverside, boosting the economic impact of this important asset and benefitting the city as whole.
- **Active Travel** – provision of new and upgraded walking and cycling infrastructure in Worcester providing greater local connectivity between communities, social facilities and employment opportunities across the city. A particular emphasis of this project is linking deprived communities to employment centres in the city. Currently the public transport linkages and severance created by the train lines, the river and major roads create a disconnect between the city centre and Worcester's more deprived areas.



Our Towns Fund investment programme will unlock a wide range of benefits for the city. Further analysis will be undertaken at the business case stage. Our bold and transformational investment programme consists of projects that address discernible market failures that cannot be addressed without public sector support. The regeneration, skills and accessibility improvements

provided by our TIP are vital to deliver the maximum benefit for Worcester and to demonstrate confidence in the city. A summary of how the Towns Fund can help tackle the local issues and market failures that are inhibiting Worcester's development are set out below:

Issues, Opportunities and Market Failures						
Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken	Relevant TIP Project(s) to help address issues
Underperformance of the visitor economy	Sub-optimal use of natural and cultural assets (river, heritage offer) difficult for visitors to navigate.	Take better advantage of assets and develop to allow for enhanced visitor experience, creating longer stays and greater spend per head. Opportunity to support wider investment in rail connectivity at Shrub Hill which will drive accessibility to wider tourism markets (London, Bristol etc).	Public goods – assets are in public ownership and suffer from free-riding effects. Imperfect information / coordination failures – people unaware / unable to locate / navigate assets in the city centre. Firms not able to coordinate approach to drive footfall. Positive externalities – health and wellbeing impact due to enhanced access of assets.	Investment in physical and cultural assets is not viable or possible for private sector agents to coordinate - public sector intervention is essential.	Failure to capitalise on natural and cultural assets may lead to further decline and a lost opportunity to expand tourism employment base.	Severn Centre for Health & Wellbeing Riverside as a destination Heritage Tourism
Poor quality of public realm	Underinvestment by private and public sector in the public realm, and the built environment.	Invest in the public realm to improve its functionality to act as a gateway into the city via the train station by transforming unviable, brownfield land catalysing more productive uses. Opportunity to invest in Shrub Hill to address extensive area of poor-quality buildings and public realm on the edge of the City Centre.	Public goods – lack of incentive for the private sector to invest – lack of opportunity to achieve attractive return on investment. Need for land assembly and relocation of key users in inappropriate location at Shrub Hill.	Investment in public realm is not viable or possible for private sector agents – public sector intervention is essential. Land values currently insufficient to enable market led solutions to relocation.	Continued poor quality of public realm. Stagnating built environment may continue to dissuade private investment, encourage anti-social behaviour.	Shrub Hill Regeneration and Enterprise Heritage Tourism

Table 3.5: Issues, Opportunities and Market Failures

Source | Mott MacDonald

Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken	
Congestion issues and severance dominate city centre	Historic medieval layout and river cutting through city. Over-reliance on private car due to lack of alternative options.	Reduce congestion through diversification of travel modes and encouraging use of cycling routes in the city.	Public goods – transport, highways and public realm. Positive externalities – health and wellbeing impacts from active travel and improved air quality.	Transport policy fits squarely with public sector agents.	Continued dominance of private vehicles. Issues with severance and congestion.	Active Travel
Deprivation levels are high in specific areas of the city – deficit in higher-level skills	Poor access to education, skills, job opportunities and leisure opportunities.	Unlocking the constraints to access skills, training and jobs in areas of need.	Public good – education as a public good. Positive externalities – wider benefits of education provision as well as research and development undertaken.	Education provision (and access to it) will not improve without public sector intervention.	High deprivation levels in the city centre will persist and may increase. Will lead to growing income inequality compared to the rest of the district.	Shrub Hill Regeneration and Enterprise Severn Centre for Health and Wellbeing Community Skills and Enterprise Active Travel
Higher value jobs replaced with low value jobs provision in the city	Low skill levels, poor regional connectivity, poor provision of high-value office floorspace.	Attract employers to the city that offer skilled and well-paid jobs to help retain graduates in the local area. Shrub Hill opportunity to develop new business environment adjacent to connectivity of Shrub Hill station and to the City centre.	Development and coordination failures – the high development cost of establishing premium offices and attracting high-value employers without established business district.	High value employers will continue to not invest in Worcester and choose other locations.	Continued drift toward lower value employment in the city.	Shrub Hill Regeneration and Enterprise Severn Centre for Health and Wellbeing Community Skills and Enterprise

1. Introduction

This Worcester Town Investment Plan (TIP) sets out a long-term strategy for change to drive sustainable and inclusive economic growth in the city up to 2030, in addition to supporting recovery from COVID-19.

This TIP will form the basis of negotiations for Worcester's Town Deal, an agreement in principle between government, Worcester City Council (the accountable body), and the Worcester Town Deal Board, confirmed in a Heads of Terms document, with the level of investment to be agreed through the Towns Fund.

Worcester Town Deal

Worcester was invited by the UK Government in September 2019, alongside 100 other towns, to develop proposals for a Town Deal. The Worcester Town Deal Board is the vehicle through which the vision and strategy for Worcester, described in this TIP, has been defined.

The Town Deal Board has worked with the local community, political leaders, businesses and voluntary groups to ensure that the TIP reflects the priorities of the people living and working in Worcester.

Worcester Town Deal Boundary

The TIP covers the full extent of the administrative area of Worcester. Worcester is the main urban area and the civic and cultural centre of Worcestershire. The boundary is illustrated on the overleaf.

Structure of this Town Investment Plan

This document is structured as outlined in the table adjacent, with regards to the Towns Fund guidance and template provided by the Ministry of Housing, Communities and Local Government (MHCLG).

Section	MHCLG Town Investment Plan Guidance
Foreword	
Executive Summary	
TIP Section 1 (Maximum of 10,000 words)	
2 – Introducing Worcester	<ul style="list-style-type: none"> • Presents current context for Worcester • Outlines current position as well as future programmes of investment
3 – Strengths, issues and opportunities for Worcester	<ul style="list-style-type: none"> • Key strengths of the city • Main challenges facing the city • Key opportunities for the city
4 – Worcester's Vision	<ul style="list-style-type: none"> • Town vision and headline outcomes
5 – The Town Investment Plan	<ul style="list-style-type: none"> • Prioritisation process • Project summaries • Mapping of all strategies, partnerships, programmes and investments • Intervention framework and Theory of Change
6 – Approach to delivery	<ul style="list-style-type: none"> • Financial profiling • Governance structure • High level delivery plan
7 – Acknowledgements	
TIP Section 2	
Project proformas (x6): Community Skills and Enterprise Severn Centre for Health and Wellbeing Shrub Hill Enterprise and Regeneration Heritage Tourism Riverside as a Destination Active Travel	

Table 1.1: Document Structure

--- Towns fund boundary



Figure 1.1 Worcester Town Deal Boundary

2. Introducing Worcester

Worcester is one of the oldest cities in the UK with evidence of settlement dating back to 700BC. The cathedral city's iconic aesthetic has been shaped by its unique history, comprising Anglo-Saxon fortifications, Tudor streets and ubiquitous 18th century architecture. Set on the River Severn and surrounded by beautiful countryside that includes the Malvern Hills – an Area of Outstanding Natural Beauty – Worcester is enriched with natural capital. The city is in the centre of the Country, South of Birmingham.

2.1 Worcester in context

Worcester is the largest settlement in Worcestershire, supporting an estimated population of 101,200. Census data demonstrates that the majority of the population is white (93.4%), with Asian British the next largest ethnic group (4.4%). In terms of languages spoken in Worcester English is the most common main language (95.0%) followed by Polish (1.3%).

Our city is a significant sub-regional hub supporting 53,500 employees and £2.9bn of GVA, similar to the employment and output levels in the Cathedral cities of Gloucester and Lincoln¹. Using GVA per employee as a measure of productivity, Worcester (£52,800) is similar to both Gloucester (£51,200) and Lincoln (£50,800) but considerably less than other West Midlands towns such as Stratford-on-Avon (£72,000) and Warwick (£73,600), highlighting significant potential for greater productivity.

Worcester is set on the River Severn and boasts a historic cathedral, a growing university and a diverse retail, culture and leisure offer. Whilst in a potentially excellent central location, transport links, particularly rail, are poor, with slow and infrequent services to London and Bristol and access to the motorway network is hampered by local congestion. Key arterial routes such as the A44 (via Worcester Bridge) and the A38 bring traffic directly into the city centre.

¹These comparators have been chosen as they are historic county towns similar in population and economic output and are the main commercial and service hubs with significant rural hinterlands.

The city has embraced the opportunities to expand across the centuries, most recently with well-planned urban extensions of Warndon Villages and St Peters that support Worcester as a small city within a rural setting.

In terms of the orientation of the city, the inner urban core of Worcester is dominated by employment land uses which includes strong concentrations of restaurants/cafes, public houses and supermarkets as shown in Figure 2.3. There is also a concentration of employment land uses on the north eastern outskirts of the city.

Outside the inner urban core the surrounding areas are dominated by residential land uses on both sides of the River Severn. These residential areas are served by a number of recreational public open spaces forming a concentric circle around the city centre and along the river.

Worcester also has a substantial amount of land dedicated to educational uses including hosting the University of Worcester which has three campuses in or close to the centre.

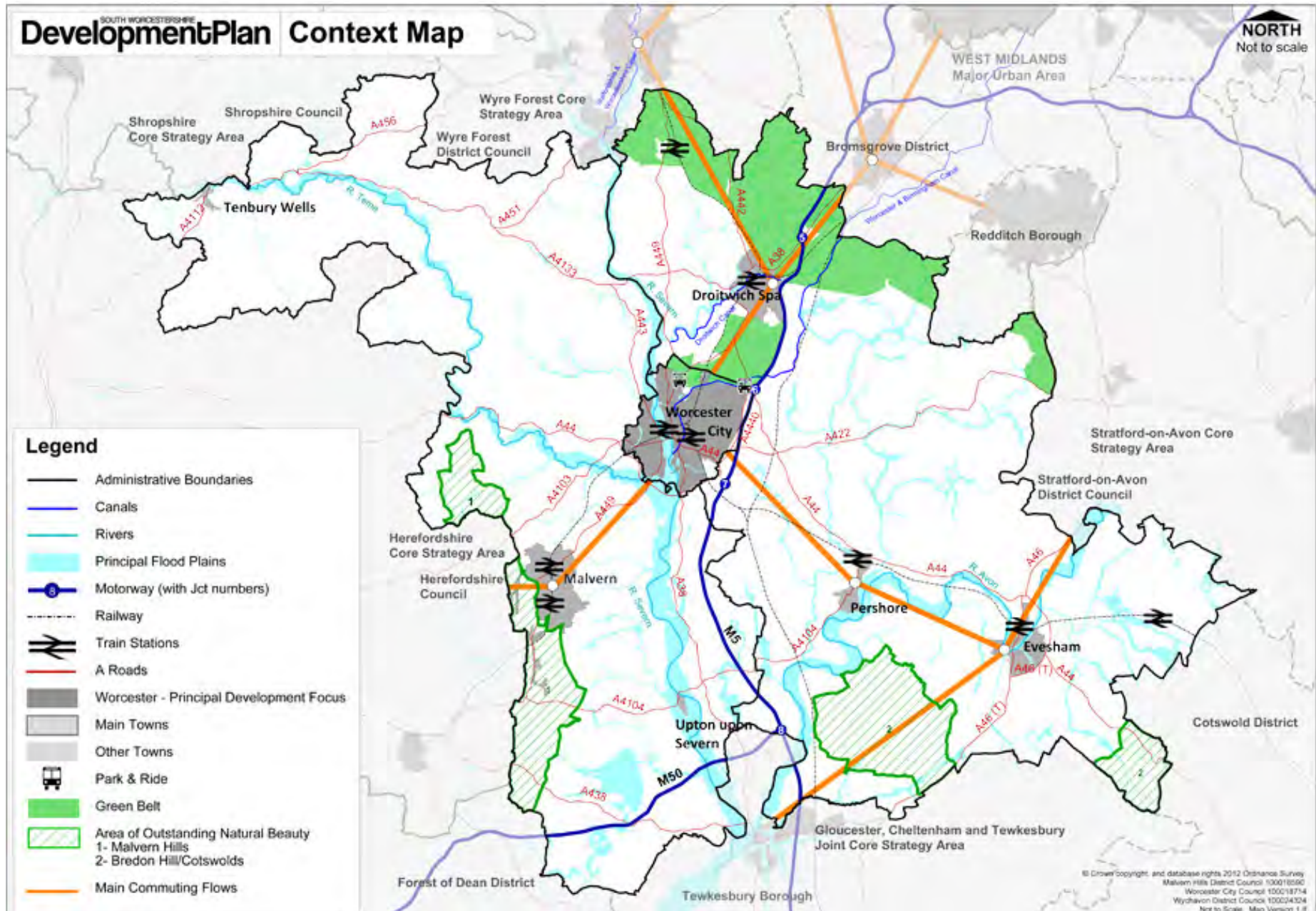


Figure 2.1: Wider Worcester context map
Source | South Worcestershire Development Plan



View of Worcester Cathedral and River Severn

Key facts



In 2019, the total population of Worcester stood at 101,200 people, an increase of 5.6% since 2010. The rate of growth in the population in Worcester between 2010 and 2019 was lower than the regional West Midlands (6.6%) and Great Britain (6.4%) averages.



The working age population of Worcester has fallen by 0.7% between 2010 and 2019, resulting in a reduction in the proportion of the working age population from 63.1% to 59.3% in Worcester.



In 2018, the sectors with the highest proportions of employment in Worcester were Professional services (22.8%), Health (20.4%), Wholesale, Motor Trades and Retail (14.4%) and Education (11.1%).



As of July 2020, the claimant count for Worcester was 3,820 which represented 5.8% of the resident population aged 16-64, which is below the national average for the same month (6.5%).



Youth unemployment is high in Worcester and has increased in response to the unemployment resulting from COVID-19. In July 2020 there are 765 18-24-year-olds in the city in receipt of unemployment benefits, an increase from 325 in January 2020, with concentrations in the city's most deprived communities.



As of 2019, there were 3,090 businesses in Worcester. The largest proportion of businesses were micro businesses employing 0-9 people which account for 87.9% of all businesses in Worcester. Small businesses, employing 10-49 people, account for 9.5% of the total businesses of Worcester, while medium-sized businesses, employing 50 to 249 employees, made up 1.6% of total businesses in Worcester.



There is a relatively low proportion (34.5%) of residents aged 16-64 in Worcester holding higher level qualifications (NVQ4 or higher) in 2019, compared to Worcestershire (37.1%) and Great Britain (40.3%). It contains the highest proportion of residents with no qualifications (12.3%) of all comparator areas.



Census data shows that Worcester is majority white (93.4%), with Asian British the next largest ethnic group (4.4%). English is the most common main language (95.0%). As of 2019, the white employment rate (82.5%) is higher than the ethnic minority rate (58.4%), driven by a low employment rate of minority females.



Worcester is a historical city with 719 listed buildings within the city alone as well as 19 scheduled monuments and 1 battlefield.



In 2018 Worcester recorded 395 business births which was a decrease of 3.7% on the number of businesses started in 2015 (410). This trend for Worcester is in direct contrast to the wider county of Worcestershire which has experienced an increase in business birth of 51.5% between 2015 and 2018.



In Worcester, Census data shows that 16.2% of the population have a disability. Of these disabilities, 7.2% of Worcester's residents are greatly limited in their day-to-day activities, representing around 7,100 residents. Worcester is home to one of the country's leading colleges for the blind, the University has a strong reputation for inclusivity and for disability sport, Access Able lists the accessibility of over 380 premises within the City.

2.2 Worcester City Centre

Positioned close to the banks of the River Severn, the city's historic core has one of the largest concentrations of Listed Buildings in the country (over 700 in Worcester), including the historic Worcester Cathedral.

The retail core comprises several traditional external shopping streets complemented by the purpose built Crowngate Centre: an indoor shopping centre comprising 49 stores including anchor tenants such as House of Fraser, and Primark, together with Cathedral Square, a recently completed retail and entertainment complex located at the southern end of the High Street adjacent to the cathedral. The dense retail cluster acts as a hub of activity within the county and is a significant source of employment.

The food and beverage offer is also concentrated around the high street, with many national brands and, also a strong representation of independents.



High Street, Worcester

Areas of the City centre's retail core and marketplace have declined in terms of footfall and quality of environment, with vacant units and dilapidated street scene reflecting a lack of investment. This detracts from the overall visitor experience and attractiveness of the City as a visitor destination.



Angel Street in Worcester which is not as successful as the other shopping streets in the city centre

3. Strengths, Issues and Opportunities for Worcester

Worcester has a positive and productive future within its grasp given its diverse economy, strategic links to regional and national transport networks and strong presence of educational institutions including the University of Worcester. However, if we are to capitalise on these strengths and opportunities and deliver truly inclusive growth, we need to tackle economic, social and environmental issues and imbalances within the city.

Our city is rated among the most diverse (economically) in the UK according to Krugman Indices of Employment Dissimilarity (a recognised ONS index). Whilst this has provided a resilience to economic shocks in the past, our city's sectoral base has slowly skewed toward lower value, lower productivity activities.

In addition, there has been scant investment in our office stock, with little to no modern purpose-built commercial floorspace which has meant that it has been difficult to persuade prospective private investors to locate to our city.

Our TIP supports a long-term strategy for change, recognising that we have entrenched barriers holding back our potential. Our plan and our priority projects are responsive to the emerging impact of COVID-19 and will increase the resilience in our economy, learning from our experiences to recover and build back stronger than ever as a more cohesive, innovative and digitalised community.

We have distilled our issues, strengths and opportunities for Worcester into seven key areas.

Economic and Business Growth



Education and Skills



Built Environment and Housing



Riverside and Natural assets



Connectivity



Tourism and Heritage



Impacts of COVID-19





WORCESTER



BOSCH

Worcester Bosch headquarters

3.1 Economic and business growth

Key Headlines

- Increasing GVA but lower levels of productivity due to industrial structure and limited physical space to support economic growth and change.
- Diverse economic structure but increasing domination of low skilled occupations with lower earnings.
- Relatively low levels of business formation.
- Positive growth prospects in health, professional services and manufacturing sectors.

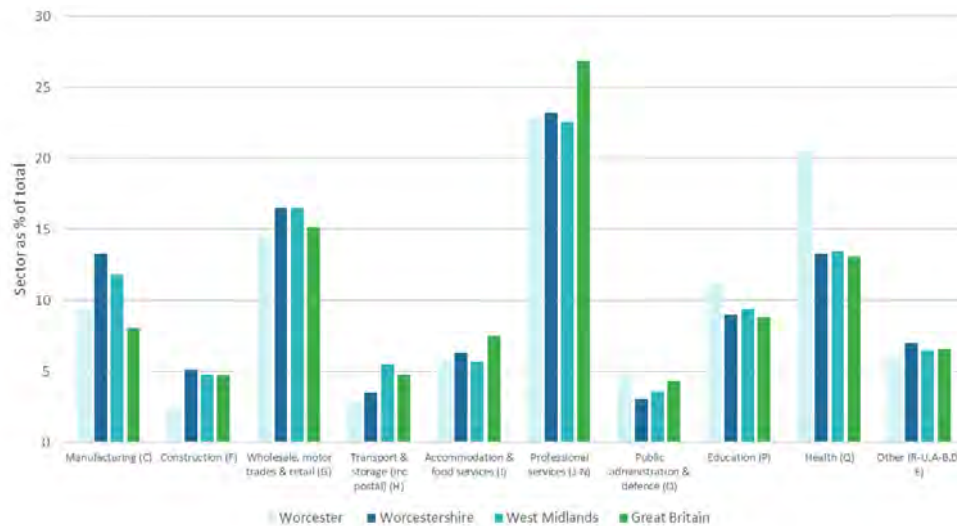


Figure 3.1: Employment by sector, 2018
Source | BRES, ONS, 2018



Key Issues

In recent years Worcester has consistently experienced lower productivity compared to regional and national averages. This is due to our industrial structure and limited physical space to support economic growth.

The sector composition and a predominance of lower skilled occupations combined with a net outward commute to higher value jobs has meant that our city trails behind regional and national average earnings. Our workplace median wage (£27,800) is significantly below the West Midlands (£29,500) as well as other comparably sized, historic cathedral cities such as Lincoln (£29,400), Gloucester (£29,300) and Exeter (£30,200). Workplace pay remains higher than resident earnings suggesting that many higher value jobs are held by non-Worcester residents.

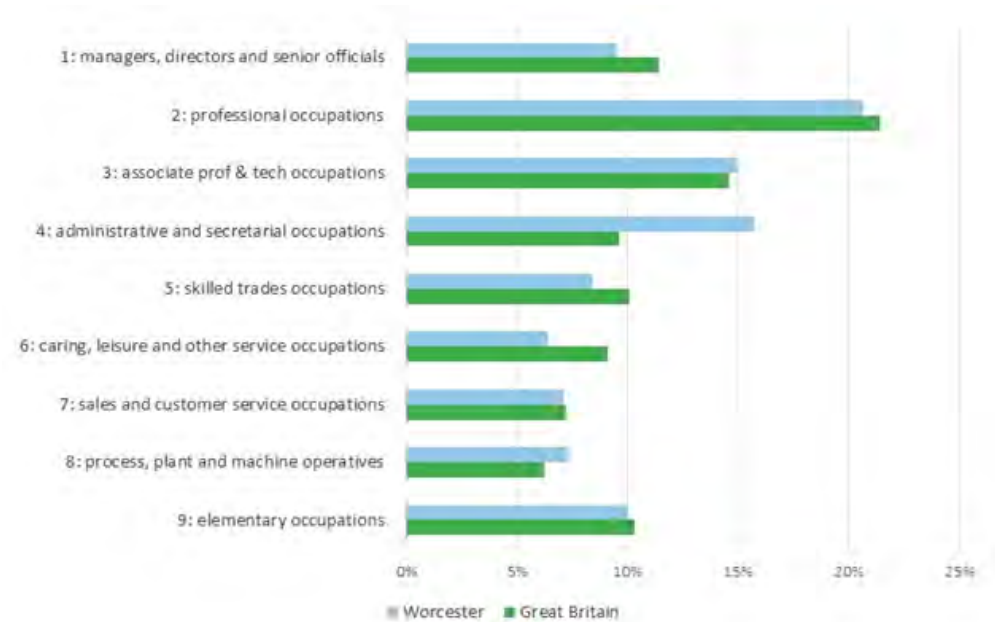


Figure 3.2: Occupational employment structure, 2019
Source | APS, ONS, 2019. 1-9 refers to the SOC 2010 classifications

Worcester’s business base, whilst stable, is far from dynamic. Our start-up rate has been consistently below Worcestershire, West Midlands and national averages and since 2016 has fallen year on year. The city’s low level of start-ups is also borne out in a low proportion of micro-businesses, and a relative over-representation of large business.² A major barrier for new and small enterprises has been the lack of appropriate commercial floorspace in the city centre. According to a market report produced as part of the TIP (see Appendix E), achievable rental values are not at a level to viably deliver new-build office development without public sector involvement. Strategic intervention is therefore required to address this, focussed on areas of opportunity such as at Shrub Hill..

Key Strengths and Opportunities

Health is one of the largest employers in Worcester and is projected for long term employment growth due to the ageing population. The presence of Worcestershire Royal Hospital combined with planned growth at the University of Worcester in relation to health and wellbeing is the foundation of this sector’s potential growth. To support this development, the city must prioritise start-up opportunities for firms linked to healthcare, continue to increase the skills base, and maintain strong links with the education sector to retain students within the city.

Professional Services³ have strong long-term growth projections driven by growth in the size of the financial & insurance and professional, scientific and technical sectors. These are likely to be driven by start-ups in the city centre. Additional investment in education and skills training will also support the growth of higher value employment in more technical and professional sectors thus providing a greater incentive for businesses to locate to the city.

Improving the skills base for prospective Worcester-bound firms must be matched with appropriate commercial space. Investment in the dated office stock would need to follow to attract high value professional services and address falling wages. Similarly, as smaller businesses and start-ups require flexibility, enterprise space would help introduce a much-needed dynamism to the city centre.

²Micro-businesses employ between 0 and 9 employees whereas large business have 250 or more.

³Professional services includes; Information and communication, Financial and insurance, Property, Professional, scientific and technical and Business administration and support services.

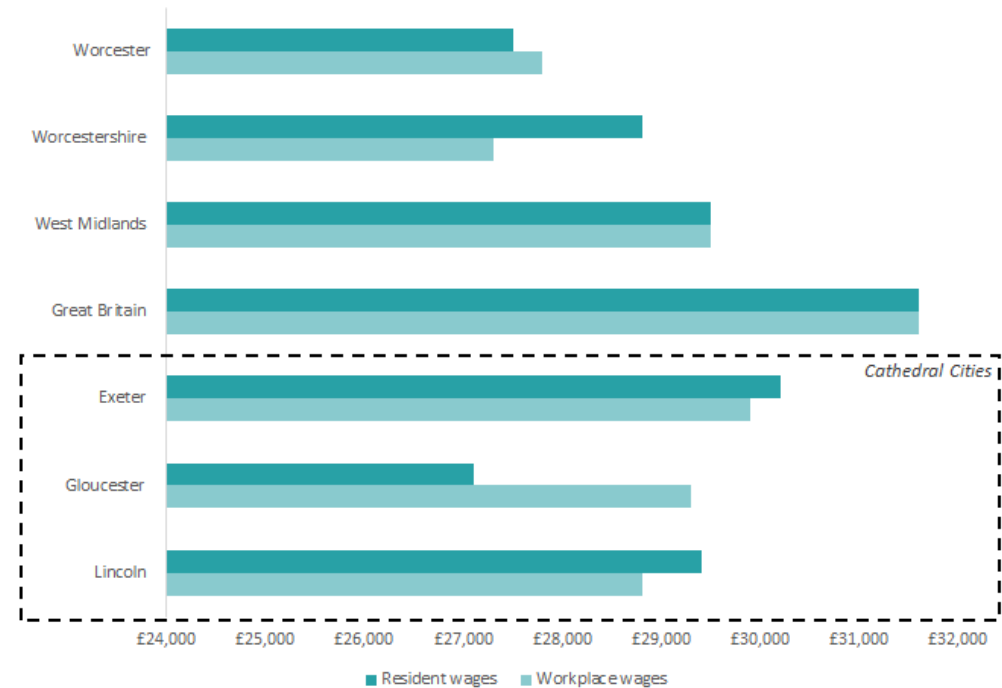


Figure 3.3: Resident vs workplace earnings, 2020

Source | BRES, ONS, 2018

3.2 Education and Skills

Key Headlines

- Demonstrated need to upskill the workforce.
- High proportion of residents with no qualifications spatially concentrated in central and northern Worcester.
- Lack of higher level (NVQ4+) skills in Workforce across the city.
- Strong education and skills infrastructure, University, HOW college, schools and community centres need to be harnessed to address skills issues.

Key Issues

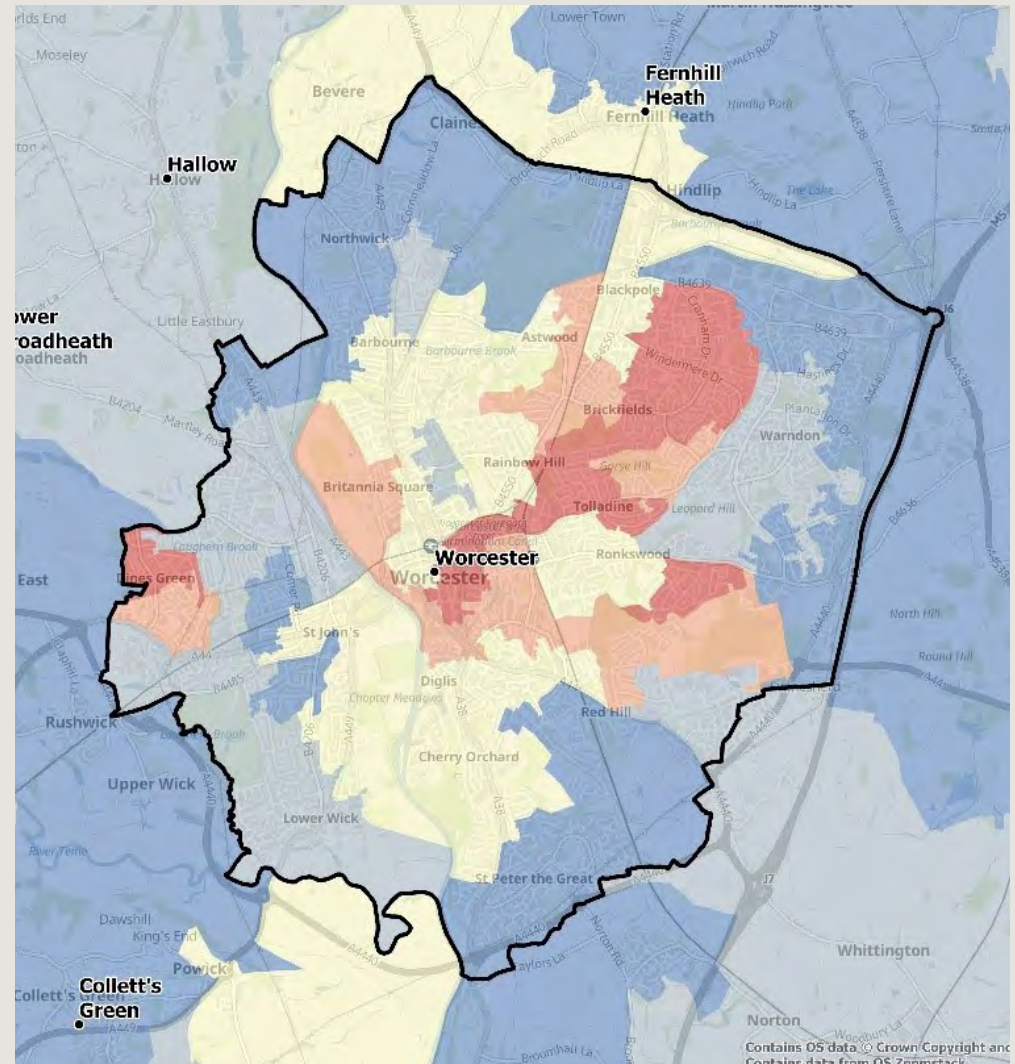
Linked to the sector and occupational composition of the economy, Worcester has struggled to keep pace with regional and national averages in educational attainment. Despite having a strong educational offer in the city, more than a quarter of county-employers have identified the need for upskilling the workforce, particularly in reference to new technology .

Table 3.1 shows a distinct deficit of higher-level skills and a high proportion with no qualifications. In 2019 only 34.5% of the workforce in Worcester qualified to NVQ4+, compared to 40.3% nationally, and over 12% had no qualifications, compared to 7% nationally.

Educational, skills and training deprivation is a persistent problem. As illustrated by Figure 3.4, there is a concentration of wards in the centre and to the north east that are amongst the 75 most-deprived areas in England. Warndon, Tolladine, Dines Green and Brickfields each have significant issues with the lack of attainment and skills in the local population.

Measure	Worcester	Worcestershire	West Midlands	Great Britain
% population aged 16-64 qualified to NVQ4+, 2019	34.5%	37.1%	34.1%	40.3%
% population aged 16-64 qualified to NVQ3+, 2019	53.7%	58.7%	52.9%	58.5%
% population aged 16-64, no qualifications, 2019	12.3%	7.3%	10.2%	7.7%

Table 3.1: Skills base and population, 2019



Education, skills and training deprivation quintiles

- Most deprived quintile
- Second quintile
- Third quintile
- Fourth quintile
- Least deprived quintile
- ▭ Worcester towns fund area
- Settlements

Figure 3.4: Educational Deprivation

Source | IMD, MHCLG, 2019





University of Worcester

Strengths and Opportunities

Our city has a strong presence of quality educational facilities and institutions with the University of Worcester, the Heart of Worcestershire College (HOW), The Kings Worcester Foundation and RGS Worcester all occupying significant buildings and locations and the city's wards are well served by primary and secondary schools. All of the city's secondary schools are rated good or outstanding, as well as a highly rated 6th form college. However, pockets of our community are not being reached and in some cases are being left behind.

Targeted investment in a new approach is needed to address the challenges of deprived communities' access and attainment of low-level skills and engage those without a strong family history of education and training.

Our existing network of Community centres is well located to provide a safe and welcoming environment to engage these hard to reach groups, albeit it is in need of significant investment to perform this role.

HOW college provides an important link between entry and foundation level and university level skills. Greater involvement of HOW with our established Community Centres to provide much-needed skills for Worcester's businesses is a potential opportunity to attract learners who have not previously engaged well with mainstream education.

The expansion of the University in the much-needed and in-demand healthcare sector provides a huge opportunity to retain graduates in the city once they have finished their studies.

3.3 Built Environment and Housing

Key Headlines

- Whilst Worcester City Centre has some high-quality built environments, others are poor needing investment to unlock the City's potential.
- Popular perceptions of quality linked to the City Centre and recently-developed suburbs do not reflect the city as whole where areas of poor environmental quality are evident.
- Heritage buildings dominate the City Centre, many play an important economic and community role whilst others are missed opportunities to enrich the City's tourism offer.
- Significant urban extensions adding 12-15% population to the City over the next 10 years offer the opportunity to capture additional expenditure in the local economy and enrich community life if connected to the City Centre.

Key Issues

A recent assessment of built environment conducted as part of the City Centre Masterplan (2019) found that whilst a large proportion of the city is in good condition, there are parts in which vacancy and redundancy, physical deterioration, and the encroachment of inappropriate and visually detrimental additions is a problem.

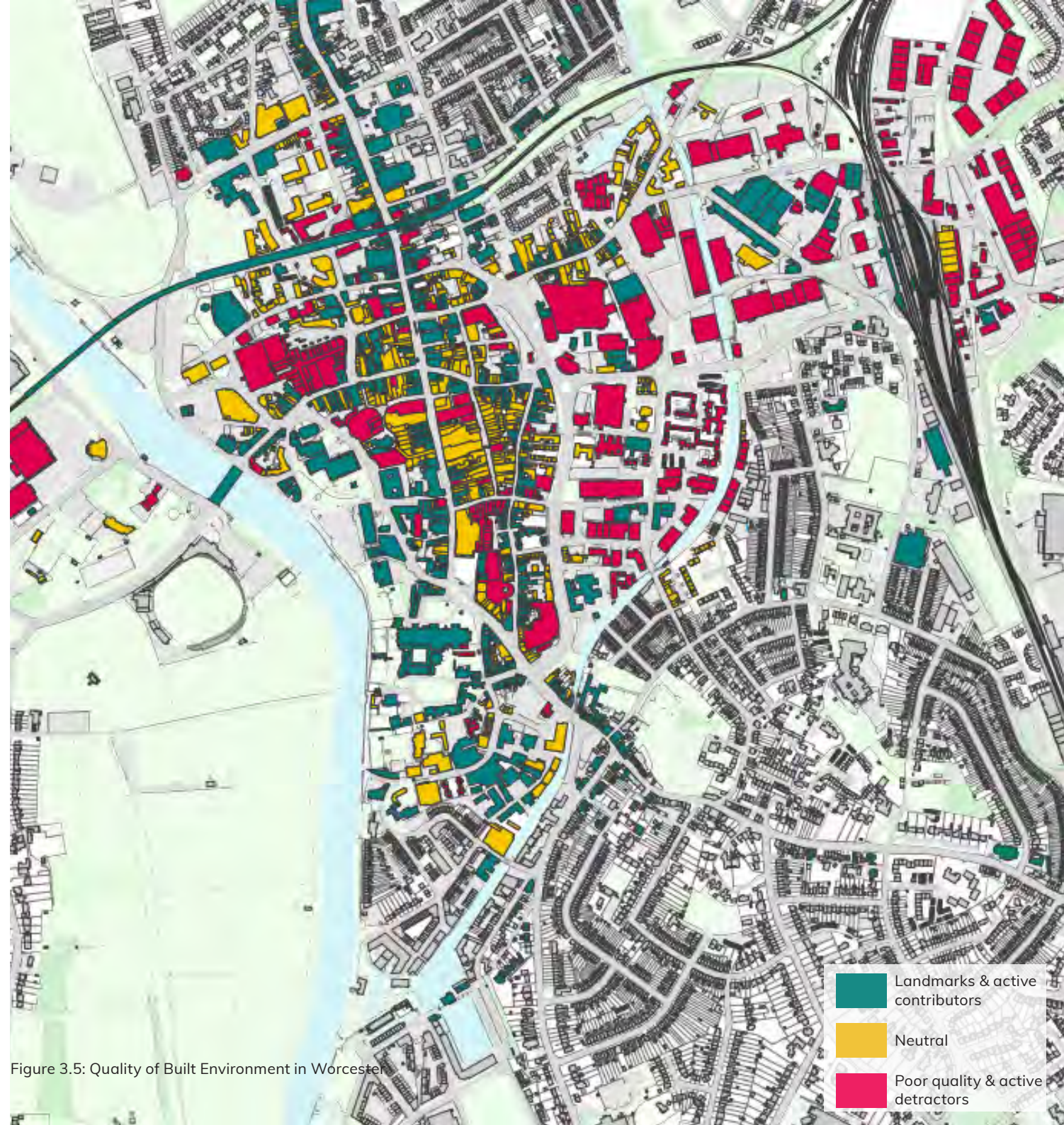


Figure 3.5: Quality of Built Environment in Worcester



There are significant clusters of poor quality environments around the older parts of the Crowngate Centre dating from the 1970s, around and within the commercial and retail core, along the canal corridor, and in particular at Shrub Hill where tired industrial buildings are mixed with deteriorated historical assets such as listed engine works, which need intervention to realise their potential as an asset.

Outside of the city centre there are many quality suburbs and residential areas but there are also pockets of poor quality housing.

As a key centre in South Worcestershire, Worcester has substantial existing residential development (although limited in the city centre) and will also require a significant amount of additional housing to serve population growth. However, given the physical constraints of the city itself as well as the administrative boundary there is insufficient land available to meet all development needs, especially housing.



Unattractive built environment at the Cornmarket

Strengths and Opportunities

Worcester, as a historic city, has a dense collection of buildings with an inherently high design, aesthetic, and material quality. These include landmarks such as the Cathedral and the Guildhall that provide striking orientation points for life in the city.

The general streetscape of the city centre is characterised by linear and rhythmic rows of properties with quality Georgian and Victorian frontages that are supplemented by important surviving medieval and Tudor structures.

However, there are many buildings, streets and areas of the city which would benefit from investment which in turn will attract visitors, residents and businesses as well as improve property values.

The Shrub Hill area is a prime location due to it being a key interface with both the canal and the railway station. Shrub Hill has a rich history of manufacture and innovation and some fine examples of its former industrial revolution era still survive, which, with investment, could have a transformational impact on the whole area. The area could become an impressive gateway to the city and canal with residential and commercial development alongside regeneration of the environment around the station.

Building on greater density introduced by the large urban extensions, the combination of reasonable house prices and potential built environment and public realm enhancements could act as a significant draw to workers and families as well as a means to retain existing residents. This will require investment to integrate new communities on the edge of the existing urban area to ensure that their economic value to the City is maximised.



Grade II Listed building in the Shrub Hill Regeneration Area

Figure 3.6 identifies several large urban extensions in and around Worcester. Housing growth within the City will be supplemented by large housing developments in urban extensions contiguous with the city boundaries (4,750 dwellings), in addition to the delivery of a new settlement at Worcestershire Parkway (5,000 homes by 2041, with potential for another 5,000).

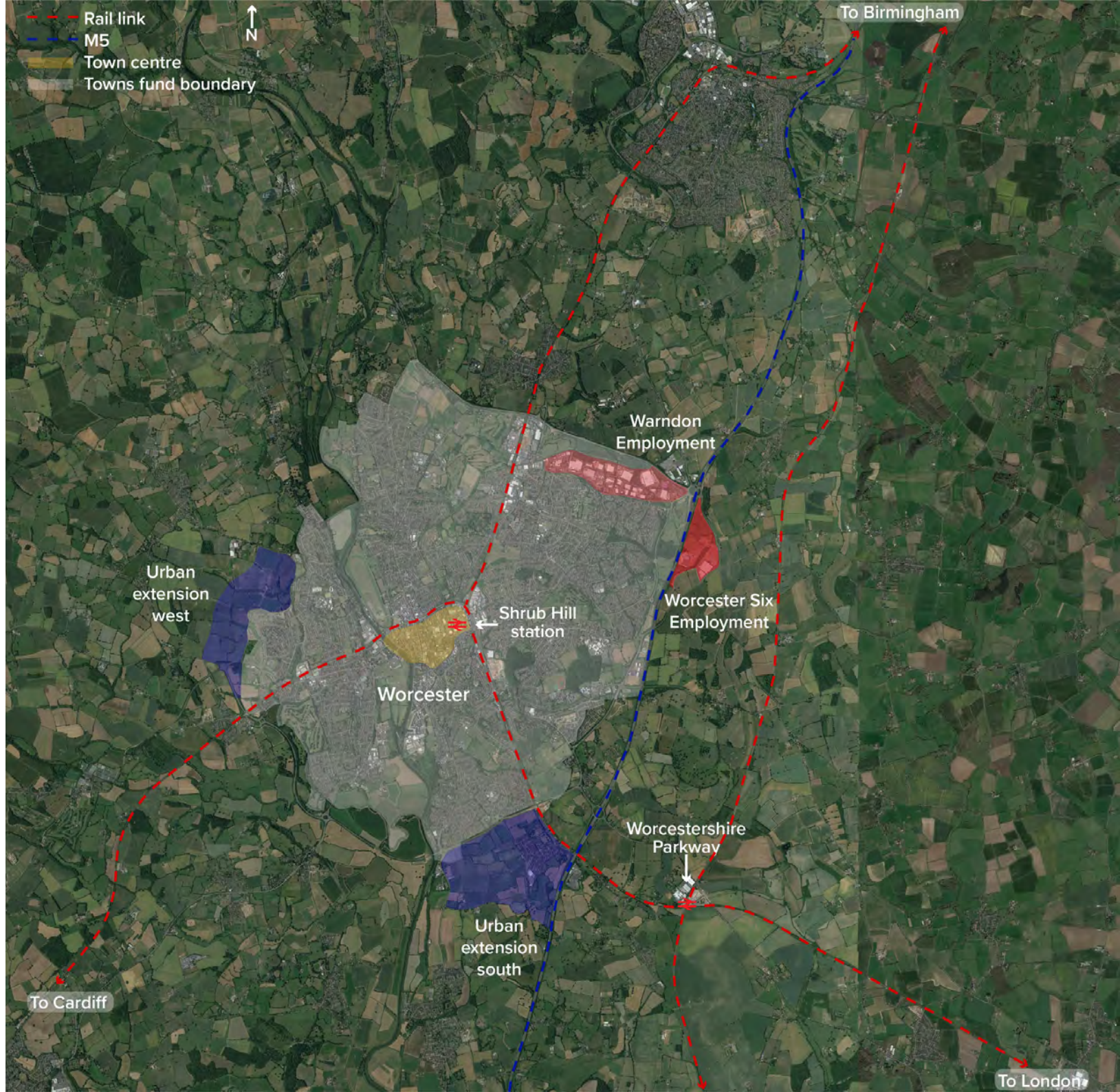


Figure 3.6: Urban extensions around Worcester

3.4 Riverside and Natural Assets

Key Headlines

- The River Severn corridor provides a green lung running through the City with health and wellbeing benefits as well as tourism potential.
- Improving connections between the Riverside and the City Centre and developing the River Severn as a more accessible asset will add to the City's offer and economy.

Key Issues

The River Severn is a defining natural feature of Worcester, yet the river and the city centre, despite being located side by side, are poorly connected and moving between the two is far from intuitive and there is also a lack of activity and amenities along the river, in particular toilet facilities. Together this means that the river is not exploited as a visitor destination and economic asset. A lack of a crossing to the north also divides the city and reduces the potential benefit of the Riverside to generate footfall and income.

Evidence from the Worcester Tourism Business Strategy 2016 suggested that one of the key improvements which could be made to the City to attract more visitors is improved linkages with and use of the riverside.



Pedestrian walkway along the River Severn



The canal side in Shrub Hill



The Weir in Worcester



The boathouse which fronts onto the River Severn





Strengths and Opportunities

The River Severn and adjacent existing greenspaces offer significant opportunities for the city to build on the social, cultural and leisure opportunities they provide. The presence of an environment with a semi-rural character adjacent to the High Street and commercial core can be a significant attraction.

Improved access to the riverside and developing new and existing visitor destinations and facilities can both attract new visitors and encourage visitors to stay for longer and spend more within the city.

The strategic location of the River Severn running through the city creates the opportunity for an improved pedestrian and cycle network and offers greater active travel access to the city centre, canal and other routes.

The location and setting of the River Severn is a major asset which provides opportunities for growth. In addition to the direct potential to generate greater revenue, investment in our natural assets will attract and retain residents and tourists.

3.5 Connectivity

Key Headlines

- Traffic congestion demonstrates that Worcester is a city that people want to visit but remains a hinderance to perceptions of the environmental quality and accessibility of the city.
- Limited opportunities for additional road capacity mean alternative modes of transport will need to grow to accommodate additional movement, offering benefits to the environment and people's health.
- Improving Worcester's rail connectivity is key to sustaining and growing its economy and environmental quality.

Key Issues

Worcester, including the city centre, is dominated by private vehicular movement. A series of bottlenecks and one-way systems cause congestion issues that affect pedestrian and vehicular movement, the ability to experience and appreciate the city, and air quality. Entering and leaving the City to access the surrounding road and motorway network is beset by congestion.

The River Severn is also a significant barrier to connectivity between the East and West of the City, with just one road bridge within the City boundaries and two pedestrian and cycling bridges serving the south and central areas.



Congestion in the City Centre



As shown in Figure 3.7 over 36,000 vehicles pass daily over the pinch point of Worcester Bridge, with additional locations where traffic dominates the space to an oppressive level during peak times.

The Shrub Hill area stands between the economic centre and some of the most deprived wards of the city. Opening up the enterprise potential of the Shrub Hill area will help reconnect these wards to the city centre.

The City has two principal rail stations at Shrub Hill and Foregate Street which connect the City with national destinations such as London (albeit with poor service frequency and a >2-hour travel time) and Birmingham and with the local and sub regional network. Whilst Foregate Street cannot be expanded due to physical constraints Shrub Hill has the potential to be a major hub connecting to London, Bristol and Birmingham but the poor connectivity with the City Centre means that this is currently not an attractive or functional entry to the City.

The City has a number of well used active travel routes, but these are disjointed and are severed by rail and river in key locations. In particular the City's deprived communities such as Ronkswood, Dines Green, Brickfields and Warndon are not well served by active travel routes which link to the city centre and employment opportunities at Blackpole and Worcester Six.

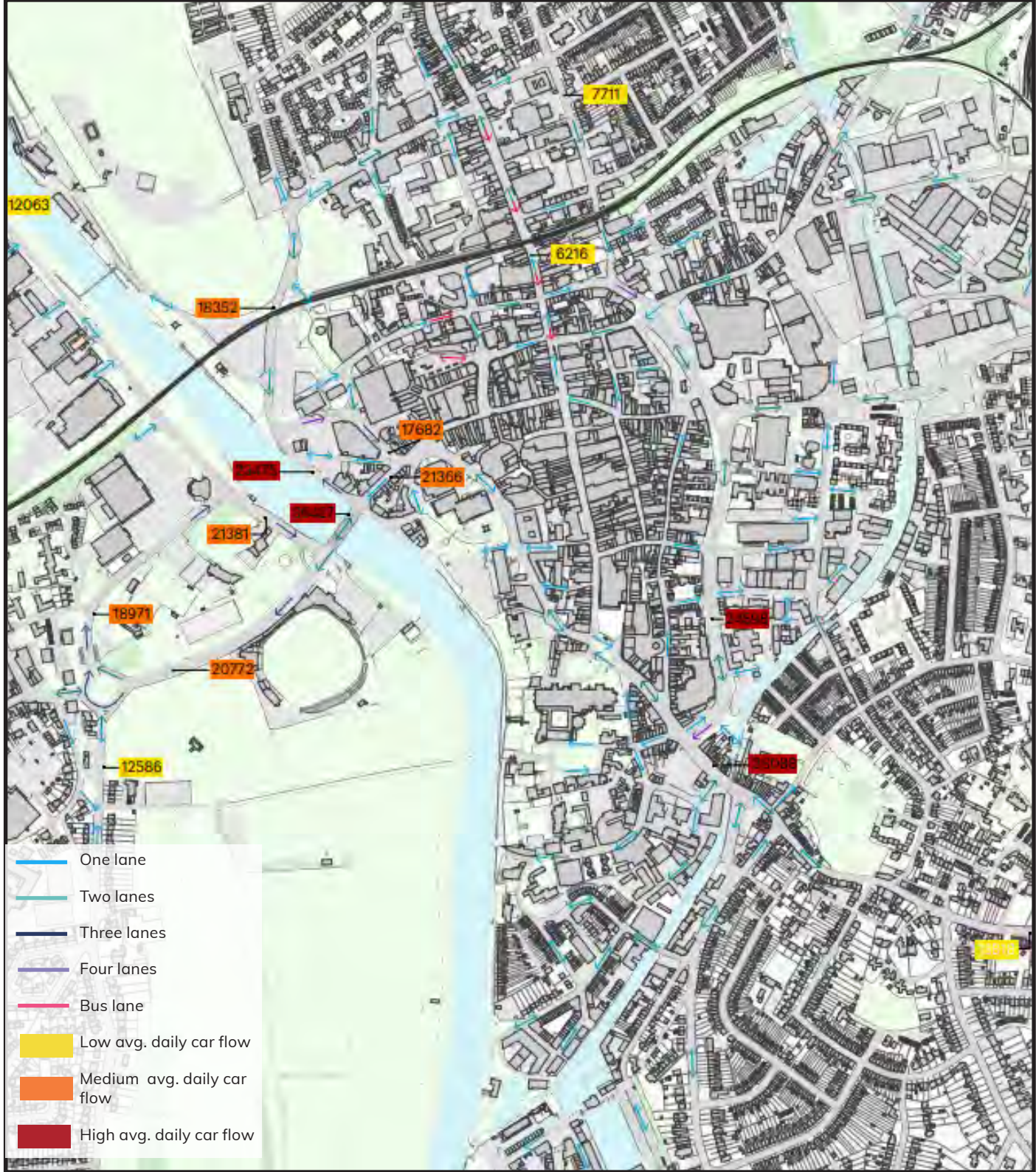


Figure 3.7: Vehicular movement within Worcester City Centre

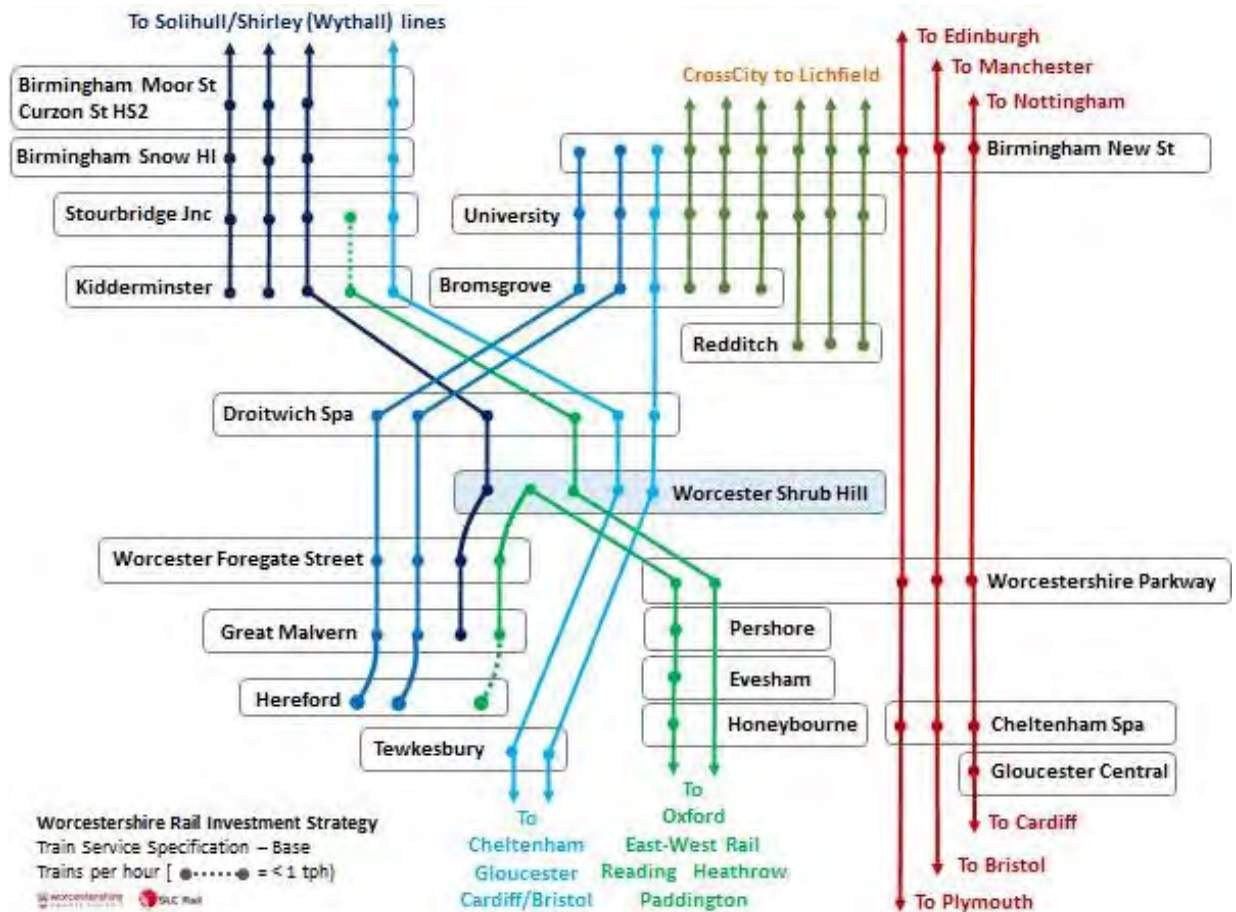
Strengths and Opportunities

Worcester has the potential for strategic transport connections to major cities such as Birmingham, Cardiff, Manchester, London and the wider UK. The city has direct road links to the M5, M6, M42 and M40 and is within a relatively short distance from Birmingham International Airport. To capitalise on these links requires investment within the City to ensure that linkages are more attractive and function much better than currently.

Given the compact size of the City, there is opportunity to improve active travel options and move towards the concept of the '15-minute city'. The improvement of the existing walking and cycling network would reduce dependence on private vehicles for local journeys and provide essential connections between deprived communities and key locations for employment, education and leisure. The well-developed plan for a pedestrian and cycling bridge across the Severn to the north of the City is an opportunity to replicate the transformational benefits that the 10-year-old Diglis bridge brought to the South of the City. Worcester is also home to Gtech, innovative manufacturer of e bikes.

Improving rail connectivity is a significant opportunity for the City. Worcestershire County Council and others are seeking to improve rail services (in terms of frequency and journey time) to London, Birmingham and Bristol focusing on Shrub Hill station. Proposals to link the Cotswold line to Stratford on Avon would also support Worcester as part of the tourist circuit by reducing journey times. This coupled with the regeneration of the Shrub Hill area for new business and residential development provides a strategic opportunity for the City.

Figure 3.8: Proposed Strategic Rail Connections for Worcester





Diglis Bridge, a pedestrian and cycle bridge across the River Sever to the south of the city

3.6 Tourism and Heritage

Key Headlines

- Tourism is a significant contributor to the local economy but limited spend due to lower levels of dwell time and overnight stays hamper its potential.
- The City has many small to medium attractions contributing to a strong heritage offer but their potential is limited by physical connectivity and visitor experience weaknesses.

Key Issues

Data from the Cambridge Economic Impact Model suggests that tourism contributed £179 million to Worcester's economy in 2018 and accounted for 6.4% of all employment in the city (see Table 3.2).

For decades, Worcester's tourism was built around the Royal Worcester porcelain factory which was an international attraction. Since its closure in 2009, Worcester has struggled to feature on the international tourist circuit, being without a major attraction.

Worcester has consistently failed to attract visitor numbers relative to our abundant cultural and heritage assets. Despite growth in the volume and value of tourism in Worcester, against that of other historic cities and towns across England, we have fared comparatively poorly, particularly in respect to the overnight stay market, which is significantly smaller than comparator cities like Exeter and Gloucester.

A Council-commissioned economic impact assessment in 2019 confirmed a continued decline in overnight stays and associated expenditure. The fall in volume runs counter to a 3% national increase⁵ for the same period and, adjusting for inflation, the overnight trip value fell between 2015 and 2018.

Tourism measure	2015	2018	Annual variation
Day Trips			
Day trips volume	3,219,000	3,411,000	6.0%
Day trips value	£92,536,000	£100,277,000	8.4%
Overnight Trips			
Number of trips	183,000	191,000	4.4%
Number of nights	589,000	539,000	-8.5%
Trip value	£28,852,000	£29,700,000	2.9%
Total value	£165,844,000	£179,943,000	8.5%
Actual jobs	3,351	3,635	8.5%
Average length stay (nights * trip)	3.22	2.82	-12.30%
Spend * overnight trip	£157.66	£155.50	-1.40%
spend * night	£48.98	£55.10	12.50%
Spend * day trip	£28.75	£29.40	2.30%

Table 3.2: Economic impact of tourism – Year-on-year comparisons

Source | Economic Impact of Tourism, 2018, Worcester City Council

⁵2019 Great Britain Tourism Survey.





Former Worcester Porcelain Works



Worcester Cathedral



Statue of Sir Edward Elgar, a famous english composer, born right outside Worcester |

Strengths and Opportunities

Alongside its natural assets Worcester also boasts a rich historical legacy dating back to its founding by the Romans. It retains a significant and diverse range of heritage assets which includes a registered battlefield, listed buildings, registered parks and conservation areas. The city also hosts successful markets, notably the Christmas Fayre which attracts over 100,000 visitors per year.

There are 719 listed buildings in the city which include medieval houses, churches and the Cathedral, through timber framed and brick buildings of the 16th to 19th centuries, through to the 1930s. The 19 scheduled monuments include the city walls and the Civil War fort at Fort Royal. The registered battlefield covers the first and last battles of the Civil War, in 1642 and 1651.

The conservation areas include the historic city centre, canal and riverside, as well as older urban areas, and historic residential areas. 165 assets have been added to the local list, nearly all of 19th or 20th century date, and including nearly 50 industrial buildings and structures.



Figure 3.9: Heritage and Tourist Assets in Worcester (not comprehensive)



The City Centre Masterplan (2019) seeks to facilitate a number of opportunities and provides an agreed and well supported framework for development.

The varied and significant heritage offer is currently underplayed and not presented as a joined-up visitor experience. Key features include the legacy of Edward Elgar, Three Choirs Festivals, and rich Civil War history. The potential to create linkages between heritage attractions such as the Cathedral, Commandery, Guildhall, the National Trust's Greyfriars and Worcester museums is a significant opportunity to attract more visitors to stay for longer.

Evidence presented in the 2019 Worcestershire Hotel Feasibility Report suggests that there is a strong case for a hotel development in Worcester city centre; this would support longer stays and the night-time economy.

The report provides evidence that one of the principal opportunities for the city is "b-leisure" the trend for business travellers to want to see more of their destination during their stay, and perhaps tag on some leisure time to their business stay. A coherent tourist offer would support this opportunity.



The Commandery, Worcester

3.6 Impacts of COVID-19

Key Headlines

- Dominance of retail and hospitality industries in Worcester make it vulnerable to the economic impact of COVID-19.
- Health sector and the potential of the City to benefit from new patterns of home and working life offer opportunities to exploit.

To tackle the fundamental barriers to growth and develop a long-term strategy for change, interventions must also be responsive to the impacts of COVID-19.

The impacts of COVID-19 on Worcester have formed part of our evidence base and informed the project prioritisation process for this TIP, with long-term adaptation and transformation in mind as well as short-term mitigation of impacts.

The table adjacent highlights the UK and Worcester share of GVA per sector in the second quarter of 2020. It also shows the COVID-19 effects on UK output relative to baselines and provides the Location Quotients per sector. A location quotient quantifies how concentrated a industry is in particular geography. This highlights the potential vulnerabilities of the Worcester economy to the COVID-19 economic shock. The sectors highlighted in blue are those where the Worcester share of GVA is high relative to UK average and which are 'at risk' during the continuing economic crisis. All are negative apart from 'Health' which is the only sector that has experienced a positive output effect indicating it as an opportunity sector in light of the crisis. The other sectors highlighted point to vulnerabilities with an upcoming recession.

	UK Share of GVA	Covid impact UK output	Worcester Share of GVA	Covid impact on Worcester output	Location Quotient Worcester
Agriculture	1%	0%	0.1%	0%	0.08
Mining, energy and water supply	3%	-20%	1.0%	-20%	0.35
Manufacturing	10%	-55%	15.4%	-55%	1.57
Construction	6%	-70%	2.6%	-70%	0.44
Wholesale, retail and motor trades	11%	-50%	12.7%	-50%	1.17
Transport and storage	4%	-35%	3.0%	-35%	0.77
Accommodation and food services	3%	-85%	1.9%	-85%	0.65
Information and communication	7%	-45%	2.5%	-45%	0.36
Financial and insurance services	7%	-5%	2.5%	-5%	0.37
Property	14%	-20%	17.1%	-20%	1.25
Professional, scientific and technical activities	8%	-40%	5.1%	-40%	0.65
Administrative and support activities	5%	-40%	8.3%	-40%	1.69
Public administration and defense	5%	-20%	5.4%	-20%	1.11
Education	6%	-90%	7.3%	-90%	1.24
Health	8%	+50%	12.0%	+50%	1.53
Arts, entertainment, recreation and other services	4%	-60%	3.1%	-60%	0.78
Whole economy	100%	-35%	100%	-32.98%	

Rows in blue, denote sectors where COVID-19 has a negative impact and Worcester's location quotient is above 1 (representing a higher proportion of sector activity relative to national averages).

Table 3.3: Output Losses by Sector in the Second Quarter of 2020

Source | Office for Budget Responsibility, OBR coronavirus commentary: Output losses by sector in the second quarter of 2020



The table below shows that Worcester experienced marginally higher take up rates of the Furlough scheme compared to England. Although this does not necessarily indicate that the impact on the Worcester economy is worse, it demonstrates another possible vulnerability in some of the worst affected sectors could cost Worcester £225m⁶ in GVA by the second quarter of 2020. This information, coupled with that above regarding vulnerability to oncoming recession, highlights the need to invest now to deal with the upcoming impact of COVID-19.

Beyond the immediate impacts, COVID-19 is also accelerating many existing retail trends, including the shift to greater online spending. The table above highlights that there is a greater reliance on this sector within Worcester (although the data is grouped with Motor Trades and Wholesale). This trend will accelerate the changing role of Worcester town centre in future and require focus to be paid to its repurposing and revitalisation.

At the same time future working practices and the “new normal” may lead to more opportunities for remote working and help to re-localise work. Our city’s potentially strong strategic connectivity, and the quality of life that the City can offer has appeal as a less densely populated city (compared to areas like Birmingham and Bristol).

⁶HMRC CJRS and PAYE Real Time Information

Area	Employments furloughed	Eligible employments	Take up-rate (%)
England	7,600,900	25,577,800	30%
West Midlands	820,200	2,580,400	32%
Worcester	16,600	52,100	32%

Table 3.4: Furloughed Employment, June 2020 Furloughed Source | MRC CJRS and PAYE Real Time Information



Empty shopping street during the Covid pandemic

Summary

The table below summarises the main issues, opportunities and market failures that our Town Investment Plan will seek to address.

Issues, Opportunities and Market Failures					
Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken
Underperformance of the visitor economy	Sub-optimal use of natural and cultural assets (river, heritage offer) difficult for visitors to navigate.	Take better advantage of assets and develop to allow for enhanced visitor experience, creating longer stays and greater spend per head. Opportunity to support wider investment in rail connectivity at Shrub Hill which will drive accessibility to wider tourism markets (London, Bristol etc).	Public goods – assets are in public ownership and suffer from free-riding effects. Imperfect information / coordination failures – people unaware / unable to locate / navigate assets in the city centre. Firms not able to coordinate approach to drive footfall. Positive externalities – health and wellbeing impact due to enhanced access of assets.	Investment in physical and cultural assets is not viable or possible for private sector agents to coordinate - public sector intervention is essential.	Failure to capitalise on natural and cultural assets may lead to further decline and a lost opportunity to expand tourism employment base.
Poor quality of public realm	Underinvestment by private and public sector in the public realm, and the built environment.	Invest in the public realm to improve its functionality to act as a gateway into the city via the train station by transforming unviable, brownfield land catalysing more productive uses. Opportunity to invest in Shrub Hill to address extensive area of poor-quality buildings and public realm on the edge of the City Centre.	Public goods – lack of incentive for the private sector to invest – lack of opportunity to achieve attractive return on investment. Need for land assembly and relocation of key users in inappropriate location at Shrub Hill.	Investment in public realm is not viable or possible for private sector agents – public sector intervention is essential. Land values currently insufficient to enable market led solutions to relocation.	Continued poor quality of public realm. Stagnating built environment may continue to dissuade private investment, encourage anti-social behaviour.

Table 3.5: Issues, Opportunities and Market Failures

Source | Mott MacDonald

Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken
Congestion issues and severance dominate city centre	Historic medieval layout and river cutting through city. Over-reliance on private car due to lack of alternative options.	Reduce congestion through diversification of travel modes and encouraging use of cycling routes in the city.	Public goods – transport, highways and public realm. Positive externalities -health and wellbeing impacts from active travel and improved air quality.	Transport policy fits squarely with public sector agents.	Continued dominance of private vehicles. Issues with severance and congestion.
Deprivation levels are high in specific areas of the city – deficit in higher-level skills	Poor access to education, skills, job opportunities and leisure opportunities.	Unlocking the constraints to access skills, training and jobs in areas of need.	Public good – education as a public good. Positive externalities – wider benefits of education provision as well as research and development undertaken.	Education provision (and access to it) will not improve without public sector intervention.	High deprivation levels in the city centre will persist and may increase. Will lead to growing income inequality compared to the rest of the district.
Higher value jobs replaced with low value jobs provision in the city	Low skill levels, poor regional connectivity, poor provision of high-value office floorspace.	Attract employers to the city that offer skilled and well-paid jobs to help retain graduates in the local area. Shrub Hill opportunity to develop new business environment adjacent to connectivity of Shrub Hill station and to the City centre.	Development and coordination failures – the high development cost of establishing premium offices and attracting high-value employers without established business district.	High value employers will continue to not invest in Worcester and choose other locations.	Continued drift toward lower value employment in the city.

4. Vision for Worcester

This section sets out a shared vision for the Worcester TIP. This vision has been collaboratively developed by Worcester Town Deal Board, which represents the public, private and voluntary sectors alongside wider stakeholders in the local community.

Underpinned by engagement, economic analysis and the prevailing policy context described in this TIP, Worcester's vision is based on the area's strengths, assets, issues and opportunities. Our vision was developed and agreed by the Town Deal Board in October 2020, following consultation with residents and businesses.

“Worcester - jewel in the crown of Worcestershire, shaped by almost 2000 years of cultural, religious, and economic heritage. Our future lies in blending our heritage as an inspiration for new residential and business opportunities with a growing a sustainable economy, based on precision engineering, business services, education, and health. All within our compact and liveable City on the banks of the River Severn.

By 2030 our Cathedral and University City will have grown to become more prosperous and make a greater economic contribution to the West Midlands by inspiring our key sectors to seize opportunities. We will build on our assets of heritage, the River Severn, culture and city countryside to create a city where every community benefits from our ever-improving quality of life, where businesses want to invest and where visitors want to spend time.

Worcester will become better connected both physically and digitally bringing our communities ever closer. Our connected City will focus on improved access to jobs and services, particularly for our most deprived communities, whilst bringing wider benefits to all. Shrub Hill station and the surrounding area will be transformed providing sustainable transport links to the region and nation combined with new employment and residential opportunities in a renewed gateway to our City.

We will build on our economic resilience borne out of our diverse economy by investing in new skills development programmes to support all our residents to prosper in our City; from those highly skilled to those with no skills, ensuring that every resident will benefit from the prosperity that we will help to create.

Our vision and priorities support an overarching aim that Worcester becomes a truly sustainable City, acting positively to address the climate emergency. We will promote green growth, minimise emissions and protect our valuable natural environment and enhance our resilience to climate change.”



Proposal of new active travel bridge



Worcester art market



A student nurse at the University of Worcester



Proposal for Shrub Hill Regeneration

Our vision is built on three ambitions, which lie at the heart of our investment approach and will drive positive outcomes:



An Economically Diverse City

- Raising skills levels in our most deprived wards and providing access to job opportunities.
- Investing in our City Centre to ensure that it adapts to the changing demand of the post-COVID-19 world.
- Embracing cultural change by providing safe space and opportunities for jobs and skills in creative industries.
- Supporting our businesses to create employment opportunities in leisure, tourism, precision engineering, manufacturing, health, and education.
- Increasing business growth and enterprise across the city with a focus on Shrub Hill.



A Connected City

- Improving transport links to connect communities to opportunities, particularly focused on our areas of need.
- Improving physical and digital access to services e.g. health, skills, training.
- Exploiting the opportunities that the Worcestershire 5G testbed provides to stimulate growth.
- Making the most of regional connectivity at Shrub Hill – to support indigenous growth, attract inward investment, develop tourism and support the visitor economy.



A City Built on Quality of Place

- Extending the opportunities and benefits to health and well-being from the City's natural and built heritage through connectivity and wider investment.
- Maximising the opportunity that the River Severn provides to create a distinct destination within the City.
- Maximising the opportunity the Worcester and Birmingham canal provides in terms of quality of life, connectivity, and development.
- Attracting and inspiring visitors leading to employment opportunities through our:
 - Civil War-led heritage opportunities.
 - Cultural offer – including the legacy of Edward Elgar.
 - Arts – including theatre and community.
- Providing enhanced community facilities to meet the social and economic needs of the residents.



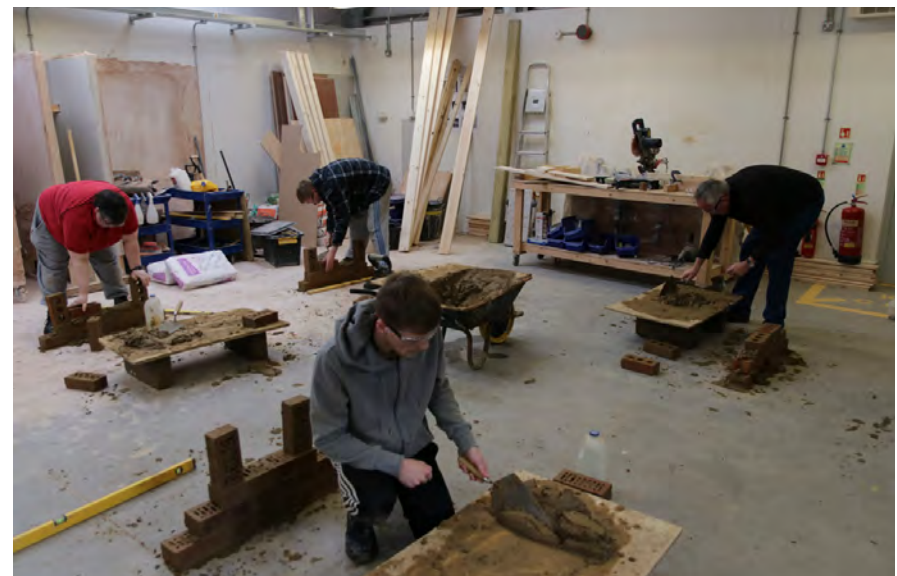
Proposal for Severn Centre for Health and Wellbeing



Worcester Light Night Festival, supporting vibrant arts and culture



The Dines Green Community Hub part of the community skills and enterprise project



Job skills training for Worcester community members

5. The Town Investment Plan

Building on our strengths, our Town Investment Plan presents an integrated response to the challenges and opportunities faced by our city.

Our TIP projects will inject targeted resources to shape our economic trajectory, enabling a transformation through scale and momentum that will equip us to better respond to our challenges and exploit our unique heritage and cultural assets. The programme of investment will tackle the city's core structural challenges, encourage environmental sustainability and help deliver inclusive economic growth by investing in the skills of residents in our most deprived communities. All of our projects have been developed and will be delivered in line with Council's Sustainability Strategy and the Clean Growth agenda

5.1 Town Deal Ask

Our funding ask from the Towns Deal is £27,890,750. We are asking in excess of the £25,000,000 cap to deliver an ambitious programme of six projects, which is deemed to be of regional significance.

Our six projects are as follow:

- Community Skills and Enterprise
- Severn Centre for Health and Wellbeing
- Shrub Hill Regeneration
- Heritage Tourism
- Riverside as a Destination
- Active Travel

In aggregate, our six projects – over their respective lifecycles – are expected to create outputs in the order of:

- Infrastructure for basic level skills training.
- Capacity for 1,500 new places leading to professional health and wellbeing qualifications.
- 10 fully equipped training facilities within deprived communities.
- Delivery of 450 new homes.
- Delivery of 3,000m² of shared office space.
- Delivery of 2,000m² of commercial floorspace.
- Creation of – a minimum of – 330 new jobs.
- Over 20 kilometres of new and upgraded walking and cycling
- Upgrade of 9 existing heritage assets
- Provision of specialist digital technology, heritage interpretation boards and wayfinding signage.

We are confident in our ability to deliver and have robust assurance frameworks in place to ensure that each scheme is subject to a rigorous value for money assessment.

The following sections will detail our shortlist of projects for the TIP, summarised in the programme-level theory of change model. They will also describe how we arrived at our shortlist, detail the projects and their rationale, and cover and describe spatial considerations and strategic alignment.

Figure 5.1: Worcester TIP Projects



- Towns Fund**
- 1 Shrub Hill Regeneration
 - 2 Severn Centre for Health and Wellbeing
 - 3 Riverside as a Destination
 - 4 Community Level Skills and Training Opportunities
 - 5 Active Travel
 - 6 Heritage Tourism

Worcester TIP Theory of Change Model

A detailed depiction of how these projects will help achieve the vision for the Towns Fund – and link with broader policy objectives – is set out in the programme-level theory of change model below. This illustrates how TIP investment will transform the city and deliver the outputs, outcomes and impacts of the projects (in the short, medium and long term) and link together to contribute to the vision to 2030.

Context	Worcester Town Deal Targets for 2030	Inputs	Outputs	Outcomes	Impacts
<p>A significant and diverse range of heritage assets, high quality of built environment in the city centre</p> <p>Good transport links to Birmingham, Birmingham Airport, Bristol and London</p> <p>Riverbank – a key part of the city but underperforming its potential</p> <p>Limited supply of land for new housing and employment within the city boundary</p> <p>Aging population</p> <p>Skills shortages, particularly in key growth sectors</p> <p>Presence of HE facilities close to the city centre, but still high youth unemployment and low proportion of adults who are NVQ4+ qualified</p> <p>Pockets of deprivation</p> <p>Relatively low levels of business start-up</p>	<p>An Economically Diverse City</p> <ul style="list-style-type: none"> Raising skills levels in the most deprived wards and providing access to job opportunities. Investing in City Centre to ensure it adapts to the changing demand of the post-Covid19 world. Supporting our businesses to create employment opportunities in leisure, tourism, precision engineering, manufacturing, health, and education. Increasing business growth and enterprise across the City with a focus on Shrub Hill. <p>A Connected City</p> <ul style="list-style-type: none"> Improving transport links to connect areas of need to opportunities. Improving physical and digital access to services. Exploiting the opportunities that the Worcestershire 5G testbed provides to stimulate growth. Making the most of regional connectivity at Shrub Hill. <p>A City Built on Quality of Place</p> <ul style="list-style-type: none"> Extending opportunities to benefit from the natural and built heritage across the City through connectivity and wider investment. Maximising the opportunity that the River Severn provides to create a destination within the City. Maximising the opportunity the Worcester and Birmingham canal provides in terms of quality of life, connectivity, and development. Attracting visitors leading to employment opportunities. 	<p>Capital / Revenue investment</p> <p>Public/political stakeholder engagement</p> <p>Private Sector Engagement</p> <p>Support from Worcester City Council</p> <p>Project management</p> <p>Business Case development including technical and feasibility work</p> <p>Support / direction from MHCLG team</p> <p>Legal and commercial advice and support</p> <p>Coordination with other emerging policies and strategies(Local/ regional/ national)</p> <p>Project operators, private sector tenants, skills providers</p>	<p>Community Skills and Enterprise:</p> <ul style="list-style-type: none"> Refurbishment, extension or reconfiguration of buildings Provision of digital infrastructure & vocational training equipment 	<ul style="list-style-type: none"> Established training network 5,000 learners achieving level 1,2,3 qualifications 	<ul style="list-style-type: none"> Increase in capacity & accessibility to new or improved skills facilities Availability of new specialist equipment Increased & closer collaboration with employers Increase in the breadth of the local skills offer that responds to local skills needs Increased benefit for the public education over the long term
			<p>Severn Centre for Health and Wellbeing:</p> <ul style="list-style-type: none"> 4,000 m2 new skills facility to house nursing, physiotherapy and medical training including an anatomy lab for 50-100 students, 12 rooms for GP training seminar rooms. 	<ul style="list-style-type: none"> 1,500 new learners assisted 100 new jobs 	<ul style="list-style-type: none"> Improved landscaping in immediate area. Additional places on educational courses provided at the centre. Supporting University of Worcester to become a medical school (2022/23). Improved health levels of local & regional population. Placing Worcester as a centre for world-leading health & wellbeing research & medical training Economic benefit from more students living & studying in Worcester Increased provision of health & wellbeing facilities.
			<p>Shrub Hill Regeneration</p> <ul style="list-style-type: none"> 450 new homes 2,000m² of high-quality commercial space 2.25ha of remediated land 3,000m² of shared business space 2,000m² of new / upgraded walking & cycling infrastructure 2,000m² of new / upgraded public space 	<ul style="list-style-type: none"> 230 new jobs Flexible office space 	<ul style="list-style-type: none"> Increased footfall & visitor numbers due to improvements in walking & cycling infrastructure Increased employment opportunities in Shrub Hill area through new jobs & creation of floorspace for new enterprises/start-ups Improved housing offer in Shrub Hill Increased land values around the station Improved perception of the Shrub Hill area for residents, employees and visitor
			<p>Heritage Tourism</p> <ul style="list-style-type: none"> Wayfinding signage, maps, downloadable audio trails, video, & virtual reality Provision of specialist digital technology to present & interpret the varied heritage offer; provision of heritage interpretation boards Upgraded museum, historical landmarks & arts centre 	<ul style="list-style-type: none"> Increased visitors to arts, cultural / heritage events & venues. Growth in employment – creation of new jobs to support the hospitality and leisure sectors post pandemic recovery. 	<ul style="list-style-type: none"> Increased footfall & visitor numbers due to improvements in walking & cycling infrastructure Increased employment opportunities in Shrub Hill area through new jobs & creation of floorspace for new enterprises/start-ups Improved housing offer in Shrub Hill Increased land values around the station Improved perception of the Shrub Hill area for residents, employees and visitor
			<p>Riverside as a Destination</p> <ul style="list-style-type: none"> A coherent, accessible and attractive Riverside Park environment New / upgraded cycle or walking paths Delivery of 2 new public spaces Network of publicly accessible visitors' facilities including toilets and cafés Remediation and/or development of dilapidated sites 	<ul style="list-style-type: none"> Increase in footfall & visitor numbers, dwell time and spend. Enhanced accessibility of the city's assets for those with reduced mobility 	<ul style="list-style-type: none"> Health benefits as a result of increased walking/ cycling provision Enhancing the area so that areas of need can benefit from an improved quality of life, where businesses want to invest and where visitors want to spend time Increase in land values around riverfront Ensuring the River Severn becomes as a distinct destination within the city Extend opportunities to benefit natural assets & built heritage across the city
			<p>Active Travel</p> <ul style="list-style-type: none"> Improved / additional railway station car parking spaces 11.5km of new or upgraded cycle or walking paths New bridge link for the north of the city City centre secure managed cycle parking & secure cycle parking in neighbourhood locations Bike hire scheme 	<ul style="list-style-type: none"> Increased number of local trips made by active modes Increased footfall & visitor numbers Improved access to opportunities Improved health levels of local and regional population Modal shift towards active travel 	<ul style="list-style-type: none"> Improved commuter flows around Worcester, increased health benefits to due uptake in walking/ cycling provision Improved perception of Worcester Health benefits as a result of increased walking/ cycling provision Promote green growth through minimising emissions, thereby improving air quality & protecting the natural environment

Figure 5.2: Worcester TIP Theory of Change Model
Source | Mott MacDonald

5.2 Stakeholder Engagement

Stakeholder engagement has been at the heart of our approach in developing the Worcester TIP. We have undertaken a comprehensive engagement process which includes involvement from Town Board Members, City Councillors, the business community and residents. This process has ensured that both design and implementation of our TIP is responsive to stakeholder feedback.

Worcester Town Deal Board

The Board first convened on the 14th of January 2020. It has driven development of our TIP and helps enable active involvement from key local institutions, business and communities. The board has determined the direction of travel, strategy and ultimate vision for the TIP.

In its advisory capacity, the Town Deal Board and its constituent members (detailed below) have steered Worcester City Council (as the accountable body) to produce a TIP that truly strives for transformational change in the City.

The Board has met eight times since its formation in January 2020 and will continue to meet regularly through the business case preparation stage. To maintain momentum during the pandemic, the Board has chosen to meet virtually, successfully sustaining meeting attendances of at least 14 members.

Worcester Town Deal Board Membership:

Worcester City Council, Worcestershire County Council, Worcester Cathedral, Sanctuary Housing, Worcester Community Action, St Peter's Parish Council, Warndon Parish Council, Worcester Muslim Welfare Association, Member of Parliament for Worcester, Worcestershire Local Enterprise Partnership, University of Worcester, Heart of Worcestershire College, Worcester BID and Severn Arts.

Learning from prior stakeholder engagement

During the development of the Worcester TIP, WCC has been able to benefit from recent stakeholder engagement conducted as part of other related town centre focused strategies.

The City Centre Masterplan was developed with input from a variety of key stakeholders and Worcester's community.

Key engagement exercises included:

- **Placecheck** - a structured form of primary site analysis, where a stakeholder group undertakes a site visit to support selection of priorities for development.
- **Stakeholder workshops** – a series of workshops were programmed to take place at strategic points in the masterplan process to engage and inform stakeholders.

The broad range of engagement undertaken as part of the design development process has been invaluable in providing a picture of the modern city of Worcester.

The Council's Environmental Sustainability Strategy was developed almost entirely during the pandemic, and utilised traditional web-based engagement and consultation alongside webinars hosted on Zoom which were widely promoted through social media and well attended.

Towns Fund Stakeholder Engagement

Our initial engagement was based on extensive use of social media, through Twitter (15,000 followers) and Facebook (25,000 followers), which signposted people to the My Town website. This underpinned the high level of engagement with the website generating over 150 project suggestions, which attracted a further 225 comments.

Our longlist included 177 distinct ideas gathered from the website (129 unique suggestions) and from direct stakeholder engagement including that undertaken with and by Board members.

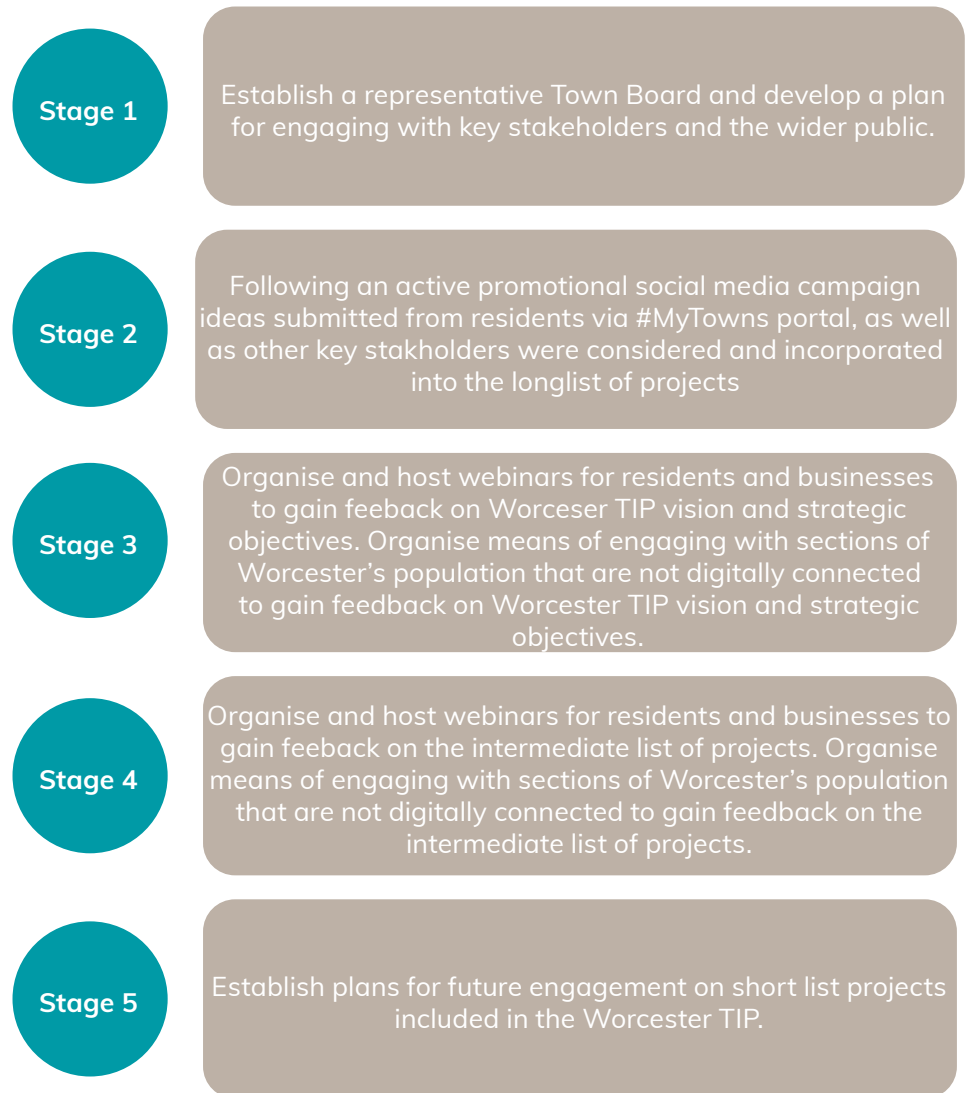
During the development of our TIP, interactive webinars were organised via Microsoft Teams, with separate sessions for residents of Worcester and for our businesses. Two rounds of webinars covered the vision and then the project short list and the feedback helped shape drafting of vision and short list for consideration by the Town Board.

Further details of this engagement are included in Appendix B with examples of some of the quotes made by residents and business representatives.

Alongside this engagement we have also held numerous meetings with individual Board members, project proposers and members of the County Council Cabinet.

Throughout the development of the TIP our elected Members have been briefed and consulted at key stages, forming an important link with local communities, and ensuring cross party support of our proposals.

Figure 5.3:
Summary of Stakeholder Engagement undertaken as part of Worcester TIP



5.3 Project Prioritisation

A robust project selection process was followed to select the final six projects having started with a longlist collated from a range of sources including:

- Submissions from the public via the #MyTowns portal.
- Submissions from members of the Worcester Town Board.
- Submissions from other sources such as the Worcester Riverside Sports Association.

Following the project submission deadline on 30th October all of the project ideas and more detailed project proformas submitted were formatted, standardised and, where required, clarifications were sent to the identified project leads.

At the completion of the collation process, a total of 177 projects were included in the Worcester TIP longlist.

Three quarters of the total number of projects included in the Worcester TIP longlist were categorised as being in either the Local Transport (34%) or the Urban Regeneration, planning and land use (42%) Towns Fund intervention themes.

An objective prioritisation process – employing an independent, standardised robust approach was used to establish a final shortlist of six from the initial longlist. The number of projects by prioritisation stages are outlined below.

Source	Number of projects submitted
#MyTowns	129 (73%)
Submission from Worcester Town Board	46 (26%)
Other	2 (1%)
Total	177

Table 5.1: Sources of the Worcester TIP Project Longlist

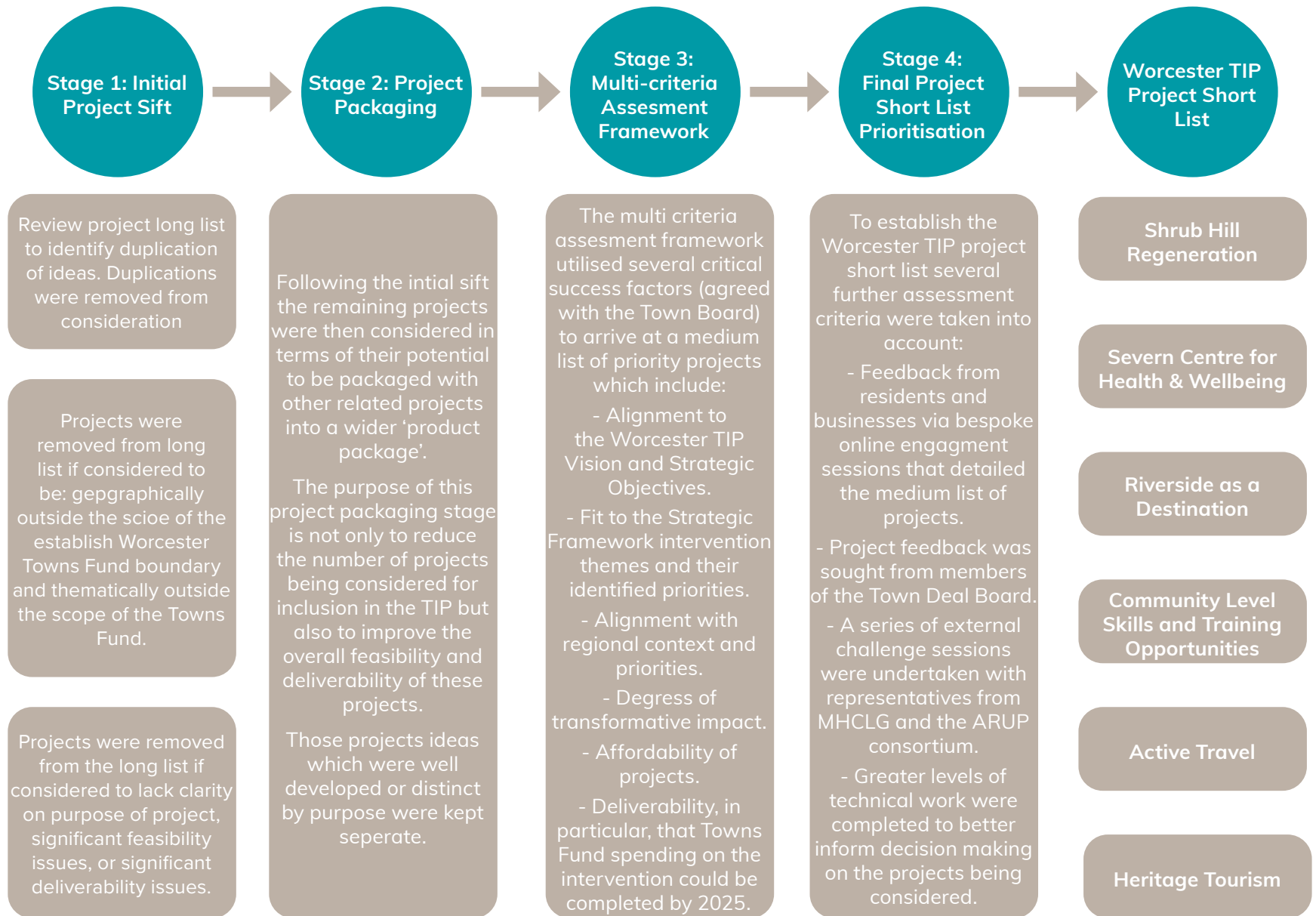
Towns Fund intervention theme	Number of projects
Local Transport	60
Digital Connectivity	4
Urban Regeneration, planning and land use	74
Arts, culture and heritage	20
Skills infrastructure	9
Enterprise infrastructure	10
Total	177

Table 5.2: Worcester TIP Project Longlist by Towns Fund Intervention Theme



Figure 5.4 Worcester TIP Project Prioritisation Methodology Summary

Figure 5.4 adjacent outlines the process and methodology used to select a shortlist of six priority projects. Full details of the project prioritisation process can be found in the Project Prioritisation Report at Appendix C.



5.4 Worcester TIP Projects

Our chosen projects all support the overarching vision and ambitions of the TIP and will combine to help deliver our Vision for Worcester.

Town Deal Project – Project Information Tables

This section provides a detailed description, rationale and other key information on each of our six projects.

For further information on the projects outlined in this TIP please see Appendix D.



View of Worcester from the Cathedral Tower

Project 1

Community Skills and Enterprise

This project, which is critical in delivery of the levelling up agenda, will develop existing community centres to host 'Skills and Enterprise' centres providing inclusive and attractive training facilities in deprived communities.

The centres will host a wide range of skills activity - from basic, digital, life and job focused support leading to soft skills and accredited qualifications; self-employment; start up and social enterprise support.



Towns Fund Ask: £4,950,750



Proposed community centre upgrade



The Dines Green community hub

Capital works will include refurbishment, extension or reconfiguration of buildings, and provision of digital infrastructure and vocational training equipment. Dedicated facilities will be created within high quality welcoming buildings that enable training and established community uses to take place at the same time.

These will include a construction and green technology skills centre to the west of the city at Dines Green, replicating the successful (and oversubscribed) Building Block Construction Skills Centre at Warndon.

Training will be delivered by a range of mainstream education, employment, training, and careers advice providers leveraging existing and emerging revenue streams to deliver to and within communities in need.

The offer will provide a first step on the ladder which links through to further and higher education.

The chosen locations will be confirmed during development of business cases. At this stage it is envisaged that locations will include, but not necessarily be limited to:

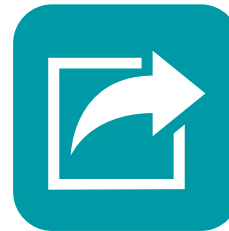
- Warndon
- Ronkswood
- Tolladine
- King George V
- Horizons (Cathedral Ward)
- Dines Green
- Stanley Road
- St Peters Village Hall
- St John's Library
- Fairfield Adult Learning Centre

Project Rationale

Town Fund evidence base identifies entrenched issues around economic exclusion. Low social mobility and deprivation is concentrated in specific parts of the city, with persistent and worsening levels of low or no skills comparable with rates in inner city Birmingham and London.

There are a complex array of 'multiple barriers' that need to be addressed including a lack of confidence, fear of formal educational settings due to poor school experiences; mental and physical health; caring responsibilities; lack of transport; financial hardship which combine to prevent many residents engaging with mainstream services which are predominantly located in the city centre. The river also forms a barrier for people living the west of the city to access services 'over the bridge' with communities experiencing high levels of social isolation.

The community delivery model has been, proven locally to break down those barriers, with high levels of engagement with marginalised and vulnerable residents supporting a broader 'skills and enterprise programme. The building block construction skills centre is a successful model with proven demand for additional provision.



Outputs

- Refurbishment, extension or reconfiguration of buildings
- Provision of digital infrastructure and vocational training equipment



Outcomes

- Established training network
- 5,000 learners achieving NVQ level 1,2,3 qualifications

Project 2

Severn Centre for Health and Wellbeing

Situated on the Severn riverbank in Worcester, the Severn Centre for Health and Wellbeing will be a major new regional centre for skills across the health professions. The Centre will be the cornerstone of a sustainable outstanding health and wellbeing campus which will contribute to serving the needs of the local community including a GP practice, on-site therapy and rehabilitation clinics and prescribed classes in nutrition and exercise.

The centre will also be home to the Three Counties Medical School, which will provide inclusive access to medical training for students from across the region, and provide trained medical professionals to provide health care for local and regional communities.



Towns Fund Ask: £3,500,000

Match Funding: £12,350,000



Proposed Severn Centre for Health and Wellbeing



One of the growing number of student nurses at University of Worcester

Severn Centre for Health and Wellbeing will be delivered through the conversion of a former industrial print works (Worcester News) to create a 4,000 m2 new skills facility to house nursing, physiotherapy and medical training including an anatomy lab for 50-100 students, 12 rooms for GP training seminar rooms etc.

By 2023-4 over 1,500 more health professional students will be educated at the University of Worcester than in 2019-20, many from the city, who will be joined by an initial 100 medical students a year when the University's application to create a medical school is successful (anticipated 2022-23). This will make the Centre for and Health and Wellbeing the largest such facility between Birmingham and Bristol.

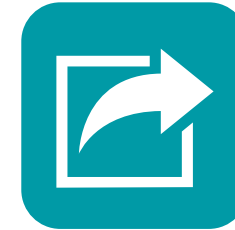
The Centre for Health and Wellbeing will also provide vital amenities and attractive landscaping contributing to the Riverside as a Destination TIP project. The location provides access to facilities for visitors to the Riverside Park in the form of café and toilets, alongside bike and EV parking and improved connectivity between the river and St Johns through the campus.

Project Rationale

The Towns Fund evidence base points to the lack of higher level skills within the workforce. The University of Worcester has an increasing service offer in health skills built upon its established leadership in Nursing and physiotherapy. The development of health and related skills accords with the Worcestershire Local Industrial Strategy and its focus on the digitisation of health and care. It will also make a significant contribution to producing sustainable skilled employment opportunities at scale in a fast growing, much needed sector of the economy

The University of Worcester enjoys a reputation as one of the UK's leading nursing educators. This excellent reputation, combined with a long history of close and effective working with local Health Trusts, underpinned the award to Worcester of the largest number of additional health care places in England in July 2020 - 473 per year of which 50% are nurses.

The Centre for Health and Wellbeing will provide health professionals across the region including Health Trusts within Gloucestershire, Herefordshire, Worcestershire, Dudley and the West Midlands Ambulance Trust.



Outputs

- 4,000 m2 new skills facility to house nursing, physiotherapy and medical training including an anatomy lab for 50-100 students, 12 rooms for GP training seminar rooms.



Outcomes

- 1,500 new learners assisted
- 100 new jobs

Project 3

Shrub Hill Regeneration

Shrub Hill currently is a poor gateway for those arriving in the city by train. Investment through the Towns Fund will have a significant impact, addressing negative perceptions engendered by dilapidated buildings and poor connections. The vision for Shrub Hill, within the Worcester City Centre masterplan, is to deliver a new high-quality mixed-use quarter for the city.



Towns Fund Ask: £10,500,000

Match Funding: £5,500,000



Proposal of the Shrub Hill Regeneration Area



Isaac Maddox House in the Shrub Hill Regeneration Area

The Towns Fund element involves three key interventions:

- Redevelopment of the current Bus Depot Site – regeneration of 1.1ha of land as part of a canal-side mixed use scheme to include approximately 350 new homes and 2,000m² of employment space through the relocation of the existing bus depot from the site to support wider regeneration.
- Public Realm – 2,000m² of high-quality public realm following the line of Cromwell Street to provide a new connection between the Shrub Hill Railway Station, Shrub Hill Regeneration area and the city centre.
- Enterprise and Innovation Centre – regeneration of a 1.15ha site to include a 3,000m² Enterprise and Innovation Centre and approximately 100 new homes. The Enterprise and Innovation Centre will provide training and business support that help residents and small businesses develop business ideas into real opportunities alongside space for collaborative working between businesses and academia.

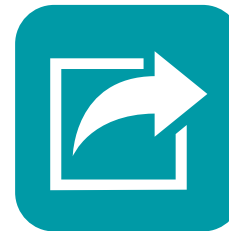
Project Rationale

Through the delivery of the Shrub Hill Quarter ambitions – and specifically the Towns Fund – the interventions will:

- Strengthen the diversity and value of the Worcester economy through improved connectivity and creating new economic assets specifically the Enterprise and Innovation Centre which will address the requirement to increase new business formation from the Towns Fund evidence base.
- Unlock the potential of the station as a high-quality arrival point to the city through public realm improvements and new development generating higher land values and investment in the built environment.
- Significantly enhance the quality of links between this part of the city and the centre, helping meet aspirations for a more connected and accessible city helping to address relatively low levels of travel on foot or by bike.
- Respond to the significant socioeconomic challenge and polarisation which exists in the city, particularly in the north-east.

The Town Fund projects will support the regeneration of the wider area amounting to some 7.5ha and 100,000 sqm of development together with the regeneration of the train station and improving wider connectivity by rail to the City with significant long term benefits to the City’s economic and tourism markets as captured adjacent.

This forms part of a wider regeneration and regional connectivity project including enhanced rail connectivity to London (North Cotswold Task Force), to Birmingham (Midlands Connect), and Bristol. This is being taken forward with Getting Building Funding to deliver economic impact across Worcestershire, Gloucestershire, Herefordshire, Oxfordshire and Warwickshire.



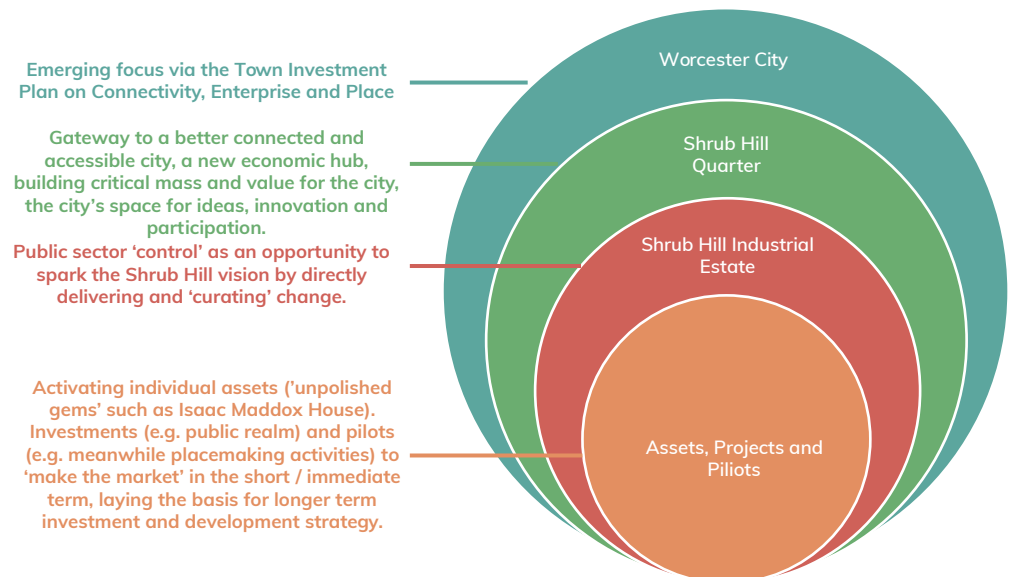
Outputs

- 450 new homes
- 2,000m² of high-quality commercial space
- 2.25ha of remediated land
- 3,000m² of shared business space
- 2,000m² of new and upgraded walking and cycling infrastructure
- 2,000m² of new and upgraded public space



Outcomes

- 230 new jobs
- Flexible office space



Project 4

Heritage Tourism

Worcester has a strong but disjointed heritage offer which is underplayed and therefore does not attract the numbers of tourists and visitors that it could do to maximise the economic impact for the city. The development of the significant but underplayed heritage attraction of the City, presenting and marketing it as a coherent tourist offer to drive up visitor numbers and length of stay.



Towns Fund Ask: £2,250,000

Match Funding: £650,000



The Guildhall, Worcester



Hopmarket, Worcester

This project will:

- Create a framework for physical and digital interpretation, providing a mesh of historic information, images and stories, and practical wayfinding linking the city's many heritage locations.
- Develop the national profile of The Commandery, whose story is central to the ending of the English Civil War, investing in interpretation and links to national institutions.
- Modernise the story of the Worcestershire Soldier alongside the Commandery as a catalyst for learning about democracy and conflict resolution.
- Raise the quality of the interpretation at the Guildhall, ensuring that this magnificent building is a tourist destination alongside its civic role.
- Provide a new art and exhibition space in the heart of the city centre.
- Link the cultural attractions in the Northern end of the City Heart through coherent infrastructure, public art installations and wayfinding improvements.

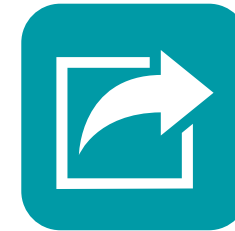
Project Rationale

Worcester is in the top 10 authorities in England for historic built environment, museums and industrial heritage assets. However, it scores much lower for heritage related activities. Worcester ranks 5th out of 316 for heritage assets, but 188th for activities. The potential of the city's heritage is not being realised.

The city centre is built on 2000 years of history and in less than a quarter of a square mile, visitors can come close to many meaningful stories of England's past. There are 1000 listed buildings dating from the 11th to 20th centuries. In many cases they are not brought to life through interpretation, and so are peripheral to the visitor experience.

By implementing a clear design and strong branding, physical and digital elements will enable the formation of a coherent offer, similar to Bristol's Legible city project. By providing information to visitors before and during their trip, and marketing a broad offer will help increase length of stay, convert day visits to overnight and weekend and attract new visitors.

An additional 25,000 tourist visits would bring in £1m economic impact but doubling the dwell time of those visits would add an estimated £7m.



Outputs

- Wayfinding signage, maps, downloadable audio trails, video, and virtual reality
- Provision of specialist digital technology to present and interpret the varied heritage offer
- Provision of heritage interpretation boards
- Upgraded museum, historical landmarks and arts centre



Outcomes

- Increased number of visitors to arts, cultural and heritage events and venues.
- Growth in employment – creation of new jobs to support the hospitality and leisure sectors post pandemic recovery.

Project 5

Riverside as a Destination

The River Severn is the natural heart of the city, but currently it is not being fully utilised. Improving the riverside will provide local health and economic benefits to residents and would assist in improving tourism. This project will capitalise on the value of the Riverside Park and its component attractions as a major asset in the heart of the City as part of our investment in our visitor economy.



Towns Fund Ask: £1,890,000

Match Funding: £1,456,000



Riverside walk along the River Sever



Riverside path at Diglis

As well as improving accessibility and linkages with the city centre and High Street, the projects will ensure adequate visitor facilities, including toilets, are freely available to the public. There are seven discrete elements:

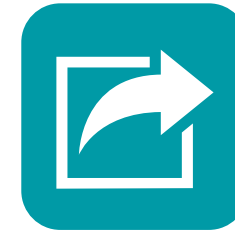
- Investment in landscaping and infrastructure to ensure an accessible, welcoming and coherent visitor experience.
- New public realm treatments will deliver an attractive link between the High Street and riverside.
- Public access to facilities as part of the Canal and River Trust (CRT) 'Unlocking the Severn' capital project.
- Opening up public access to the extensive Cathedral gardens and creating an intuitive route to link to the High Street.
- New commercial and leisure moorings in the heart of the city.
- Supporting the County Cricket Club's visitor centre as well as securing public access to facilities.
- Supporting the redevelopment of the multi organisation river sports buildings, securing public access to new seating and viewing areas and visitor toilets.

Project Rationale

Worcester has grown up on the banks of the Severn, but despite improvements over the last 10 years, the perception remains that the city "turns its back" on the river and the asset of a 4km long Riverside Park in the heart of the city is underplayed. There are a number of visitor attractions and the park itself provides an attractive destination but the lack of public facilities and poor connectivity with the city centre means that the potential to drive greater visitor numbers and generate longer stays is not realised.

Worcester currently welcomes almost 3.7million day visitors each year but has only c.183,000 overnight stays . This project seeks to enhance and extend the average stay of visitors, and their spend whilst in the city, including overnight accommodation.

This project links closely with three other TIP projects, the Severn Centre for Health and Wellbeing, the new Kepax bridge and improvements within the walking and cycling network, and the Heritage Tourism project that includes a number of river side attractions.



Outputs

- A coherent, accessible and attractive Riverside Park environment.
- New or upgraded cycle or walking paths
- Delivery of 2 new public spaces
- A network of publicly accessible visitors' facilities including toilets and cafés
- Remediation and/or development of dilapidated sites



Outcomes

- Increased footfall and visitor numbers
- Increase in visitor dwell time
- Increase in visitor spend
- Enhanced accessibility of the city's assets for those with reduced mobility

Project 6

Active Travel

Active travel infrastructure benefits all members in the community. Enhancing facilities encourages uptake which improves the health of residents, decreases congestion, provides an equitable form of transport, and improves accessibility to services especially for less connected communities.



Towns Fund Ask: £4,800,000

Match Funding: £8,050,000



New active travel bridge proposal



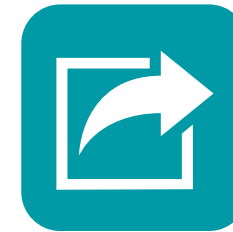
Existing unmade active travel route

This project will improve and enhance walking and cycling infrastructure to make active travel a viable option for all Worcester's communities. It will include

- Provision of new and upgraded off-road walking and cycling routes, linking with the existing network and providing greater local connectivity between communities (and particularly our deprived areas), social facilities and employment opportunities across the city.
- A new bridge ('Kepax Bridge') linking communities and opportunities to the north of the city and enhancing the attraction of the Riverside Park.
- Secure undercover and managed cycle parking in the city centre, and secure cycle parking in neighbourhood locations
- A bicycle hire scheme (electric and conventional) to open up cycling to more residents and visitors, building on the success of the Woo bike scheme currently in operation. The scheme would have a city centre hub with satellite locations in deprived communities and at the University.

Project Rationale

- There is an imbalance in active travel routes across the city, hampered by the railway, the river and major roads, which creates a disconnect between Worcester's more deprived areas and key locations.
- Despite being a relatively small city (less than five miles across at its widest point), the cycling mode share in Worcester is less than 2%. The level of cycling infrastructure is key contributor to the low mode share.
- Aligned to the Government's active travel strategy, "Gear Change: A Bold Vision for Walking and Cycling", and the Worcestershire Local Transport Plan, the projects above will encourage a much higher number of local trips to be made either by walking or cycling.
- More walking and cycling will contribute towards improved public health, reduced congestion (a significant issue for Worcester) and an improved local environment by reducing traffic emissions and noise.
- Plans are well developed for a new walking and cycling bridge to the north of the City, the benefits of which have been proven by the Diglis bridge which has transformed active travel to the south.



Outputs

- Improved and additional car parking spaces at the railway station
- 11.5km of new or upgraded cycle or walking paths
- New bridge link for the north of the city
- City centre secure managed cycle parking and secure cycle parking in neighbourhood locations
- Bike hire scheme



Outcomes

- Increased number of local trips made by active modes (cycling/walking)
- Increased footfall and visitor numbers due to improvements in walking and cycling infrastructure
- Improved access to opportunities
- Improved health levels of local and regional population
- Modal shift towards active travel

5.5 Strategic Alignment and Spatial Strategy

Worcester Working Together

The member organisations on the Town Board share a number of common aims for the city which are articulated in their respective corporate plans. The synergies in these corporate plans and outputs of these shared aims and ambition already include:

- The Hive – award-winning joint venture between County Council and University
- Arches £4.7M regeneration project with City, University and County and Severn Arts working together
- Digilis Bridge – a transformational new pedestrian and cycling river crossing to the south of the city.
- County, Canals and Rivers Trust and City Council working to improve cycling and pedestrian movement along the canal and river corridor
- City Council and County investing in city centre regeneration including the £20m Cathedral Square project alongside the associated public realm improvements, the Shambles, Pump Street and others.
- County and City Council Investing in new economic assets such as the Worcester Six business park alongside Stoford as private investors.



The Hive



Digilis Bridge. Source: Dronestagr.am Stenweb



Cathedral Square, Worcester. Source: MNP Engineers



Worcester Six Business Park. Source: UMC Architects



Pump Street, Worcester



A busy High Street in Worcester

Existing Strategies and Plans

Worcester City Plan 2016-2021

The Worcester City Plan 2016-2021 outlines five overlapping and interconnected themes that define areas of focus and investment during this period:

- Stronger and Connected Communities.
- A Prosperous City.
- A Healthy and Active City.
- A Heritage City for the 21st Century.
- Sustaining and Improving our Assets.

City Centre Masterplan 2019

The aim of the City Centre Masterplan is to create:

- A successful and growing Cathedral and University City, with more homes, businesses and jobs.
- A City with prestige tourist, education and retail attractions.
- A place that maintains its “city in the country” feel, its valued heritage assets and environmental quality.

The City Centre Masterplan was adopted in 2019. It defines four distinctive quarters in the City Centre and is the driving force for regeneration in the city.

Figure 5.5: Worcester's Distinctive Quarters as defined in the City Centre Masterplan



Riverside

City Heart

Canalside

Shrub Hill

Worcestershire Local Enterprise Partnership

The Worcestershire LEP has agreed two key documents that frame the economic development of the County. The Strategic Economic Plan sets a framework for the growth of the County and the City, under three broad themes, creating a world class location, providing individuals with world class skills; and developing world class competitive and innovative businesses. The Local Industrial Strategy aims to build a connected, creative, dynamic economy for Worcestershire.

Thirdly, the LEP Strategy for Restart and Recovery seeks to accelerate investment in major schemes to kick start the local economy.

Environmental Sustainability Strategy for the city 2020-2030

The strategy is structured around six key themes (Table 5.3) with a vision that: “By 2030, Worcester will be a carbon neutral city, with energy and transport transformed. Worcester’s environment will be resilient to the changing climate with low levels of air pollution and high levels of biodiversity.”

Theme	Priorities
Carbon Neutral City Council	<ul style="list-style-type: none"> • Reduce emissions from council buildings • Reduce emissions from council owned vehicles • Reduce emissions from staff commute or business travel
Carbon Neutral Worcester	<ul style="list-style-type: none"> • Reduce emissions from homes through improvements to energy efficiency and through the decarbonisation of gas heating • Facilitate and encourage the transition to zero emission vehicles (public and commercial) • Enhance and improve walking and cycling infrastructure
Sustainable Economy	<ul style="list-style-type: none"> • Support local businesses to transition into the low carbon economy • Establish a green hub for technology start ups • Use all opportunities to re-skills people for the green economy
Natural Environment	<ul style="list-style-type: none"> • Tackle air pollution by increasing the number of zero emission vehicles and by encouraging modal shift to walking, cycling and public transport • Increase the total tree canopy in the city • Develop the value of all infrastructure for biodiversity
Preparing for Climate Change	<ul style="list-style-type: none"> • Reduce the risk of and damage caused by flooding • Improve the resilience of Worcester’s natural environment • Assess the risk to and protect vulnerable residents
Resource Efficiency	<ul style="list-style-type: none"> • Promote and embed ‘reduce, reuse and recycle’ within society • Continue to promote, in partnership with relevant supermarkets and businesses, reusable alternatives to plastics

Table 5.3: Key themes and priorities of Sustainability Strategy

How do Towns Fund projects fit with Worcester's strategic plans?

The six TIP projects have been developed with a careful understanding of the underlying evidence and context, building on Worcester's challenges, strengths and opportunities.

The rationale and interlinkage with wider strategic policy for each project is summarised below.

Project	Worcestershire LEP: Strategic Economic Plan	Worcester City Plan 2016-2021	City Centre Masterplan 2019	Environmental Sustainability Strategy for the city 2020-2030	Worcester City Tourism Strategy 2017-2022	Worcester Local Transport Plan 2018- 2030
Community Skills and Enterprise	✓	✓	✓	✓		
Severn Centre for Health and Wellbeing	✓	✓				
Shrub Hill Enterprise and Regeneration	✓	✓	✓	✓	✓	✓
Heritage Tourism	✓	✓	✓		✓	
Riverside as a Destination	✓	✓	✓	✓	✓	✓
Active Travel		✓	✓	✓		✓

Table 5.4: Regional and Local Strategic Policy Alignment

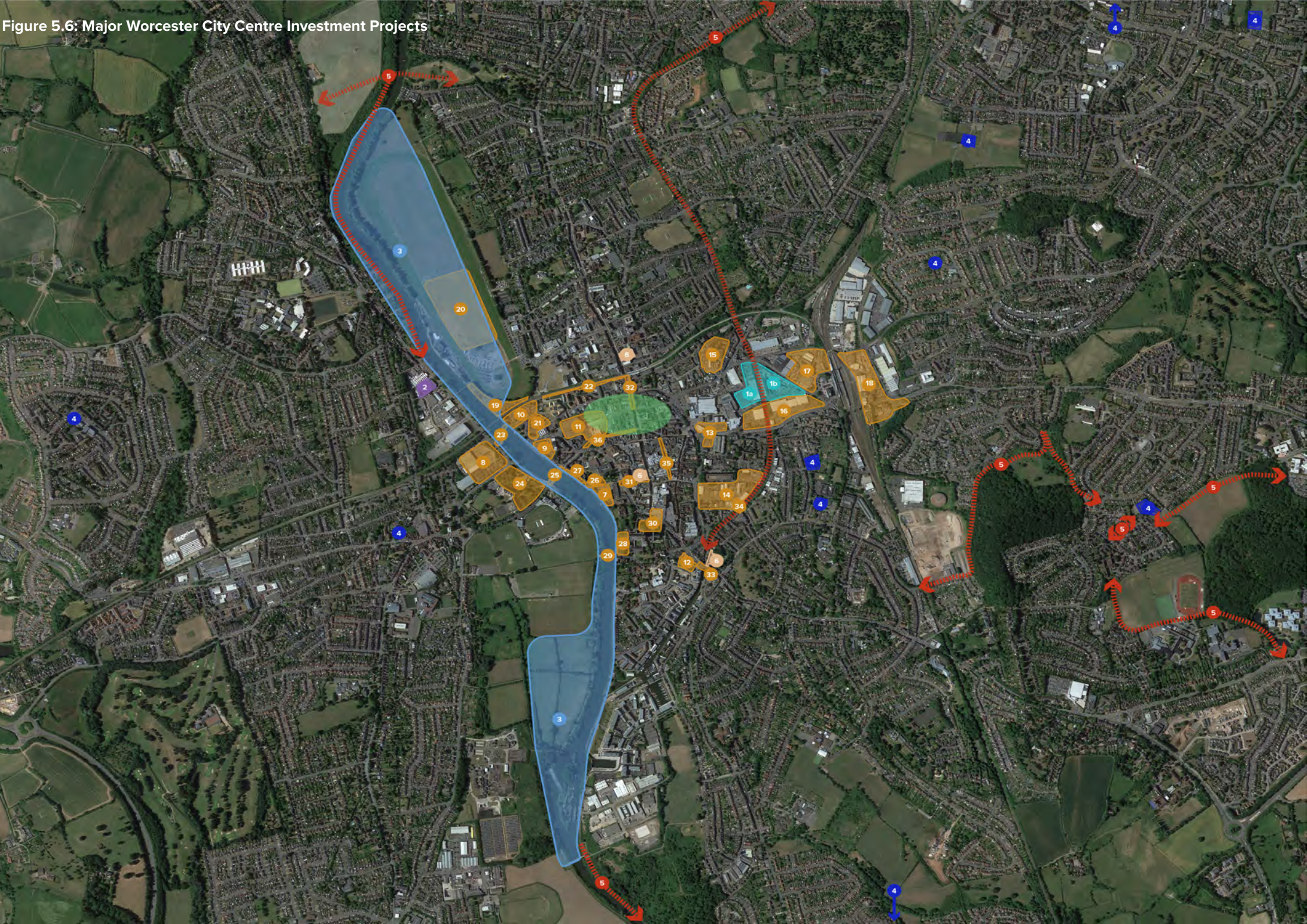
5.6 Spatial Strategy

The map on the overleaf depicts the spatial focus of the investments and interplay between projects and development areas. The combination of Future High Street centrally-focused projects, bringing vacant, historic buildings back into use, and public realm features of the masterplan are tied together with the skills and access elements of our TIP projects.

- Towns Fund**
- 1a Shrub Hill Regeneration
 - 1b Redevelopment of Bus Depot
 - 1c Public Realm
 - 2 Severn Centre for Health and Wellbeing
 - 3 Riverside as a Destination
 - 4 Community Level Skills and Training Opportunities
 - 5 Active Travel
- Heritage Tourism**
- 6a The Commandery
 - 6b The Guildhall
 - 6c The story of Worcestershire Soldier
 - 6d Digital interpretation framework (not shown)
- Future High Streets Fund**
- 7 Future High Streets Fund Zone (Various Projects)

- City Centre Masterplan**
- Key Developments**
- 7 Copenhagen Street Car Park
 - 8 Hylton Road
 - 9 North Quay / Newport Street
 - 10 Croft Road
 - 11 Friary Walk
 - 12 King Street Car Park
 - 13 Queen St / Silver Street
 - 14 Carden Street
 - 15 Lowesmoor Wharf
 - 16 Padmore Street / Cromwell Street
 - 17 Shrub Hill
 - 18 Sheriff Street
- Public Realm**
- 19 A new linear riverside park
 - 20 Racecourse sculpture park and event space
 - 21 New park at the Hive
 - 22 Foregate Street low line link
 - 23 Cripplegate Park to aqueduct ped/cycle bridge
 - 24 Extension of Cripplegate Park
 - 25 Worcester Bridge widened footways
 - 26 Copenhagen Street Plaza
 - 27 Serpentine Walkway
 - 28 New Worcester Cathedral gardens
 - 29 Worcester Cathedral to Severn Street ped/cycle bridge
 - 30 Cathedral Square Plaza extension
 - 31 Copenhagen Street enhancements
 - 32 Foregate Street plaza
 - 33 London Road/Commandery Road Gateway
 - 34 Foundary Street Plaza
 - 35 Shambles and Pump Street public realm
 - 36 Broad Street retail circuit improvements

Figure 5.6: Major Worcester City Centre Investment Projects



6. Approach to Delivery

6.1 Town Deal Financial Profile

The following sub-sections provide an overview of each project's Towns Fund funding requirement and illustrates the proposed spend profile for the Towns Fund investment programme.

Project financial summary and spend profile

The table adjacent outlines the overall Towns Fund ask for each of the projects chosen for inclusion in the Worcester TIP alongside a breakdown of this investment over the six-year Towns Fund period. .

Project	Town Fund Capital Ask	Town Fund Revenue Ask	Total Town Fund Ask
Community Level Skills and Training Opportunities	£4,500,750	£450,000	£4,950,750
Severn Centre for Health and Wellbeing	£3,500,000	£0	£3,500,000
Shrub Hill Regeneration	£10,500,000	£0	£10,500,000
Heritage Tourism	£2,250,000	£0	£2,250,000
Riverside as a Destination	£1,890,000	£0	£1,890,000
Active Travel	£4,800,000	£0	£4,800,000
Total	£27,440,750	£450,000	£27,890,750

Table 6.1: Project Financial Summary and Spend Profile

Project	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Year 6 (25/26)
Community Level Skills and Training Opportunities	£0	£1,395,225.00	£2,325,375.00	£930,150.00	£150,000	£150,000
Severn Centre for Health and Wellbeing	£0	£1,166,667	£1,166,667	£1,166,667	£0	£0
Shrub Hill Regeneration	£0	£500,000	£3,000,000	£5,000,000	£2,000,000	£0
Heritage Tourism	£0	£250,000	£1,140,000	£390,000	£310,000	£160,000
Riverside as a Destination	£0	£300,000	£1,140,000	£450,000	£0	£0
Active Travel	£0	£3,840,000.00	£960,000.00	£0	£0	£0
Total	£0	£7,451,892	£9,732,042	£7,936,817	£2,460,000	£310,000

Match Funding

The table adjacent outlines the details of match funding required for each of the projects included in the Worcester TIP

6.2 Town Deal Accelerator Funding

Within the Government response to COVID-19 Worcester City Council has been allocated an additional £1,000,000 of funding to be spent in 19/20. This funding is being used for investment in community centres to begin equipping them to meet immediate digital training needs; an extension to the successful building block construction skills centre at Warndon, new enterprise space and the provision of electric vehicles charging points at St Martins Gate Car Park.

Table 6.2 details the Towns Fund ask for each project along side the total match funding required detailing the amount of secured vs to-be-agreed funding.

Table 6.2 details the Towns Fund ask for each project along side the total match funding, detailing the amount of secured and to-be-agreed funding.

Project	Total Town Fund Ask	Match Funding Ask	Current Funding Body	Secured Funding	Funding to be Secured
Community Level Skills and Training Opportunities	£4,950,750	£0	N/A	N/A	N/A
Severn Centre for Health and Wellbeing	£3,500,000	£12,350,000	University of Worcester (Includes Worcester LEP of £3m)	£12,350,000	N/A
Shrub Hill Regeneration	£10,500,000	£6,500,000	Worcestershire County Council	£5,500,000	£1,000,000
Heritage Tourism	£2,250,000	£650,000	Heritage Lottery Fund; Arts Council	N/A	£650,000
Riverside as a Destination	£1,890,000	£1,456,000	Worcester City Council (£300k); Cathedral (£200k)	£500,000	£956k CRT, WCCC, River Sports & Sport England
Active Travel	£4,800,000	£8,050,000	Worcestershire County Council (£1.5m); & Worcester City Council (£800k); LEP (£1m);	£3,300,000	£4,750,000
Total	£27,890,750	£29,006,000		£21,650,000	£7,356,000

Table 6.2: Match Funding

6.3 Future Engagement Plan

Should WCC be awarded funding for the six priority projects outlined in this TIP, further engagement with key stakeholders and the wider public will continue on an individual project basis. Future stakeholder engagement will be essential to the successful delivery of our projects.

Table 6.3 outlines a high-level project specific engagement timeline.

As outlined in the Appendix B: Stakeholder Engagement Report and Plan, the Town Fund Board and the Council will collaborate closely with partners on a project-by-project basis. The Town Fund Board will engage and promote participation with all community stakeholders such as residents, business owners, community groups and town centre managers.

	Heads of Terms (March - 2 months)	Detailed projects and Business Case	Implementation/Post-implementation
Project specific engagement	<ul style="list-style-type: none"> Engagement between WCC and project leads / stakeholders to: <ul style="list-style-type: none"> Finalise project elements, delivery timeframe outputs, outcomes and designs Agree a cost allocation profiled over time that includes match funding, contingency and risk. Towns Fund Board to agree and sign off Heads of Terms before submission to MHCLG 	<ul style="list-style-type: none"> Identification of stakeholders directly or indirectly affected by the project. Publicising each project and inviting comment <ul style="list-style-type: none"> WCC and TB will use voluntary and community sector to disseminate to the hard to reach community Holding consultation events that could feed into project development Quarterly TB meetings 	<ul style="list-style-type: none"> Identify key implementation/ post-implementation criteria for the purpose of monitoring progress and performance Present post-implementation progress to key stakeholders and the public

Figure 6.1 outlines and provides further detail on the key stages that will be undertaken and completed relating to future stakeholder engagement on a project-by-project basis.

Project-by-project stakeholder engagement will minimise potential risks to the successful delivery whilst also facilitating ownership of the project with the local community and stakeholders.

Figure 6.1 Summary of Stakeholder Engagement to be undertaken as part of Worcester TIP



6.4 Key Milestones

Key Milestones	Deadline
Submit Town Investment Plan	January 2021
Head of Terms agreement	March 2021
Development and Assurance of Business Case	July 2021 - December 2021
Agree final projects and funding	December 2021
Start work on project delivery	January 2022
Full Implementation of projects	December 2022 – March 2026

Table 6.3: Key Milestones for Worcester Town Investment Plan

6.5 Governance Structures

The Worcester TIP programme will be managed by Worcester City Council as the accountable body. The governance arrangements will meet the requirements of MHCLG. The accountable body will be supported by independent appraisers to ensure there is challenge and scrutiny of the projects against Green Book principles. The Town Deal Board will continue to provide senior stakeholder oversight of the Programme and alongside the City Council, the Chair of the Board will be a signatory of the Town Deal Summary Document negotiated with MHCLG.

Programme Delivery

Following the Council's standard framework, it will establish a Programme Board to develop and manage the projects, meeting all requirements in terms of reporting, gateways, milestones and risk management. The Programme Board will be comprised of Council senior officers and will report to the Council's Policy and Resources Committee. It will also provide reports to the Town Deal Board.

Figure 6.2 illustrates the governance arrangements.

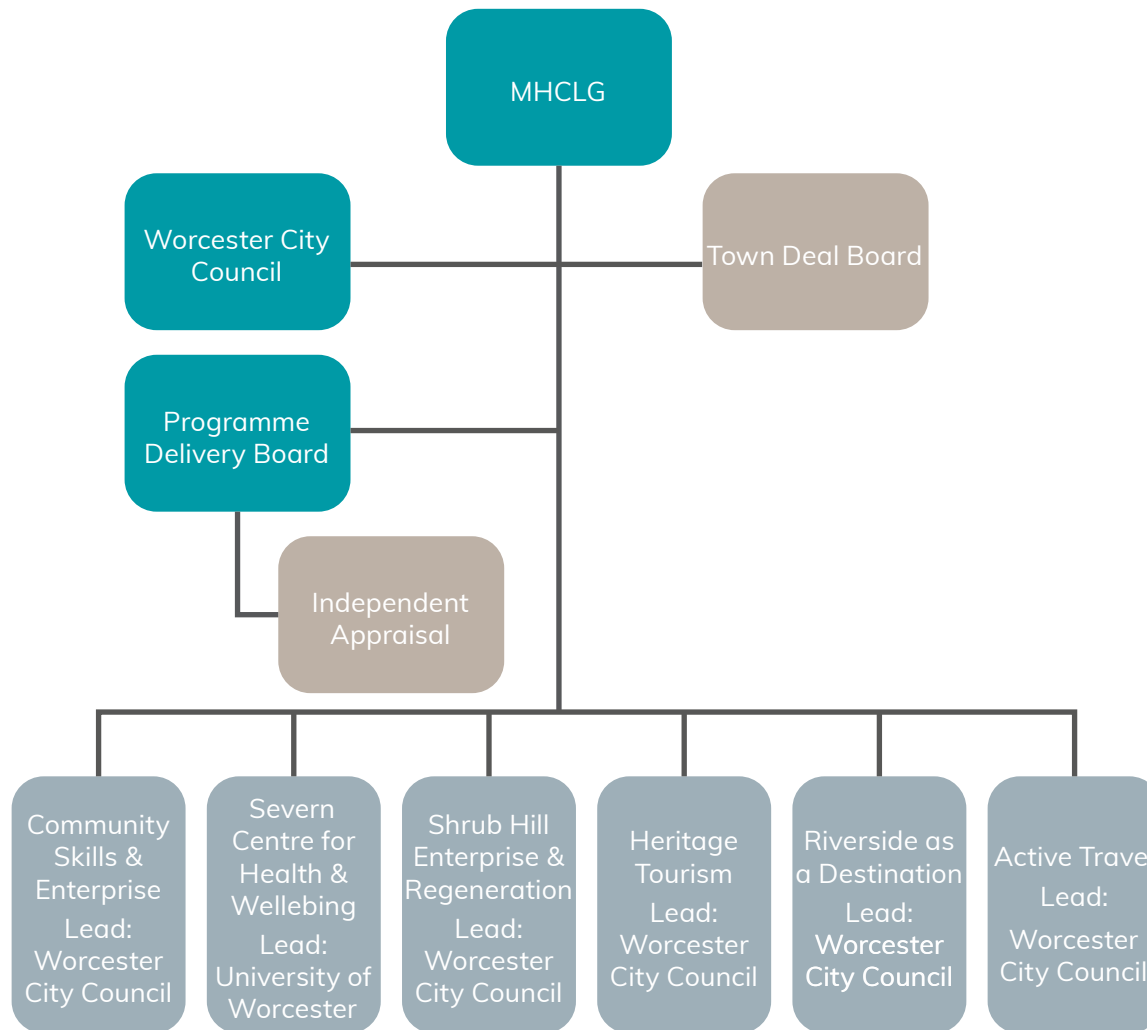
The overall objectives of the governance arrangements will be to ensure the TIP programme:

- Meets the proposed timescales.
- Will be within the agreed budgets.
- Meets quality requirements.
- Is a resilient programme to overcome threats.

Key responsibilities are detailed below:

- **Financial expenditure** – project and programme financial monitoring will be completed on a monthly basis and reported to the Programme Delivery Board and quarterly to the Policy and Resources Committee.
- **Milestones** – Project plans will be reviewed on a monthly basis by Project Managers and reported to the Programme Manager to inform a review of the programme level plan. The programme plan will be reported to the Programme Delivery Board and Policy and Resources Committee quarterly.
- **Delivery of projects** – Project checkpoint reports will be prepared by Project Managers on a regular basis and presented to the Programme manager, Programme Delivery Board and Policy and Resources Committee.
- **Progress towards the achievement of outputs** – Monitoring of the outputs and outcomes will be incorporated into the remit of the project level delivery teams with upward reporting to the Programme Manager, Programme Delivery Board and Policy and Resources Committee.

Figure 6.2 Worcester Towns Fund Governance



All projects set out in the Worcester TIP are at a pre-feasibility stage of development. Once the Heads of Terms deal has been reached with Government, WCC will rapidly move to develop Outline and then Full Business Cases for each project. Areas for development through the business case process include:

- Underpinning studies including market assessments, feasibility, cost assessment and income projections.
- Project designs.
- Planning consents.
- Stakeholder engagement plans.
- Statutory requirements such as state aid, environmental impact assessments, and planning consents.
- Delivery plans.
- Monitoring and evaluation plans

Independent appraisers will complete a Green book appraisal of the business cases to provide the required assurance, for review and approval by the Town Deal Board. These business cases will be submitted for review by the Towns Hub, along with confirmation of funding arrangements from third parties, where relevant.

6.6 Assurance and Scrutiny Process

WCC will act as the accountable body for the funding with the s151 officer certifying expenditure in accordance with MHCLG requirements. WCC will enter into funding agreements with each organisation which is a lead delivery partner for one or more projects within the TIP. The funding agreements will set out a process of gateways and milestones against which the projects' progress will be measured, validated and funding released, as well as the project outputs which are required to be delivered. Obligations will be secured with legally binding agreements with standard provisions as to clawback and dispute resolution. Independent consultancy support will be budgeted into both delivery and appraisal work to ensure that delivery partners are appropriately resourced to bring projects through to construction in the timescales of the TIP. However, WCC will also expect to work with delivery partners in a collaborative "whole TIP" approach and to support this objective, the Towns Fund Board will continue to oversee the progress of the TIP delivery as the senior stakeholder panel.



7. Acknowledgments

We would like to thank everyone who has contributed to the development of the TIP and our Towns Fund investment programme. This includes our public, private, community and third sector partners, all those who submitted project ideas, and our team of strategic advisors. We would also like to thank all those who contributed images to this document. We recognise that the publication of the TIP is only the first step in helping us to realise our vision for Worcester, but it will not be the only step. As we set out to 'create a better place', we need to ensure that we continue to engage with partners, listen to new ideas and initiatives aligned with our vision and priorities, and ensure that the TIP continually evolves and can be supported by Towns Fund and other future funding opportunities.

