

**11 MARCH, 2010**

**Walsall's 'Single Conversation' and Local Investment Plan**

**Ward(s)** All

**Portfolios:** Councillor Adrian Andrew, Deputy Leader, Regeneration

**Reason for Scrutiny**

To consider the draft Cabinet report which describes the 'Single Conversation' process and presents Walsall's draft Local Investment Plan for approval.

To provide an opportunity for the Panel to comment and make recommendations to Cabinet on Walsall's draft Local Investment Plan.

**Executive Summary:**

Attached at Appendix 1 to this report is the draft Cabinet report including Walsall's draft Local Investment. The Homes and Communities Agency (HCA) require each local authority to develop a Local Investment Plan (LIP), as part of its 'Single Conversation' process. The LIP will be presented to the HCA's Regional Board for approval by the end of March 2010.

The principle of the LIP is to try and maximise investment to meet agreed needs in specific locations. It aims to coordinate partners' investment with that of the HCA and Walsall Council, and to this end a report requesting endorsement of the LIP development process and principles was submitted to Walsall Partnership Board on 8 February 2010. The key points to note in the LIP are:

- 4 thematic priorities (based on the Sustainable Community Strategy)
- 6 area priorities
- Shared investment principles (including a commitment in principle by Walsall Council to provide land as part of any HCA investment)

Approval of the LIP by the HCA does not guarantee future HCA funding, however it is essential to position the Council to have its best chance of attracting future funding from the Agency and potentially other bodies if the process gains more weight.

**Author**

Andrea Potts  
Head of Housing  
pottsandrea@walsall.gov.uk  
01922 653460

## Cabinet – 17 March 2010

### Walsall's 'Single Conversation' and the Local Investment Plan

**Portfolio:** Councillor Adrian Andrew  
Deputy Leader  
Regeneration

**Service:** Housing

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### 1. Summary of report

- 1.1 The Homes and Communities Agency (HCA) require each local authority to develop a Local Investment Plan (LIP), as part of its 'Single Conversation' process. The LIP will be presented to the HCA's Regional Board for approval by the end of March 2010, and is attached as **Appendix A**.
- 1.2 The principle of the LIP is to try and maximise investment to meet agreed needs in specific locations. It aims to coordinate partners' investment with that of the HCA and Walsall Council, and to this end a report requesting endorsement of the LIP development process and principles was submitted to Walsall Partnership Board on 8 February 2010. The key points to note in the LIP are:
  - 4 thematic priorities (based on the Sustainable Community Strategy)
  - 6 area priorities
  - Shared investment principles (including a commitment in principle by Walsall Council to provide land as part of any HCA investment)
- 1.3 Approval of the LIP by the HCA does not guarantee future HCA funding, however it is essential to position the Council to have its best chance of attracting future funding from the Agency and, potentially other bodies if the process gains more weight.

#### 2. Recommendations

- 2.1 That Cabinet note the Single Conversation process as described in this report, and the links to the SRF1 report
- 2.2 That Cabinet approve Walsall's Local Investment Plan, attached as **Appendix A**

### 3. Background information

- 3.1 The HCA (formed a year ago by the amalgamation of the Housing Corporation and English Partnerships) are currently engaging with the Council and its partners as part of its 'Single Conversation' process. This new business approach aims to create affordable, well served, enjoyable and attractive places where people want to live, and will therefore have a much broader remit than just housing. This process consists of the stages outlined below:
- Single Conversation Strategic Report (already submitted to HCA)
  - **Local Investment plan**
  - Individual business case (for each priority area)
- 3.2 The HCA's objective for the Single Conversation is to provide one route by which not only it's funding but also that of other agencies is directed towards a set of jointly agreed priorities, with the council acting as lead partner for their area.
- 3.3 The Single Conversation Report describes the broad strategic context for Walsall. This is underpinned by the Local Investment Plan (LIP) which will set out the investment required for the area to deliver the agreed vision and economic purpose of the place. The plan will be underpinned by a robust evidence base and will include a set of objectives, referring to the range of existing strategies. It will also detail the outcomes and outputs that are expected from each partners' interventions.
- 3.4 The HCA's objective is to use its authority and the potential of funding, to encourage local, sub-regional and regional partners to work together to focus their investment against agreed needs, in specific localities. The HCA use the phrase 'place making' to describe the approach they wish to adopt, suggesting a comprehensive approach that recognises the very many characteristics that together make a place what it is and similarly attempts to respond to the needs of an area in a holistic way.
- 3.5 Walsall's LIP has been developed to meet the HCA's timescale for completion by March 2010. The LIP will cover the period 2010 to 2014, encompassing the next 3 year Local Area Agreement (LAA) period. Individual business cases will then be developed for each area, although Brownhills, Moxley and Goscote (known as SRF1), which are part of the long established Strategic Regeneration Framework process, have been integrated into the new process and have already progressed to Outline Business Case (OBC) stage. The SRF1 OBC is a jointly prepared document between the Council and Walsall Housing Group, to deliver 1,524 new homes across 21 sites, and is the subject of a separate report to Cabinet on 17 March 2010.
- 3.6 The LIP is proposed to focus on six priority areas, which have been identified through the Strategic Regeneration Framework, Walsall Regeneration Company's (WRC) Prospectus for Growth and the town planning process. The areas are:
- Brownhills – SRF1 OBC developed
  - Moxley - SRF1 OBC developed
  - Goscote - SRF1 OBC developed

- Darlaston - agreed SRF priority area and currently undergoing development of a framework plan, overseen by a Project Reference Group
- Walsall Town Centre – WRC focus of activity
- Willenhall – Draft Area Action Plan as part of the Local Development Plan

- 3.7 All previous and planned investment from partners in the priority areas has been mapped out to inform the development of the LIP. The intention is that any HCA intervention will be directed into the priority areas to help deliver a comprehensive plan which will complement and be complemented by partner investment proposals.
- 3.8 The development of the LIP, alongside Walsall's Local Delivery Framework (LDF), will be the key plan to deliver Walsall's Local Economic Assessment (LEA). As such it will make a significant contribution to the implementation of physical regeneration objectives contained in the Sustainable Community Strategy (SCS) and will support other thematic objectives set out in the SCS and associated plans and strategies including the Community Cohesion Strategy, Health Inequalities Strategy and the Children and Young People's Plan.
- 3.9 The LIP will take a comprehensive view of investment in specific areas and as such will need to recognise all strategies and plans with a spatial aspect that already exist. As it develops it will need to take account of the newly approved Neighbourhood Management model which requires partners to act in a more co-ordinated way and to enable local people to have real influence over priority setting in their area and the local allocation of resources.
- 3.10 Subject to approval of the LIP by Cabinet and the HCA's Regional Board, there will be a requirement for partners to enter into a Local Investment Agreement with the HCA.

#### **4. Resource considerations**

##### **4.1 Financial:**

- 4.1.1 There are no specific financial implications in the development of the LIP, other than officer time. However, the LIP contains joint investment principles around any future HCA investment, and this includes the Council providing land as part of any HCA investment. This principle is discussed in greater detail in the SRF1 report. The LIP also states that the council will consider the viability of its Section 106 aspirations as part of its investment to specific areas. In addition, the LIP should provide a vehicle for better alignment and sequencing of investment, which should maximise the impact of funding for Walsall Council and its partners.

##### **4.2 Legal:**

- 4.2.1 There are no legal implications in approving the LIP. However, the delivery of the LIP will have legal considerations, and examples of these are highlighted in the SRF1 report. In addition, it is envisaged that there will be a requirement at a later stage for partners, including the Council, to enter into a Local Investment Agreement (LIA) with the HCA. It is unclear at this stage what, if any, legal

implications would arise from an LIA, and if necessary this will need to be the subject of a further cabinet report.

#### **4.3 Staffing:**

- 4.3.1 The development of a LIP is being taken forward on a project team basis by the Housing Service and Development and Delivery Service within Regeneration, however, the process will require close partnership working with most other council services. The HCA require that the LIP is endorsed by Walsall Partnership and as such it has been developed in conjunction with all Walsall's partners.

### **5. Citizen impact**

- 5.1 The Single Conversation and the LIP in particular, ensure that partners' investment is maximised and targeted at priority areas and themes, to improve the lives of Walsall residents

### **6. Community safety**

- 6.1 'Place making' is a fundamental element of the LIP, which includes a focus on the creation of safe and attractive neighbourhoods.

### **7. Environmental impact**

- 7.1 All new housing funded by the HCA will be required to meet a minimum of Level 3 of the Code for Sustainable Homes (CSH), which are enhanced standards that provide a greater degree of thermal efficiency, renewable energy and overall sustainability.

### **8. Performance and risk management issues**

#### **8.1 Risk:**

- 8.1.1 The successful implementation of the LIP is wholly dependant on complete 'buy in' from partners. There is a risk that partners may not engage and/or feel they haven't been engaged in the process. This risk has been mitigated through an extensive consultation as outlined in the Consultation section below, including endorsement by Walsall Partnership Board. Risk is also mitigated by partners' commitment to existing programmes, such as Neighbourhood Management, which have strong links and similarities with the LIP concept.

#### **8.2 Performance management:**

- 8.2.1 The progress of the LIP once approved will be the subject of regular reports to Walsall Partnership and Cabinet. Any projects arising from the delivery of the LIP will be managed in accordance with the existing Walsall Programme and Project Approach (WPPA).

## 9. Equality implications

- 9.1 The development of the LIP should provide a route to target Walsall Council, HCA and partners' investment and activity in a place making theme, increasing social and economic inclusiveness for all Walsall residents, particularly those in the 6 priority areas.

## 10. Consultation

- 10.1 A successful 'Invest in Walsall' event was held on 21<sup>st</sup> January with a wide multi agency representation. The key outcomes provided by partners were:

- Innovate on delivery models-realise assets and raise aspiration
- Key government agencies need to be involved and understand our priorities
- Try and de risk private sector development
- Develop a 'brand' for Walsall
- 'City' centre development is the clear driver
- Spatial boundaries need to be flexible enough to support diversity, and work with other priorities
- Key priorities (based on the Sustainable Community Strategy) were identified as:
  - Reducing Worklessness and improving Skills,
  - Developing strong and dynamic communities,
  - Improving Health and Reducing Health Inequalities

It was noted that all of these priorities would be supported by Improving Housing Choice.

- 10.2 Further consultation was carried out at Walsall Partnership's half yearly event on 8 February 2010. The table below highlights the key consultation and approval stages:

7 Dec 2009	10 Dec 2009	21 Jan 2010	27 Jan 2010	8 Feb 2010	Mid Feb 2010	17 March 2010	End March 2010
Joint Executive / Places Executive	Walsall Housing Partnership	Multi agency consultation event	Cabinet CMT	WP Consultation event and Board report	Submission to HCA	Cabinet	HCA Board sign off

## Background papers

- Walsall's Strategic Regeneration Framework (SRF) 2006
- Walsall Regeneration Company's (WRC) Prospectus 2008
- Walsall's Sustainable Community Strategy 2008
- Walsall's Housing Strategy 2008-2011

## Author

Neil Hollyhead  
Senior Housing Strategy Officer  
☎ 655411  
✉ hollyheadn@walsall.gov.uk

Tim Johnson  
Executive Director  
Regeneration

17 March 2010

Councillor Adrian Andrew  
Deputy Leader  
Portfolio holder: Regeneration

17 March 2010

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**A further draft may need to be tabled at Cabinet Agenda  
Planning meeting on Wed 3<sup>rd</sup> March 2010, subject to  
consultation which closes 2<sup>nd</sup> March 2010**

## **Walsall Council & Homes and Communities Agency (HCA)**

### **LOCAL INVESTMENT PLAN**

**2010-2014**

March 2010



**DRAFT**

**‘Every place has its time and now it’s  
Walsall’s time’**

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## CONTEXT

### 1. INTRODUCTION TO THE LOCAL INVESTMENT PLAN

The Walsall Local Investment Plan (LIP) is part of Walsall Council's Single Conversation with the Homes and Communities Agency (HCA). It provides a strategic framework detailing partner priorities and principles of investment to deliver Walsall Council's vision of creating a prosperous borough for its residents.

The LIP focuses on meeting the government's Total Place agenda, which has an emphasis on a 'whole area' approach to commissioning and investment by all partners, such as housing, health, education and transport. This principle enables a coordinated approach to placemaking and maximising investment impact in priority areas, particularly in a period of constrained resources.

The Walsall LIP is underpinned by Local, Regional and National strategies and provides a structure for future HCA investment that is integrated with all aspects of regeneration and growth. This comprehensive investment approach will ensure the delivery of a sustained regeneration of the Borough creating places where people want to live and work.

The LIP will provide a long term coherent plan for determining investment. The Plan will cover the period 2010 to 2014, to reflect the next Local Area Agreement (LAA) time period with further work being carried out to review future investment.

The key areas of the Walsall LIP are:

- Thematic priorities that reflect Walsall's Sustainable Community Strategy (SCS) and deliver specific policy objectives;
- Spatial priorities agreed by partners across the borough targeting investment for Housing regeneration, growth, renewal and place making;
- Previous, current and planned investment
- Addressing the funding gap and principles of future co investment
- Governance arrangements;
- Monitor and review.

The Walsall LIP has been developed following a successful stakeholder event held in January 2010 with Walsall Council, Government Office for the West Midlands and Walsall Partnership (WP) partners including; health, police, fire and school's representation, RSL, and developer partners all confirming Walsall's Thematic and Spatial priorities.

The LIP is reflective of the existing partner strategies to attract investment to Walsall with the aim of channelling current and future public sector funding that will lever in private sector investment to achieve partner aspirations of bringing prosperity and positive change for the people of Walsall. This will be done by using the LIP as a marketing tool that will give prospective developers and investors an opportunity to gain a better understanding of Walsall's aspirations for growth highlighting where existing priorities are with future investment opportunity.

The LIP has been fully endorsed by partners and is now seeking Walsall Cabinet approval.

The LIP and subsequent Local Investment Agreement (LIA) will provide an agreement between HCA and Walsall Council in as far as priorities and direction of investment with no commitment of funding. It has been recognised that the LIP is an evolving document and will be utilised to attract public and private sector investment to Walsall. The LIP will be the subject of regular review to account for any policy and economic change.

### 2. THE WALSALL VISION

The Walsall LIP will form part of the delivery mechanism for Walsall's Sustainable Community Strategy. The Strategy has a vision for Walsall which is agreed and shared by WP. The Strategy is based around the theme of 'Every place has its time and now it's Walsall's time'. The vision was developed through comprehensive consultation and covers the period to 2021. Walsall's vision is:

Walsall will be a great place to live, work and invest, where...

- people get on well with one another
- people can get around easily and safely
- people support and look after one another
- there are more and better jobs for local people
- people can live an independent and healthy life
- there is a wide range of facilities for people to use and enjoy
- people consider the impact of what we do now on future generations
- there exist high-quality and distinctive designs of buildings and spaces
- growing up is as good as it can be and young people fulfil their potential
- people are our strength and have the skills and attitude required by employers
- everyone has the chance to live in a home fit for their purpose and fit for the future
- people feel proud to live in Walsall.

### 3. LOCAL CONTEXT

Walsall covers around 40 square miles, and is known as being part of the Black Country with neighbouring partners Dudley, Sandwell and Wolverhampton. It combines urban, suburban and rural communities, reflecting the area's history of heavy industry such as iron, steel and coal mining and craft-based industry including lock-making and leather trades. There are clear differences between the housing and employment markets in the east and west of the borough. The west of the borough borders traditional Black Country manufacturing areas with the M6 motorway a prominent feature, traditional heavy industry and older housing are more common. The east of the borough borders open countryside with affluent settled areas where there are extensive green spaces between neighbourhoods and much less industry.

Walsall has excellent communication links to the rest of country, lying close to the heart of national road and rail networks, with the M6 motorway running through the borough, the M5 motorway starting at the border with Sandwell, and the M6 toll road immediately to the north. Rail and bus routes feed into national networks on the Birmingham-Wolverhampton and Trent Valley railway lines.

There are differences between places in Walsall with people in the west of the borough experiencing more health problems and deprivation than the east which is more affluent and people can expect to live 8 years longer. Generally people experience poor health and Walsall is the 45th most deprived area in the country. Although there are differences by area, generally people that both live and work in Walsall have below average wages.

During 2003 WMBC took the decision to undertake a stock transfer of all its 25,000 Council homes. 23,000 homes were transferred to the newly formed Walsall Housing Group (whg) resulting in whg becoming a key partner of the Council. The remaining 2,000 homes were transferred to WATMOS Community Homes which is made up of 8 Tenant Management Organisations.

### Key demographics

- Walsall has a population of 253,499, a 3.1% reduction since 1991
- There are 101,333 households in the borough, which are predicted to increase to 106,850 by 2026 due to the formation of smaller households
- Black and Minority Ethnic (BME) communities in 2001 accounted for 13.6% of the total population which is an increase of 4% from 1991.
- The White British population is predicted to decline from 217,300 to 201,250 and will make up 81% of the total population in 2026 (86% in 2004). The most significant predicted increases are for mixed ethnicity groups (+58%), Pakistani (+57%) and Bangladeshi / other Asian (+50%).
- There is an ageing population. 24.4% of all households consist entirely of pensioners compared with 23.4% in 1991. It is projected by 2021 that the 65 plus age group will represent 25% of the population and the 85 plus age group is forecast to increase to 7,500 people compared to 4,776 in 2006.
- Over 60,000 children and young people live in Walsall and 46,000 attend school. 32.3% of households include dependent children
- Of Walsall's population aged 16 – 74, 63.2% are economically active. Over 25% of the people in Walsall are employed in manufacturing industries; this is much higher than the national average of 15%. Unemployed people make up 6.9% of Walsall's economically active population.
- 65% of households in Walsall are living in owner occupied accommodation, 27% rent from a housing association and the remaining 8% rent privately or live rent free.

## 4. STRATEGIC CONTEXT

### 4.1 REGIONAL STRATEGIC CONTEXT

Walsall with other Local Authorities is the subject of a number of National, Regional and Sub-regional documents that guide the “Spatial, Social and Economic” development of an area. However there are seven key documents at the regional and local level that reflect and aspire to the directives and guidance set out nationally. These are the **Regional Spatial Strategy** (RSS), **Regional Economic Strategy** (RES), and **Regional Housing Strategy** (RHS), and locally the **Sustainable Community Strategy** (SCS), **Local Development Framework** (LDF) which includes the Black Country Core Strategy, the **Local Area Agreement** (LAA) and the **Housing Strategy**.

The regional structure consists of a variety of groups and bodies who all fall under the leadership, management and direction of the West Midlands Leaders Board (WMLB). The responsibility for the allocation and performance management of resources falls to the Joint Strategy & Investment Board (JS&IB), with the need to adapt to meet the needs and opportunities provided through the introduction of the Local Democracy, Economic Development & Construction Bill falling to the Regional Task force.

This work is further complemented by the City Region initiative, which has complementary structures and has now secured approval and is implementing a Multi Area Agreement (MAA) for the region.

### The Regional Spatial Strategy

The Phase 1 Revision of the RSS focussed on The Black Country in recognition of the need for regeneration. The local input for this was led by the Black Country Consortium supported by the four Black Country authorities. The strategy for the Black Country is to;

- reverse out-migration,
- raise income levels,
- create an inclusive and cohesive society within the Black Country,
- transform the Black Country Environment.

Whilst the Phase 1 Revision introduced policies for economic development and for sustainability to support these objectives, it has not provided revised housing figures; these are being explored through the Phase 2 Revision of the RSS.

The Phase 2 Revision is region-wide and is being led by West Midlands Regional Assembly and recognises the need for increased housing provision and proposes additional 3,060 net additional dwellings p.a. 2006-2026 across the Black Country with the promotion of economic development and transport improvements.

### **Regional Housing Strategy**

The West Midlands Regional Housing Strategy 'Pathways of Choice' was published in 2005 and is due for revision. However, the key messages and aims remain pertinent in today's housing market, particularly

- the creation of mixed , balanced and inclusive communities
- assist the delivery of the RSS
- influence new housing provision to enhance the economic development of the region
- work towards the success of the regionally identified housing restructuring areas of east Birmingham/North Solihull and North Black Country/South Telford

### **Regional Economic Strategy – Connecting to Success**

The RES led by AWM sets out the West Midland vision and strategic approach to developing a strong and prosperous economy through a mixture of activities that will result in economic growth across the region. The RES focuses on three main components of the economy – Business, Place and People and as such a successful and vibrant economy requires a balanced and strong contribution from all three of these components.

The RES and the RHS will be replaced by the Integrated West Midlands Strategy. All of these documents present and future are directly influenced by the Regional Funding Advice (RFA 2) process.

**The Regional Funding Advice (RFA2) process** is the mechanism through which the West Midlands Board will allocate its resources where possible to have positive benefits to 20 agreed Impact Investment Locations (IIL's).

This approach of targeting resources will hopefully achieve the biggest impact for the region, with the evidence identifying the over-riding need for public spending in line with this RFA, to close the region's output gap through three, region wide, strategic priorities:

- Sustaining and strengthening the West Midlands' economy;
- Delivering urban and rural renaissance – including housing growth and provision of affordable homes;
- Expanding skills and employment

In Walsall there is one Impact Investment Location (IIL), listed as the Waterfront / Housing Regeneration programme, which has four key elements (see Appendix 2);

- The Strategic / Town Centre development at the Waterfront
- The Strategic / Town Centre development at the Gigaport
- The complementary Employment focussed Darlaston Strategic Development Area (DSDA) Programme
- The Strategic Regeneration Framework (SRF) housing led regeneration priority areas

### **The Black Country Core Strategy**

Walsall Council is part of the Black Country Consortium that seeks to ensure the four Local Authorities of the Black Country including Dudley, Sandwell and Wolverhampton and Walsall work effectively and provide direction and leadership on a range of issues. These have included the joint development of the Joint Core Strategy and initiatives like the New Growth Points Housing Programme.

The Black Country Core Strategy carries forward an approach established through the work so far on the RSS for investment in pursuit of transformational change to be concentrated with major commercial development directed to the 'strategic centres' of Walsall, Brierley Hill, West Bromwich and Wolverhampton, whilst new investment in housing and employment is to be concentrated in transport corridors. After accounting for existing commitments for 23,505 new dwellings, the Core Strategy identifies capacity for an additional 39,530 new dwellings. Thus it is planning for a total of 63,035 net additional dwellings 2007-2026, more than the figure required by the emerging RSS Phase 2 Revision. Walsall's Housing target up to 2026 is to build an additional 11,973 new homes (net) across all tenures. This equates to 599 net new homes each year.

## 4.2 LOCAL STRATEGIC CONTEXT

### Sustainable Community Strategy

The Sustainable Community Strategy (SCS) is the overall policy framework for the Borough. It was approved by Walsall Partnership (WP) in June 2008 and since then has been formally adopted by all of the key partners. It is based on a thorough analysis of the needs of the borough and took into account existing national, regional and local strategies and plans in its preparation.

The SCS sets out the vision for Walsall for 2021 and establishes eight priority outcomes for People, Places and Prosperity – the key themes of the SCS which are reflected in the delivery structures of the partnership.

**People** - Creating opportunity and potential, feeling safe and being healthy, developing strong and dynamic communities.

**Places** - Improving housing choice, improving the quality of our environment.

**Prosperity** - Improving education and skills, increasing enterprise / making Walsall a vibrant borough and reducing worklessness

### The Local Development Framework (LDF)

The LDF for Walsall currently comprises the Walsall Unitary Development Plan (UDP) and the Regional Spatial Strategy (RSS) for the West Midlands. The Council will begin producing Local Development Documents (LDDs) from 2011 under the Local Development Framework system introduced in 2004. These will gradually replace the contents of the UDP, whilst they must also take account of an on-going series of revisions of the RSS. The first of these documents is the Black Country Core Strategy. The Local Development Scheme sets out the programme for producing LDF documents.

Under the LDF system the Council has produced Supplementary Planning Documents to provide guidance on how UDP policies will be applied in detail. These documents relate to developer contributions in respect of affordable housing, open space, education provision and health provision and to detailed issues of design and nature conservation as well as development at Walsall Waterfront.

### Strategic Housing Land Availability (SHLAA) and Employment Land Availability Assessment (ELAA)

Walsall Council has begun the process of ensuring the correct balance is achieved between the availability of housing land against the allocation of employment land to ensure sustainable development. This process is being undertaken through the Strategic Housing Land Availability Assessment (SHLAA) and a corresponding Employment Land Availability Assessment (ELAA). Both documents provide detailed evidence about the supply of land for employment use and house building in the next 5, 5-10 and 10-15 years and brought together into one report providing a comprehensive land allocation projection.

### Local Area Agreement

Walsall's Local Area Agreement (LAA) expresses the SCS in terms of 25 National Indicators plus 5 local indicators which have been agreed between WP and Government as those which best represent the strategic priorities of the borough (see Appendix 3).

The LAA targets were developed in an open and inclusive process that was across the Partnership adopting three criteria to guide selection - that indicators should:

- have a direct impact on the priorities set out in the draft SCS;
- be cross-cutting;
- and benefit from being delivered in Partnership.

The review of the SCS which is just about to commence will be used to inform the renegotiation of the next LAA, due to be signed-off during 2011.

### **Walsall Town Centre & the Walsall Regeneration Company**

Walsall Regeneration Company (WRC) was established in March 2004 by founding partners Advantage West Midlands, English Partnerships and Walsall Council to “champion and facilitate the physical regeneration of 780 hectares of Walsall”. WRC’s area of intervention concentrates on Walsall Town Centre, and extends north to Leamore and west to Darlaston Strategic Development Area (SDA), and also includes inner residential neighbourhoods such as Birchills, Pleck and Alumwell. WRC is focused on attracting more than £750m of private and public sector investment within a decade, creating more than 5,500 jobs, over 1,500 new homes and reclaiming in excess of 70 hectares of land.

Detailed investigation of the challenges facing Walsall revealed significant demographic decline, low skills levels, an underperforming town centre, an inadequate economic structure for the 21<sup>st</sup> century and a lack of high quality public realm. To address these challenges, the WRC’s “Prospectus for Growth 2009” states that its aims are:

- To achieve a revitalised town centre
- To increase the residential population
- To utilise the canal as an artery for regeneration
- .

In order to meet these stated objectives and address the challenges in Walsall, the WRC has worked with key partners such as the Council, AWM and the HCA and other public and private sector partners to pursue a number of transformational projects to make Walsall a place which people want to live, work and spend their leisure time. These projects are summarised as follows:

- St Matthew’s Quarter – to contribute towards Walsall as a retail and leisure destination, including the new £25m Asda, the largest town centre Asda in the country.
- Walsall Gigaport – to provide up to 3,900 office based jobs to replace the jobs expected to be lost in manufacturing industry over the next 10-15 years.
- Walsall First – the delivery of the new £65m College, which opened in September 2009, and the new £55m Tesco, which commenced on site in January 2010.
- Walsall Waterfront – the provision of residential, commercial and leisure space in a new quarter within the town centre, including the ambitious schemes by Jessup Developments and Urban Splash.
- Health as a driver for regeneration – the £174m PFI scheme for the redevelopment of the Manor Hospital.
- Darlaston SDA – to bring forward 54 developable acres of land for employment use at the heart of the national road network.

### Walsall Strategic Regeneration Framework

In 2006 the Council in partnership with Walsall Housing Group (the largest of the borough's RSLs) jointly commissioned the Walsall Strategic Regeneration Framework (SRF) Study. The purpose of the study was to guide the future sustainable regeneration of Walsall's district centres by; producing a strategic assessment of housing opportunities which support the regeneration of those centres; guiding future housing investment and; identifying priorities to provide strategic direction. The framework provides a 10 – 15 year comprehensive development plan that builds on the findings of the Black Country Joint Core Strategy and complements the aims of the Evolve prospectus. The framework identifies 9 priority areas focusing on Pleck, Goscote, Brownhills, Moxley, Bentley, Willenhall, Darlaston, Bloxwich and Aldridge. The SRF areas are interlinked with the WRC area and connected with existing plans for regenerating Walsall Town Centre and Darlaston.

The SRF programme has been divided into a number of phases; with Bentley and Pleck being the first projects initiated. These areas have gone on to benefit from HCA and private investment which will create 288 new homes and enhancements to community facilities. The second phase commenced in late 2006 was the priority areas of Brownhills, Goscote and Moxley (SRF1); each with similar social and demographic problems and a need for significant housing renewal. Work is on going in developing a further framework study in Darlaston and a Draft Area Action Plan has been produced for Willenhall. In November 2008, the Council's Cabinet endorsed the addition of Birchills to the list of priority regeneration areas in the SRF programme, and it is currently proposed that a detailed SRF study for Birchills will be undertaken in 2010.

The SRF identifies five key drivers for regeneration within Walsall:

- *Town and district centres* – comprehensive renewal of town and district centres to complement the proposals for economic and housing growth.
- *Housing* – renewal and growth of housing with an emphasis to attract and retain social classes a and b households in the Borough together with the requirement to better meet the housing needs of key target groups such as the elderly and vulnerable groups.
- *Economy and employment* – develop economic growth through the creation of quality of employment sites that are linked to supported training programmes.
- *Transport and accessibility* – deliver better links between the district centres, Walsall Town Centre and other sub regional centres
- *Environment and quality of life* – build upon Walsall's unique offer and concentration of environmental qualities, including the extensive waterway network, distinctive common and heath land and concentrations of built heritage in several of the centres which act as the source of the distinctiveness of the Borough.

### 4.3 HCA STRATEGIC CONTEXT

The HCA vision for the Region is to create opportunities for people by improving their access to high quality accommodation across tenures, transforming the physical fabric of communities, and by helping to build the basis for economic prosperity. Also Place Making through supporting the delivery of quality places and increased supply by helping to bridge national targets and local ambitions.

Addressing these areas will also deliver the following HCA strategic objectives;

- **Growth** – To contribute to the delivery of housing growth to meet the need and existing shortfalls in accommodation.
- **Affordability** – To secure the delivery of new affordable housing (for social rent and as affordable home ownership) and to ensure that existing social rented stock is made decent.
- **Renewal** – To support and accelerate the regeneration of under-performing areas and the renewal of deteriorating estates.
- **Sustainability** – To maintain and extend high standards of design in buildings, public spaces and places; and to embed sustainability – economic, social and environmental – across the development programme.

In addition to these strategic objectives, there are a number of essential cross-cutting policies, themes and approaches which form a central consideration within all HCA's work.

These include;

- Delivering greater accessibility to the housing market (through intermediate housing choices)
- Improving capacity and skills in housing and regeneration.
- Vulnerable and older people.
- Equality and diversity.

### HCA Regional Priorities

The HCA's regional business plan (2010/11 – 2013/14) has 4 key priorities relevant to Walsall:

- Increase the supply of new and affordable homes and contribute to LA targets
- Strategy for existing stock
- Place making approach, maximising public and private investment
- the economic well being of the region and supporting Birmingham as the regional capital

HCA policies are consistent with national, regional and local strategic policy with a HCA emphasis on people and places delivered through the areas of thematic and spatial priorities. The LIP highlights the Spatial and Thematic priorities with a reference to regional and local advice.

## PRIORITIES

### 5. THEMATIC PRIORITIES

This section highlights the partners' thematic priorities in Walsall. Thematic priorities are those where investment is required to support vulnerable groups living in the Borough or to deliver against a particular policy objective – such as addressing economic well-being, health and choice.

Walsall's thematic priorities are based on the Sustainable Community Strategy (SCS). Following the LIP consultation with partners in January 2010 four specific priority outcomes from the SCS were identified as having the greatest relevance to the LIP.

- **Improving Housing Choice**
- **Reducing Worklessness and improving Skills**
- **Improving Health and Reducing Health Inequalities**
- **Developing Strong and Dynamic Communities**

The four align strongly to the key findings of the recent Comprehensive Area Assessment and have already been agreed as Partnership priorities with the Audit Commission and Government Office West Midlands.

The Partnership have also agreed with the Audit Commission and Government Office West Midlands to develop three Total Place Strategies which develops the improvement priorities into specific workstreams:

- Implementing the Neighbourhood Management model
- Public Perceptions of Anti Social Behaviour (ASB)
- Raising Aspirations of Young People

#### 5.1 IMPROVING HOUSING CHOICE

Walsall Council's housing vision is to: 'ensure access to a choice of sustainable, quality homes that meet the needs of our diverse community'.

The strategic housing priorities are to:

- increase housing choice and opportunity,
- improve the standard and sustainability of existing and future homes,
- address diverse needs and promote independent living.

Walsall is an area with below average incomes and house prices. Average earnings for full time workers are £20,200. This is £3,500 lower than the national average. There is a clear affordable housing need to be met, however there is also a need for a range of aspirational open market housing. The main driver is to raise average income, employment levels and reduce deprivation. To do this, the housing response needs to provide modern, fit for purpose, mixed tenure housing estates which promote mixed and balanced communities.

#### Housing markets

There are clear differences between housing markets in the east and west of the borough. The west of the borough is more densely populated, has higher levels of deprivation and traditional heavy industry and older housing are more common. The east of the borough

has some affluent settled areas, extensive green spaces between neighbourhoods and much less industry. The Census 2001 and Land Registry data specifically highlights the following differences in the borough's east and west housing markets:

- a quarter (26%) of properties in the east are detached compared to 12% in the west,
- three quarters (77%) of housing in the east is owner occupied compared with half (55%) in the west,
- there is twice the rate of overcrowding in the west (7%) than in the east (4%),
- there is twice the number of Black and Minority Ethnic (BME) residents in the west (17%) than in the east of the borough (9%),
- there is a greater proportion of younger people in the west and older people in the east,
- the average property prices in the east are 42% higher than the west.

Walsall's housing markets were identified in the C3 Strategic Housing Market Assessment (SHMA) carried out by Ecotec (2008). The 3 housing markets are:

**The Eastern Suburban** covering Pelsall/Rushall/Shelfield, Brownhills/Aldridge North, Aldridge South/Streetley and Pheasey/Paddock LNP areas extending across to Great Barr. There is a need for more smaller properties to balance the overall housing market. The affordable housing need is for 2, 3 and 4 bedroomed plus houses.

**Northern Outer Core** including Blakenall/ Bloxwich, Willenhall and Darlaston LNP areas, extending to Wednesbury, West Bromwich and Bilston. There is a need for more properties of all types and sizes to balance the overall housing market. The affordable housing need is for 2, 3 and 4 bedroomed plus houses.

**Central Walsall** covering St. Matthews/Birchills/Leamore and Palfrey/Pleck areas. There is a need for more larger houses to balance the overall housing market. The affordable housing need is for 2, 3 and 4 bedroomed plus houses.

### Housing Need and Demand

The Housing Needs and Demand Study Update (Fordham Research 2007) highlighted a need for a minimum of 305 affordable dwellings per year. The focus is to be on delivering socially rented family housing and a mixture of housing for the elderly and/or people requiring wheelchair adapted properties. The requirement for flats in both the affordable and private sector is minimal, although there is limited need and demand in town and district centres. The later C3 SHMA reached similar conclusions on property, tenure type and size mix, but reported a much higher need for **affordable housing at 800 units a year**. This is way in excess of the LA all tenure build targets contained in the RSS. Whatever evidence base is used, there is a clear need for additional affordable housing which must complement, rather than compete with, the need for an increase in open market and aspirational housing. Currently, the 2010/11 affordable target for Walsall is a minimum of 305 affordable homes.

For the period 2006 to 2011, the HCA has invested or is committed to invest in Walsall, a total of £67m across the Borough providing a mix of tenure and unit sizes and reflects the excellent working relationship the Council has with the HCA, also demonstrating Walsall's reputation for strategic fit and deliverability.

### Housing Growth

As part of improving housing choice the partners want to ensure that housing growth is achieved, given the challenges of the current economic climate, and to ensure affordable housing targets are met. Walsall's LAA target for net additional homes during the period 2008-2011 is 1263. It is anticipated that even in the current economic circumstances, this

target could be met subject to the completion of NAHP / Kickstart programmes and private sector completions improving in 2010/11.

The target for 2007-2026 is to build an additional 11,973 net new homes across all tenures. This equates to 599 net new homes each year which is an 87% increase on the average annual net build rate of 320. The overall target is subject to the completion of the Regional Spatial Strategy Phase 2 Revision and the Black Country Core Strategy. These will set district level targets. Key aims of the Black Country Core Strategy include addressing areas of low demand and housing market failure and providing aspirational homes to attract higher earning households to the Black Country.

### **Housing Sustainability**

It is also essential that new and existing housing is future proofed for environmental sustainability. All new homes are required to be built to a minimum of Code for Sustainable Homes Level 3 through the Designing Walsall SPD. Policies DW1 and DW10 serve to reinforce policy and the Council's expectation that new developments should seek to meet environmental, economic and community needs

The SPD is the borough's guide to urban design and sets out the vision of good quality design for all types of developments. The policies contained within it aim to build comfortable homes set within safe and attractive streets that connect to thriving markets and shops and peaceful parks and green landscapes. In setting out design standards for all new developments Walsall Council hopes to create and enhance local distinctiveness and a sense of place. Well designed residential areas can help reduce ASB.

All new homes will also be expected to contribute to achieving sustainable communities through place making and ensure HCA and Walsall Council objectives of achieving high standards of building, public space design and maintenance with a strong emphasis on creating jobs for local people.

### **5.2 REDUCE WORKLESSNESS**

The West Midlands Region has the highest unemployment levels when compared to National statistics. Compared with the Region, Walsall has the highest unemployment levels at 19%. The unemployment and NEET (not in employment, education or training) numbers in the under 25 group are disproportionately high when compared with the Black Country.

To begin to deal with worklessness WP has approved a range of interventions, funded through the Working Neighbourhood Fund (WNF) programme that will complement the mainstream Jobcentre Plus activities in supporting members from our local communities into training and employment.

These interventions utilise a £4.5 million WNF allocation to tackle worklessness over a three year period, delivering activities which include;

- Multi Agency One Stop Shops in Walsall Town centre, Caldmore, Darlaston and Bloxwich
- Pilot Benefits Advice
- Pre Redundancy Assistance
- Confidence in Childcare
- Employment Practices in the Public Sector
- Disability Revolving Fund

- Self Employment Programme
- Mental Health ILM
- Health Preventing the Onset of Worklessness
- Transportation Barriers
- Graduate & Professional Workers placement programme

An additional WNF allocation of £2.15 million funds activities to tackle skills shortages, with interventions including;

- NVQ Accreditation
- Community Experts
- Marketing Campaign
- Walsall IAG Network
- Business Community Skills Broker Pilot
- NEET Continued Pathway of Support
- Life as an Enterprise

There is also £1.9 million of WNF funded activities aimed at reducing NEET's levels, and Bi-monthly Support into Jobs Events in neighbourhood areas to provide advice, guidance and assistance in training, benefits and employment to residents

Walsall Council continues to work with key partners to secure a number of new Initiatives to complement the WNF programme, these include:

- £1.6m Future fobs Fund (FJF) to support 265 young people into employment by 31 March 2010 in variety of roles within public sector and voluntary sector organisations that provide community benefit
- Sustainable Urban Development Programme Priority 3 - now approved by AWM - Workwise BC proposal (Walsall £216k and BC £818k) tackling transport barriers to employment providing free public transport to interview and employment for up to 3 months.
- Sustainable Urban Development Programme Priority 3 – currently being development to sustain Multi Agency One Stops in Walsall borough - tackling barriers to employment under one roof – brokerage, signposting, access to financial assistance, benefits, advice, guidance etc.
- Multi Area Agreement – involvement in the development the Birmingham City Region MAA which will give significant power on governance of employment and skills funding
- ESF - involvement in the current programme to ensure the borough accesses ESF to tackle employment and skills – this includes ESF Technical Assistance to build capacity of the third sector in their ability to access EU funds
- The Council's business support team has provided in-depth support to 216 Walsall companies between April 2008 and present. This has included support for significant investment and relocation projects to help secure and create jobs for local people and retain companies within Walsall. The team has responded to a further 368 business enquiries over the same period.

HCA and Walsall Council are committed to promoting local labour and apprenticeships through housing investment. This has been embodied in the Kickstart Build Programmes. Also RSL partners working in Walsall have a strong ethos of developing local employment training programmes.

Also the Think Walsall initiative works with local employers who can improve their current supply chain activities for the council, increasing the amount of contracts they secure and deliver. Work with local employers will be carried out to secure contracts within capital

programmes, such as housing repair and renewal, so that the maximum local benefits can be secured further supporting the local economy.

### 5.3 IMPROVE SKILLS

Reducing worklessness and improving skills go hand in hand and are particularly important in **Raising the Aspirations of Young People**. In a bid to improve the skills of the residents of the borough, Walsall Council has been successful in attracting over £100 million investment into the first phase of its Building Schools for the Future (BSF) programme to transform learning and improving skills across the borough over the next 10 years. Complementing BSF is the investment in Darlaston and Shelfield Academies of more than £45million, while the provision of investment in a University Technology College (UTC) is being explored on the Sneyd campus. In addition the Primary Capital Programme involves initial investment of over £20million in a series of improvements to the primary school estate including the rebuilding of Birchills and Christ Church schools and the creation of the new Barcroft school.

Six secondary schools are included in wave 6A and in line to be the first to benefit from the start of the BSF investment:

- Alumwell Business and Enterprise College
- Joseph Leckie Community Technology College
- Pool Hayes Arts and Community School
- Shire Oak School (A Science College)
- The Streetly School (A Specialist Sports College)
- Frank F Harrison Engineering College

All schools in Walsall will benefit from the programme through the use of cutting edge ICT, curriculum development, greater collaboration between schools and by opening up facilities for greater community use. The programme will also link in with key regeneration initiatives planned across the borough and will continue to maximise engagement with a wide range of partners and stakeholders including school communities, community and voluntary groups, partner agencies, local residents and businesses. Among other things this process will help to identify opportunities for the delivery of co-located services within the six schools with further investment from the council and partner agencies; a separate investment of £5.5million will be made in the development of a 'Health Tec ' to deliver vocational learning on the Alumwell campus. The stakeholder group also ensures coordination with the HE and FE sectors which in the new Walsall College and the Walsall campus of Wolverhampton University has involved investment levels of £7.1 in Phase 1. The BSF project will see construction work starting in 2012 / 13 with the first new and remodelled schools expected to open in 2014.

The Transforming Learning in Walsall programme will bring:

- The biggest ever investment in schools
- A once in a lifetime opportunity to transform learning for the future
- World class learning and educational environments
- Flexible, inspirational and innovative approaches to education building design
- Great facilities for our communities
- Not just new buildings, this programme will create learning hubs for whole communities
- New approaches to service delivery through a more innovative LEP
- Maximising opportunities for the co-location of service

### 5.4 IMPROVING HEALTH CARE REDUCING HEALTH INEQUALITIES

The scale and persistence of health inequalities in Walsall remain major challenges to Local Government, the NHS and other partners, despite extensive work carried out in the Borough in recent years. Reducing the gaps between the health experiences of different groups of Walsall citizens requires a strong focus on Partnership working.

Walsall is one of the 70 Spearhead Authorities which have been identified by the Government as requiring additional attention and resources to address its poor health profile.

There is a significant geographic divide between the health experiences of those living in the East and those in the West of the Borough. This inequality is demonstrated through an eight year difference in life expectancy between the most and the least deprived wards, high teenage pregnancy rates, high levels of obesity and unhealthy eating, limited physical exercise and 20% of residents living with incomes only found in the poorest 10% of the nation's population. Death rates from coronary heart disease (CHD), stroke and cancer in Walsall are all higher than the National and Regional averages. Life expectancy for Walsall men is 1.5 years less than the national average and for women 0.7 years less than the national average. Although infant mortality fell in 2006 to the West Midlands average, the underlying trend is still upwards.

Walsall's aim is to reduce health inequalities by building on the work already established in the Borough and further developing integrated, accessible and appropriate services which address the wider determinants of health to enhance the health and quality of life of all Walsall Citizens.

#### **Priorities for Action are:**

##### **Health**

- Continue to implement the WP 'Increasing Life Expectancy by Reducing Health Inequalities' 2007-2010 Action Plan using evidence based interventions appropriate to each ward in the Borough in order to deliver the 2010 life expectancy and infant mortality targets.
  - To reduce smoking in pregnancy, target smokers with quit support and to reduce sales of counterfeit and contraband tobacco.
  - To continue work towards reducing teenage conception rates.
- To improve mental health and well-being service provision.
- To develop a health nutritional standard for school through a proactive healthy school meals programme.

##### **Housing /Environment**

- Working towards providing a safe environment which promotes physical activity, reduces the risk of road traffic accidents and leads to improvements in the physical and social health;
- Prioritising the elimination of fuel poverty – firstly in households with older people and young children;
- Working to improve housing conditions, particularly in the private sector, by reducing damp, overcrowding and other factors known to adversely affect health;
- Working to reduce accidents in the home.
- Continuing to invest in housing related support programmes and build partnerships with voluntary agencies, charities and housing associations to provide local services as effectively and efficiently as possible.
- To ensure all Walsall residents have the opportunity to access to the cultural and leisure opportunities and other activities as a means of increasing social capital.

### **Education**

- Improve the educational aspirations and achievements of the whole school age population of the Borough and reduce the gap in education outcomes.

### **Employment**

- To prioritise and enhance work opportunities for parents.
- To ensure that there is a clearer and more systematic approach to identifying and tackling the barriers that people, particularly those from disadvantaged groups and areas, face in accessing jobs and key services.

### **Poverty**

- To increase the aspirations of our citizens to achieve economic security and family stability.
- To work across agencies to reduce poverty and its effects in Walsall.

## **5.5 DEVELOPING STRONG AND DYNAMIC COMMUNITIES**

### **Neighbourhood management**

In order to develop strong communities, it is essential to have a locally accountable process that is sensitive to the needs of different communities and encourages 'buy in' from those communities. Locally within the Borough the new 'Neighbourhood management' local governance structure will play a key role in the delivery of the Plan. It is proposed to divide Walsall into six Area Partnerships,

Area Partnerships will enable partners to be sensitive to the needs of different communities and places within Walsall. Their key purpose will be to:

1. Engage with local communities to identify issues and agree the key priorities for the area to be included in the area plan.
2. Empower communities to solve local problems by supporting local action and giving people influence over the funding allocated to their area
3. Coordinate and hold the delivery of services to account to ensure better outcomes for our communities and a more efficient use of resources.

Partners will adopt a neighbourhood management model whereby there is an Area Manager for each of the 6 areas, whose role is to co-ordinate services in the area and be accountable to the Community Partnership for achieving results. They will be responsible for ensuring the delivery of outcomes and results within the Area. Area Managers may be employed by any of the partner organisations. They will be jointly selected into post by organisations that comprise WP.

An essential element of managing neighbourhoods and ensuring strong communities is **managing the public perception of crime and anti social behaviour in Walsall**. Of all local authorities in England, Walsall ranks in the top 50 for the three main IMD measures.

Overall crime rates in Walsall have continued to decrease since 2000 compared to national rates which have increased.

However violent crime in Walsall has increased over the last few years but it remains slightly below the national average. Nevertheless, recent perceptions figures show that fewer people feel safe now compared to 3 years ago. Investment from partners needs to contribute to taking forward the 4 priorities from 09/10 Strategic Assessment including:

- Priority 1: Tackle Violent Crime (specific focus on Domestic Abuse and Town Centre Violence)

- Priority 2: Tackle Anti-social Behaviour
- Priority 3: Address Harm caused by Drugs and Alcohol Misuse
- Priority 4: Improve Community Cohesion and reduce the Fear of Crime by Tackling Crime and Disorder in High Crime Areas.

### Infrastructure

A fundamental element of Walsall Developing Strong and Dynamic Communities is adequate physical infrastructure. Residential development across Walsall must contribute to the establishment and maintenance of sustainable communities by understanding and addressing the specific housing and related issues that Walsall faces. Key issues within this remit are ensuring that the entire design process is underpinned by the principles of environmentally friendly and sustainable design, ensuring that a range of affordable and appropriately sized properties are provided to cater for all ages, abilities, sizes of households and types of tenure and which are served by a range of facilities and job opportunities.

An essential part of all residential planning applications is considering what impact they will have on current infrastructure, and what contributions need to be gained to ensure that the infrastructure satisfies both the need of existing and new residents. This applies to health, housing, open space, public art and education, and Supplementary Planning Documents have been developed, which identify need and how any contributions will be spent. In line with Total Place this approach will ensure the alignment of public resources will focus delivery of regeneration.

In terms of transport, Walsall sits at the heart of the UK's road and rail network, and as such is influenced by travel trends on a local, regional, and national scale. A significant number of local jobs are directly dependent on transport and travel, and due to the borough's proximity to the hub of the national road and rail networks they have a significant influence on the Borough's economy as a whole. The Local Authority is in the process of submitting a business case to the Department for Transport (DfT) totaling some £30 million, which will open up the Darlaston Strategic Development (DSDA) areas for development as a major employment site, which could create up to 4000 new jobs for local people.

### Vulnerable Groups

Developing Strong and Dynamic Communities is a key theme that flows through all the work Walsall Council does to ensure it meets the needs of the citizens of the diverse and multicultural borough and addressing any inequalities between its varied communities from housing, health, poverty, reducing anti social behaviour, education to meeting the needs of the borough's vulnerable groups including:

**Children and Young People:** Walsall ranks 47<sup>th</sup> of 150 councils on the income deprivation affecting children index (IDACI) score and it has a high rate of infant mortality which is linked to deprivation and poor housing. Children and young people in Walsall face real challenges due to the increasing levels of poverty and deprivation they experience. A key component of deprivation is poor housing, and research shows how this adversely impacts on educational attainment.

Partners aim to improve housing for children and young people and provide attractive, high quality affordable homes to attract and retain young families who are crucial to the future prosperity of Walsall and the success of our regeneration plans. **Good housing is**

**key to Raising the Aspirations of Young People.** To help address this we will focus our resources on;

- ensuring housing improvements are targeted at households with dependant children,
- reducing the use of temporary accommodation for homeless families,
- encouraging the development of low carbon emission homes to reduce fuel poverty,
- increasing the number of homes available for communities with large families,
- encouraging the re-use of under-occupied homes,
- adapting homes for children and young people with a disability,
- encouraging housing providers to design family homes with an area for children to complete homework, as recommended by the HCA.

Partners also want to support young people who are accessing housing for the first time. We will encourage a range of affordable homes for young people, including fit for purpose supported housing accommodation, increasing housing related support to meet the needs of vulnerable young people, and ensuring that allocations policies result in proportionally more lettings to vulnerable young people.

**Older people:** Walsall has an aging population. 24.4% of all households consist entirely of pensioners compared with 23.4% in 1991. It is projected by 2021 that the 65 plus age group will represent 25% of the population and 85 plus is forecast to increase to 7,500 people compared to 4,776 in 2006. In line with the national picture Walsall's residents are forecast to live longer leading to disproportionate increases in the number of very old residents.

Due to the changing demographics, requirements and expectations of residents of Walsall, HCA continues to work with Walsall Council to provide older citizens with a choice of affordable, accessible and high quality housing. This provision is in both the supply of traditional accommodation including new bungalows and age designated apartments, and Extra Care facilities where the residents can enjoy healthier and more independent active lifestyles in areas such as Brownhills, Bloxwich, Delves, Aldridge and Mossley. Future requirements include a high demand for affordable bungalows, and additional extra care facilities, particularly in Darlaston.

**Gypsies and travellers:** The HCA is also working with Walsall Council to facilitate and support Gypsies and Travellers sites. Currently Walsall has one site in Willenhall which was recently refurbished and now has 19 pitches for Gypsies and Travellers. The Gypsy and Traveller Accommodation Assessment carried out by Fordham (2008) identified that Walsall needs to provide an additional 39 residential pitches for Gypsies and Travellers and 35 plots for Travelling Showpeople by 2018.

**Learning Disability:** The focus of new provision will be around individual properties (rather than schemes) to encourage integration of residents into the community. There is a need to re-provide for people currently living in accommodation that is no longer fit for purpose and people living outside the borough that the council supports who wish to return. There is also an element of new provision for young people leaving school who want to live independently and people who are living with older carers whose circumstances may change resulting in them no longer being able to provide care and support. The Local Authority and partners will work with commissioning managers and housing providers to meet this need.

**Mental Health:** The Council in partnership with the teaching Primary Care Trust (tPCT) has developed a protocol to ensure timely housing advice is provided to all people with

enduring mental health issues on admission to hospital. Using Supporting People Grant we have also established a floating support service to help people on discharge from hospital to return to the community and independent living. We will work with commissioning managers and housing providers to consider increasing the capacity of floating support and accommodation based services and will develop extra care housing where possible, as an alternative to residential care.

**Physical and/or Sensory Impairment:** Walsall's Housing Needs Study identified that 14.2% (14,705) of all households include someone with a particular need. Approximately two thirds of those households contain a person with a physical disability.

Walsall Council continues to use Disabled Facilities Grants (DFGs) to help people with a disability adapt their home to meet their needs and retain their independence. The number of adaptations completed each year is increasing. At the same time demand for grants is also increasing. This demand exceeds the resources available which has resulted in a priority register being developed.

Walsall Adapted Housing Service (WAHS) was launched in September 2006. It was developed through partnership working between Walsall Disability Forum (WDF), the Health Service, Housing Associations and the council. The service aims to help people with a disability access appropriate accommodation to meet their needs. It provides a matching facility of people with a disability to vacant housing association adapted properties. Partners will continue to work with WAHS to provide people with a disability, housing choice and reduce the demand for Disabled Facilities Grants.

Designing a Better Walsall requires all new affordable homes to be built to Lifetime Homes Standard and encourages housing providers to incorporate the standard for all new open market properties. This will provide quality, accessible, adaptable homes that offer people, increased housing choice and independence by making homes easier to adapt as people's circumstances change which will reduce the cost of adaptations.

There is a clear need for a substantial increase in fully wheelchair adapted homes in Walsall. These need to include a combination of 2 bed ground floor flats and bungalows for smaller households, and larger family accommodation for families with disabled children. The provision of fully wheelchair adapted properties on all residential developments will be sought where viable.

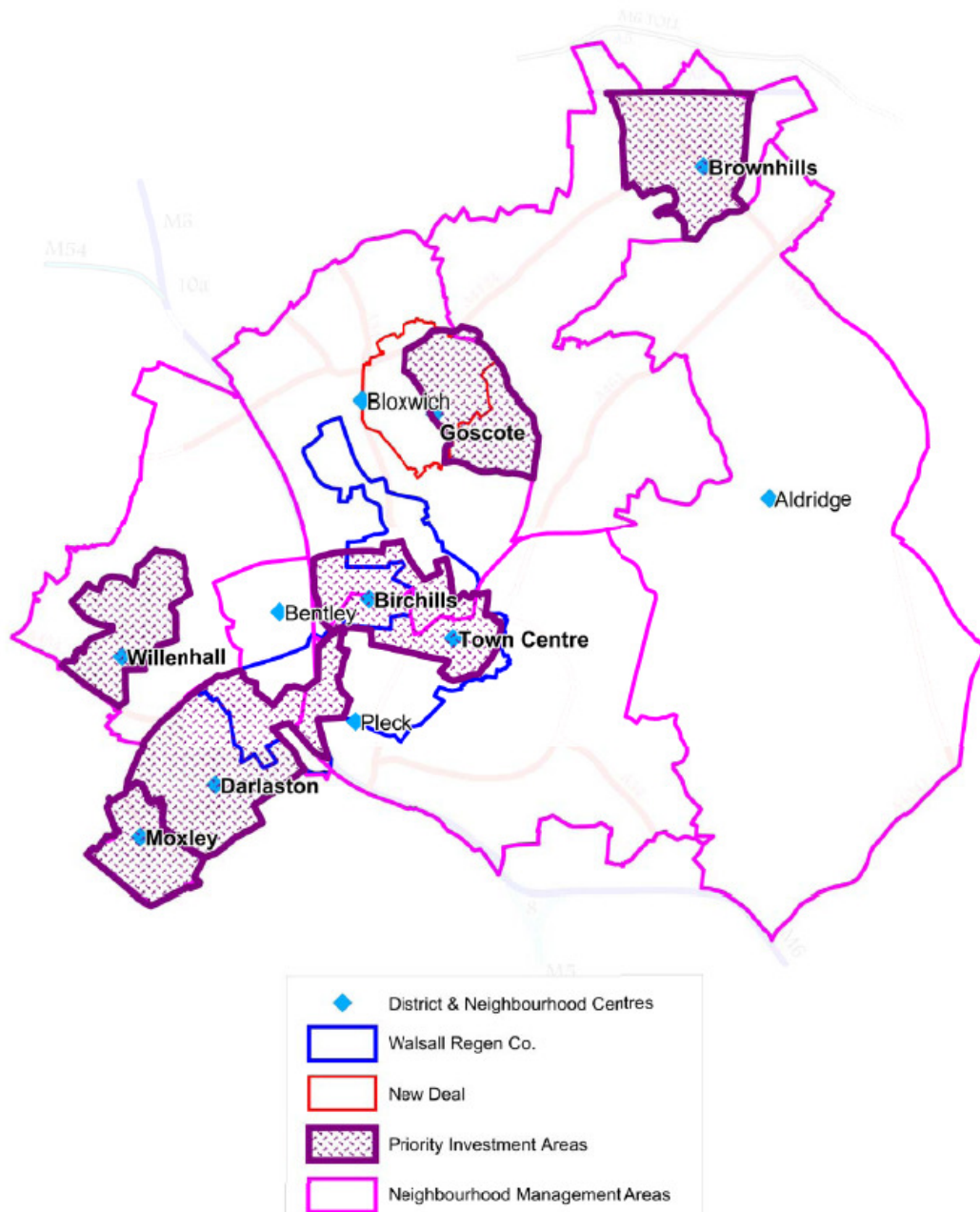
## 6. SPATIAL PRIORITIES

The Spatial priorities are based on geographic areas where regeneration, place making and housing growth will bring economic change to an area. Based on deliverability, scope for housing growth, and strategic importance to Walsall as a whole, the following 6 areas are short to medium term joint investment areas:

- Brownhills
- Goscote
- Moxley
- Darlaston
- Walsall town centre, including neighbouring residential areas; Birchills to the north and the Darlaston SDA to the west.
- Willenhall

Figure 1

Local Investment Plan: Priority Areas and  
Walsall Neighbourhood Management Areas



## Place Making

A key theme of HCA investment is to support “Place Making” in its work that will ensure high quality design and environmental sustainability is central to creating sustainable communities supported by transport, health, education and social infrastructure. Place making and Quality of Place is promoted by HCA and Walsall Council in the process of building balanced communities. This will help to enable the creation of viable areas and support social cohesion. Place Making should identify and address existing imbalances

and failings and work to provide those elements required for creating a balanced community and quality of place.

HCA's Regional Business Plan outlines **Brownhills, Goscote and Moxley** (known as SRF1) as the key areas in which Place Making will be a core focus. The Place Making approach in these areas will build on Walsall's success in securing over £395m of investment to deliver schools, health facilities, improve transportation and employment. The SRF1 Place Making approach will reuse 43 hectares of brownfield land for new housing and businesses and led by a new public sector approach of delivery. This will be through a Total Place approach in which the alignment of investment shared procurement and asset management will be realised.

Successful and comprehensive delivery of the LIP will demand an innovative approach through partnership working with the private sector and public bodies. HCA has encouraged partners to adopt more strategic solutions in working with the private sector particularly where significant public sector landholdings are involved and vest the land at nil consideration to bring forward the more difficult sites that are not financially viable. Partnership working will be critical to deliver the transformational change in Walsall's 6 priority areas which are outlined below:

**6.1 Brownhills** – Walsall Council with Walsall Housing Group (whg) are leading on the regeneration strategy that combines two distinct parts – the whg Masterplan and the Brownhills Environmental Strategy – providing a clear vision for holistic regeneration. The regeneration strategy identifies several projects (with associated environmental improvements) for Brownhills regeneration programme, some of which have already commenced, which includes:

- pre-application discussions are nearing completion with a large retail operator for the development of a £30m new store and retail units,
- a significant programme of transport modeling and public consultation is taking place with regards to the Brownhills Transport Improvements project for the district centre as part of the Red Route Package 2 programme,
- construction is underway by Housing 21 on the redevelopment of a High Street brownfield site for a 60 apartment Extra Care unit funded by HCA with associated facilities, and
- identification of mixed tenure housing schemes adjacent to the canal, High Street and infill sites within the district centre that will potentially provide approximately 268 new properties, which is being pursued through the SRF1 programme.

**6.2 Goscote Lane Corridor** - supports a selective demolition and housing redevelopment programme with the aim of diversifying both tenure and property type, leading to potentially 921 new homes being built. This has already commenced through a significant programme of decantation, acquisition and demolition, with the redevelopment being pursued through the SRF1 programme. The regeneration strategy also identifies the requirement for enhancing and utilising existing open space and the canal, improving car parking, roads and residential streets, and introducing traffic calming measures. The design principles of this transformational change are currently being pursued through the development of the Goscote Lane Corridor Masterplan Design Guide, which focuses on:

- Local identity
- Legible streets
- Links to wider community
- Streets as spaces
- A safe, secure environment
- High quality homes.

The regeneration strategy also identifies several other projects (with associated environmental improvements) for Goscote Lane Corridor, some of which have already commenced, which includes:

- the construction at the former Goscote Hospital site is currently underway by NHS Walsall and Housing 21 for the development of a Palliative Care Centre and offices, and a Dementia Care Unit respectively, and
- the development of 39 units by whg and Bovis Homes (grant funded by HCA) on 6 infill sites has commenced and improved / new employment sites.

**6.3 Moxley-** The Masterplan for Moxley proposes a significant housing-led regeneration programme. It is proposed that this will include clearance and remodelling of a number of development sites including the potential for a large residential and open space development at the 50 acre Moxley Tip, (a former landfill site) including residential development of the adjoining APUK industrial site which currently has permission for 304 residential units. In addition to this it is proposed that Walsall Canal and Moorcroft Woods Local Nature Reserve will be improved, along with potential new investment through talks with Centro regarding a new Park & Ride scheme serving the Bradley Lane Metro stop-linking Moxley to Birmingham and Wolverhampton.

**6.4 Darlaston -** Walsall Council in partnership with whg are currently working on the production of a regeneration framework strategy for the Darlaston area. The partnership is working up a preferred option for the area, but at this initial stage the strategy will identify in excess of 1000 new residential units and up to 50,000 sqm of new employment space. The emerging option is likely to include new retail/office development within the district centre addressing the issue of service provision and the economy by improving the retail and environmental offer and changing the focus from that solely based upon shopping at ASDA, to benefiting from its central location to bolster the surrounding town centre area.

The Darlaston SRF is directly linked with the Darlaston Strategic Regeneration Area (DSDA), primarily core employment land adjoining to the east. The work carried out in respect of the DSDA is led by Walsall Regeneration Company (WRC). The WRC, in partnership with Walsall Council, are trying to secure some £33 million of DfT funding to improve the road infrastructure within the DSDA area as a proactive approach to realise development opportunities. The wider plans for the DSDA are to deliver a variety of employment opportunities across a developable area of 54 acres. The overall outcome of this is an intended 4500 new jobs within this geographically strategic employment area of regional importance.

**6.5 Walsall Town Centre-** led by WRC involves ambitious proposals to revitalise the town centre and rejuvenate canal-side areas in order to develop a thriving economy and an attractive physical environment.

WRC aims to attract more than £750m of private and public sector investment within a decade, creating more than 5,500 jobs, over 1,500 new homes, and reclaiming in excess of 70 acres of land, which will be achieved through 8 transformational projects to improve Walsall as a place to live, work and spend leisure time.

Elements of some of the transformational projects are already underway, including the successful delivery of the £25m town centre Asda store, the largest town centre Asda store in the country. As a part of the process to bring forward the store, partners have established the Retail Academy, recognised as an innovative approach and good practice model to local recruitment in partnership with Jobcentre Plus and Walsall College, and this will also be utilised to recruit for the new £55m Tesco which is currently under development. Furthermore, the new £65m Walsall College opened in September 2009 and

the £174m PFI scheme to replace facilities at the Manor hospital will complete in 2010. Finally, the Waterfront is a key regeneration town centre priority for partners. The Waterfront South development is the recipient of the largest HCA Regional Kickstart funding allocation of £8.5m to deliver 158 units in this prominent site. Phase II of the development has received principle support of £6.5m to deliver a further 164 units. The HCA investment will act as a key driver to attract further investment that will deliver the regeneration of the wider area.

The Birchills neighbourhood also falls within the town centre priority area, and it is intended that a SRF study will be undertaken for the Birchills area later this year. With the prominence of the canal running through the Birchills area, and a number of high profile redevelopment opportunities alongside the canal, the SRF could deliver considerable residential opportunities to complement those coming forward at Waterfront. This will help to achieve a step change in the range and quality of housing in Walsall, and go a long way towards retaining a greater proportion of disposable income within the borough.

The regeneration of the Town Centre also has clear links to other adjacent residential neighbourhoods, namely Pleck and Caldmore. Both these areas exhibit high levels of deprivation, poor quality private sector housing, high BME population and will clearly be influenced directly by the Town Centre regeneration. HCA investment will be required to improve housing choice in the area, particularly to provide larger family accommodation options.

**6.6 Willenhall** - following consultation a Draft Area Action Plan (AAP) for Willenhall was published in June 2009. The policies and proposals within the Draft AAP are guided by the overarching Black Country Joint Core Strategy. However further progress on the AAP is currently on hold until the Joint Core Strategy is approved. The Council is still committed to developing a comprehensive strategy for Willenhall, and at present are considering a series of potential future options for continuing work in Willenhall, once the JCS is approved.

The publication of the Joint Core Strategy outlines the broad principles and vision for the regeneration of Willenhall over the next 15 years. Essentially, the strategy sees the Willenhall area shifting from being primarily an industrial area to becoming an area of housing with integrated small business, retail and other units. It is proposed that poor quality industrial land will be restructured to provide new high quality residential development and green spaces. It is expected that a total of 1225 dwellings will be developed in the Willenhall area over this time period. Parts of East Willenhall / Ashmore Lake have potential for existing employment activity to be relocated to areas with better access, and existing industrial areas to be redeveloped for housing.

There are a number of employment and regeneration strategies in Willenhall including the improvement of the town centre historic core through a multi million pound Townscape Heritage Initiative and infrastructure improvements.

## INVESTMENT

### 7. PAST, CURRENT AND FUTURE INVESTMENT

The tables below (and Investment Maps at Appendix 1) provides details of HCA, public and private sector investment in Walsall from pre 2007/08 to current levels of commitment with a projection of potential future investment.

To date in excess of £500m of public and private sector funding has been invested or committed across the whole of Walsall to deliver a range of regeneration and housing led projects including £25m Asda in St Matthews, £65m to deliver a new Walsall College, £60m Waterfront, £174m Manor Hospital PFI, £16m Bentley to deliver housing and public realm improvements.

From 2006/08 £13m of public sector investment was required to attract £15m private sector investment. The current 2008/11 programme highlights that £120m of public sector investment should attract £349m private investment. Indicative projections for the 2011/14 period suggest that a further £106m of the collective public sector investment will be required to attract £404m of private sector investment that is instrumental to delivery.

It is evident that although major public sector capital has already been invested in Walsall, public sector funding will continually be required as a mechanism to lever in the crucial private sector investment that will deliver complicated regeneration sites and meet Walsall's aspiration of creating a prosperous borough for its citizens.

It is important to note that the post 2010/11 HCA investment will be the subject of project and investment appraisal with no current funding allocation or commitment.

**TABLE 1: Past and current HCA, other public Bodies and Private sector investment**

Priority Area	Investment Period						TOTAL £m
	Pre 2008			2008/09 to 2010/11			
	HCA £m	Other Public £m	Private £m	HCA £m	Other Public £m	Private £m	
Town Centre	£2.4	£0.01	£10.4	£8.5	£68.6	£235.5	£325.4
Brownhills	0	£1	£0.1	£5.9	£0.1	£20.7	£27.8
Moxley	0	0	0	£0.5	£0.3	£8.7	£9.5
Goscote Lane Corridor	£0.3	£7.4	£0.4	£5.9	£12	£24.2	£50.2
Willenhall	£1.8	£0.08	£3.7	0	£1.1	£39.3	£46
Darlaston	0	0	0	£9.5	£7.7	£20.8	£38
TOTAL	£4.5m	£8.5m	£14.6m	£30.3m	£89.8m	£349.2m	£496.9m

The above table does not represent HCA investment already expended in the wider areas of Walsall including £16m in Bentley to deliver 135 units, £4.7m in Pleck to deliver 150 units.

**TABLE 2: Indicative and projected HCA, other public bodies and private sector investment requirements**

Priority Area	Investment Period			
	2011/12 to 2013/14			
	HCA £m	Other Public £m	Private £m	TOTAL £m
<b>Town Centre</b>	£10.5	£42.3	£235.3	£288.1
<b>Brownhills</b>		£6	£35	£41
<b>Moxley</b>	£2.2	£0.2	£3	£5.4
<b>Goscote Lane Corridor</b>	£18.6	£5.5	£28.2	£52.3
<b>Willenhall</b>	£2.7	£13.9	£6	£22.6
<b>Darlaston</b>	£4	£0	£96	£100
<b>TOTAL</b>	<b>£38m</b>	<b>£67.9m</b>	<b>£403.5m</b>	<b>£509.4m</b>

The above tables indicate high levels of investment required to 2014, and the resultant funding investment that will require HCA and other agencies intervention.

### **Brownhills, Moxley and Goscote**

Whg has submitted an Outline Business Case for Brownhills, Goscote and Moxley identifying investment support of £109.9m to build the 1524 new homes proposed across the three areas. Further to this £16.6m has been identified as being needed to secure and create the community infrastructure/ community benefits that are hoped to be realised by private sector overage and/or developer contributions to the scheme. These benefits include improvements to local infrastructure and community facilities. HCA Regional team is currently reviewing the Business Case and any HCA investment will include the new HCA investment models.

Further work is currently being undertaken with partners to review future investment required beyond 2014.

### **Town Centre**

Within the town centre itself much of the gap funding investment required to make the Gigaport and Waterfront projects work has been noted in the Investment table and maps (Appendix 1), with investment required from AWM and the HCA to deliver these transformational projects. Elsewhere within the town centre, it is anticipated that most of the investment that has not already been quantified will be provided by the private sector, particularly if further redevelopment is forthcoming in the St Matthew's Quarter or elsewhere within the retail core. It is also anticipated that work will continue with Centro to address the capacity issues at the town centre's bus and railway stations, and that future feasibility work will disclose investment support requirement that will be delivered through public sector funding. Any further investment requirements and HCA interventions will be detailed in the Town Centre Strategy, which should be completed by March 2011.

## Willenhall and Darlaston

The Draft Willenhall Area Action Plan (or Willenhall Strategy) and Darlaston Masterplan are yet to be finalised and as such detailed costings of the required regeneration solutions have not yet been worked up. Outline Business cases will be developed for these 2 areas at a later stage which will detail investment support and any interventions sought from the HCA and other partner agencies.

## 8. OUTPUTS

It is anticipated that the investment required above will deliver approximately 6000 new homes across all the priority areas, in excess of 5000 new jobs in the Town Centre, and re use in excess of 150 hectares of brownfield land.

**TABLE 3: Outputs**

Priority Area	Outputs	Timescale
<b>Brownhills / Goscote / Moxley</b>	<ul style="list-style-type: none"> <li>▪ 1,524 new homes on surplus public sector land.</li> <li>▪ 800 new homes on privately owned brownfield land</li> <li>▪ Up to 1000 affordable homes.</li> <li>▪ Re-use of 43 ha of brownfield land (38ha is surplus public sector land).</li> </ul>	<p>Outline Business case submitted to HCA February 2010.</p> <p>HCA review of Outline Business Case complete April 2010</p> <p>10 to 15 year programme of development</p>
<b>Town Centre (WRC area including Darlaston SDA)</b>	<ul style="list-style-type: none"> <li>▪ 5500 new jobs</li> <li>▪ 1500 new homes</li> <li>▪ Reclaim 70 hectares of land</li> </ul>	<p>Several projects are either underway (Waterfront South), nearing completion (Manor Hospital) or are complete (Walsall College as part of the Gigaport).</p> <p>Long Term Investment Strategy 10 to 15 years</p>
<b>Darlaston SRF area</b>	<ul style="list-style-type: none"> <li>▪ 1000 new homes</li> <li>▪ 50,000 sq metres of commercial space</li> </ul>	10 to 15 years
<b>Willenhall</b>	<ul style="list-style-type: none"> <li>▪ 1220 new homes</li> </ul>	10 to 15 years

## 9. SHARED PRINCIPLES OF INVESTMENT

A Total Place approach will allow investment by public sector agencies and the private sector to benefit by aligning funding streams and encouraging co-location and shared asset provision. Due to the pressures on public funding regeneration partners will be

required to consider innovative approaches to delivery and consider a shared approach to investment rather than a traditional approach of grant aid.

The LIP will be used as a mechanism to channel HCA investment into specific schemes and programmes which adhere to either spatial or thematic priorities through a commissioning approach. Any HCA investment must ensure high quality standards in line with HCA's minimum standards on design and sustainability and provide employment and training for local people.

In the short term HCA will continue to work with Walsall Council and partners to agree a prioritisation of investment. This prioritisation will form the basis of HCA commissioning the delivery of affordable homes under the National Affordable Housing Programme (NAHP). HCA will only commission those projects that are a priority for the Local Authority and reflective of the HCA Regional Business Plan.

The medium/long term approach to delivery will require HCA working with WP to bring forward development by considering the Local Authority land as part of any public sector investment. However this will be limited due to the housing stock transfer to whg during 2003. A principle agreement has been reached for SRF1 with Walsall Council and whg where development of land in the whg area or land in Local Authority ownership will form part of any HCA investment. In addition the Local Authority will consider the viability of its S106 aspirations as part of its investment to specific areas.

HCA currently holds 17 different funding streams to support housing growth and regeneration. However the Agency is now seeking to rationalise the 17 funding streams to create 4 funding themes of support for Affordability and Accessibility, Existing Stock, Renewal and Growth. Any medium and long term initiatives must consider the new funding themes that will allow greater flexibility to deliver complicated projects.

HCA will also support investment through project delivery advice, community engagement masterplanning, design workshops. In particular, one of the key priorities identified by the Council as requiring HCA assistance will be to produce a Town Centre strategy. Whilst the existing transformational projects being pursued by WRC, the Council and other partners are noted above, there is no coherent and detailed approach to transforming the town centre into the vibrant and attractive strategic centre. This strategy will need to include all the different aspects of a town centre, including retail, leisure, employment, transportation and public realm, and identify priorities for investment to complement those identified in WRC's Prospectus for Growth. Key to how the town centre operates in the future will be its accessibility, and the town's transport infrastructure will need to be in line with the partners' aspiration for a town centre which is a place where people want to live, work and spend leisure time.

Additional funding channels that need to be considered include:

**The Sustainable Urban Development (SUD) ERDF** programme is a route through which up to £24m of ERDF funding could be attracted into the Black Country, with projects that will aim to support people, businesses and create the conditions for growth being developed. We have an ambition to attract £6m into Walsall.

**The Regional Funding Advice (RFA2) process**, is the mechanism through which the West Midlands Board will allocate its resources where possible to have positive benefits to 20 agreed Impact Investment Locations (IIL's).

This approach of targeting investment will maximize the use of resources and achieve a greater impact for the region.

## GOVERNANCE AND MONITORING

### 10. ENGAGEMENT OF KEY STAKEHOLDERS

Walsall Council has a strong history of stakeholder involvement in identifying priority areas, themes and interventions.

**Development of the LIP:** Consultation and endorsement of all partners is essential to the successful development of a LIP, and it is expected that partners will sign up to a Local Investment Agreement to deliver the LIP.

The development of the LIP has required buy in from Walsall's key partners, endorsement by the WP Board and approval by Walsall Cabinet. The consultation and approval milestones are highlighted in Table 4.

**TABLE 4: Key milestones**

7 Dec 2009	10 Dec 2009	21 Jan 2010	27 Jan 2010	8 Feb 2010	Mid Feb 2010	17 March 2010	End March 2010
Joint Executive / Places Executive	Walsall Housing Partnership	Multi agency consultation event	Cabinet CMT	WP Consultation event and Board report	Submission to HCA	Walsall Cabinet	HCA Board sign off

A successful 'Invest in Walsall' event was held on 21<sup>st</sup> January 2010 with a wide multi agency representation. The key outcomes provided by partners (see Appendix 4) were:

- Innovate on delivery models-realise assets and raise aspiration
- Key government agencies need to be involved and understand our priorities
- Try and de risk private sector development
- Develop a 'brand' for Walsall
- 'City' centre development is the clear driver
- Spatial boundaries need to be flexible enough to support diversity, and work with other priorities
- Key priorities (based on the Sustainable Community Strategy) were identified as:
  - Reducing Worklessness and improving Skills,
  - Developing strong and dynamic communities,
  - Improving Health and Reducing Health Inequalities

It was noted that all of these priorities would be supported by Improving Housing Choice.

Further consultation was carried out at WP's half yearly event on 8 February 2010.

**Walsall Partnership (WP):** The continuous engagement of the LIP with key stakeholders will be undertaken through the WP. The Partnership has extensive mechanisms for engagement with residents and partners.

With the development of the new Neighbourhood Management model there will be considerable change in the coming months. Until now Local Neighbourhood Partnerships (LNPs) have been the agreed vehicle for community engagement for the Partnership and have been recognised nationally as a good practice example. The new arrangements have been explained in the Thematic priorities section.

Through the Partnership the Voluntary and Community Sector (VCS) are being encouraged from several sources to play a role in shaping and delivering services in local areas. It is recognised that the VCS has an important role to play by taking advantage of future commissions.

In addition other methods of citizen and community engagement include:

- The Partnership Engagement Forum (PEF) which ensures common standards to consultation across the Partnership and co-ordinates consultation exercises and share results.
- Walsall Viewfinder – is a consultation planner and finder – which can be accessed and used by members of the public and partners to plan and search for relevant consultation exercises.

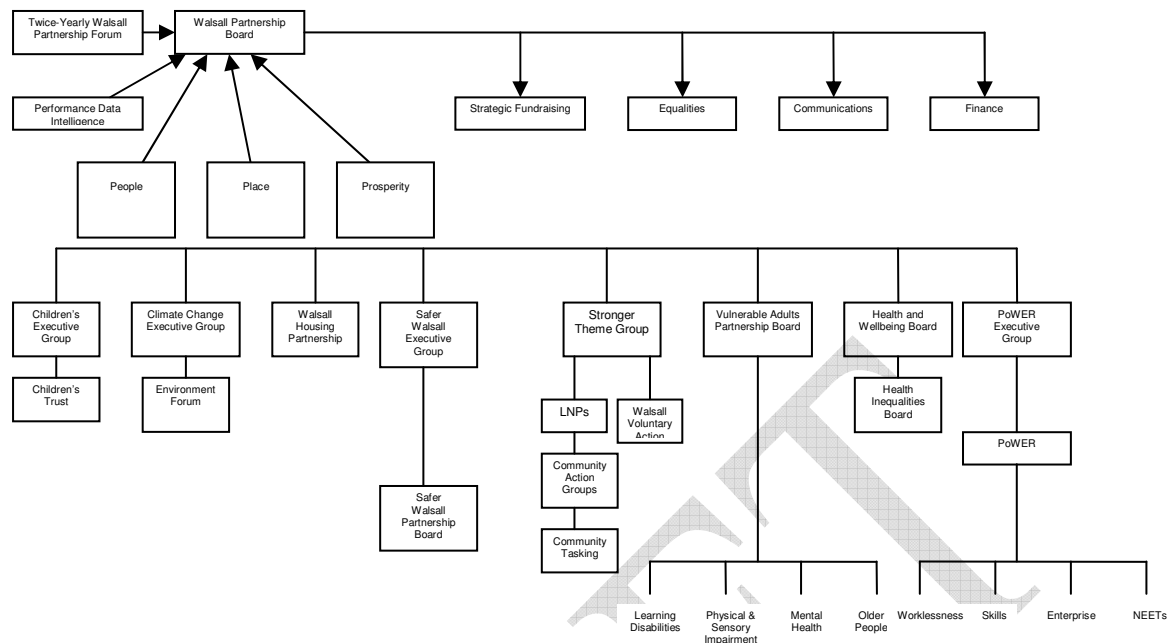
**Project Reference Groups (PRGs):** The SRF framework studies have all been developed through extensive engagement with local communities; through an on going process facilitated through Project Reference Groups. PRG's are formed with representation from local residents, schools and businesses, community groups, key stakeholders such as West Midlands Police, tPCT, whg, Accord Housing, New Deal for Communities, and Ward Councillors. The role of the PRG's is to act as the overall project steering group, who help in the appointment of consultancy team's and assist Council officers in developing and consulting upon the proposals as developed within each of the SRF areas. As the framework studies have taken on a delivery agenda, the role of the PRG is important in continuing to represent and feeding back local interests, commenting on emerging planning applications and strategies and ensuring governance of the overall project.

The PRG's are intrinsically linked with the wider WP, specifically through the Local Neighbourhood Partnership where elected membership to the PRG takes place, and will do so under the new Neighbourhood Management model. PRG's have proven to be an effective mechanism for ensuring continuity in direction, governance and management of the regeneration studies for each of the areas providing a means for coherent integration throughout the wider governance structure.

## 11. GOVERNANCE STRUCTURE/DELIVERY ARRANGEMENTS

Once the LIP and Local Investment Agreements (LIAs) have been signed by partners a Housing and Regeneration Board will be tasked with the delivery of the LIP. The Housing and Regeneration Board will consist of HCA, Walsall Council, AWM, Walsall Housing Partnership, representatives of the Local Strategic Partnership and WRC. The Housing and Regeneration Board is accountable to the WP Board and will report directly to the Places Executive group.

## Walsall Partnership Structure

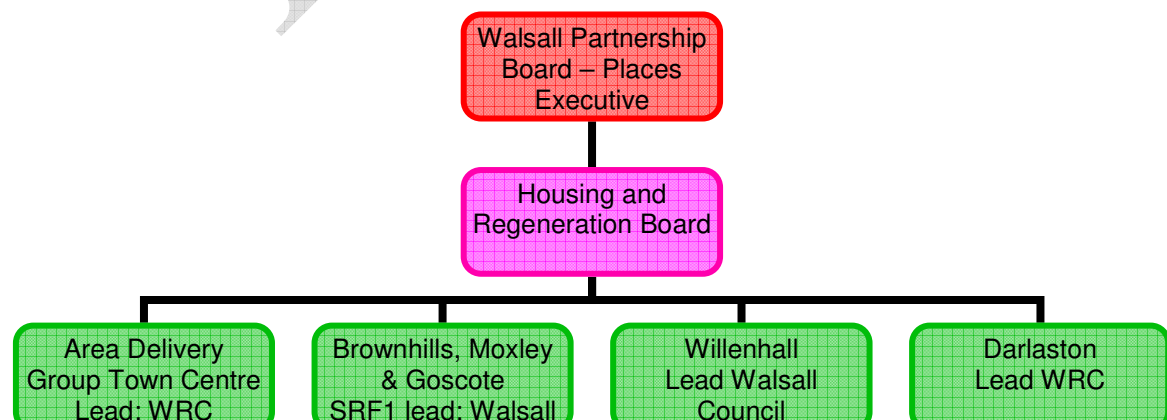


The Partnership Board provides leadership and direction to the Partnership by developing the SCS and keeping it under review. It is made up of the leaders of the three political parties, the Chief Executive of Walsall Voluntary Action, representation from the business sector and the senior-most executives from the key organisations delivering services within Walsall.

Implementation of the borough's jointly agreed priority outcomes is overseen by the People, Places and Prosperity Executive Groups. They are responsible for monitoring performance of Thematic Groups and quality assuring Target Action Plans (TAP) developed by them.

They develop and approve proposals for activity to deliver LAA outcomes, allocate resources (subject to necessary approvals), and are the first point at which performance is managed. All relevant organisations are represented on thematic groups, including duty to cooperate partners and the community and voluntary sector.

## LIP Governance and Delivery Structure



The Housing and Regeneration Board governance structure will be further sub divided into 4 Area Delivery Groups (ADG). The areas are those that have been identified in the LIP and include:

Walsall Town Centre  
Brownhills, Moxley and Goscote (SRF 1)  
Willenhall  
Darlaston

Each ADG will have a designated lead partner to co ordinate the regeneration activity and feed back to the Housing and Regeneration Board who has the overall responsibility of delivering the LIP.

The details of the Housing and Regeneration Board project delivery structure are still being agreed with partners. It is envisaged that the Governance and Delivery structure will be in place by March 2010.

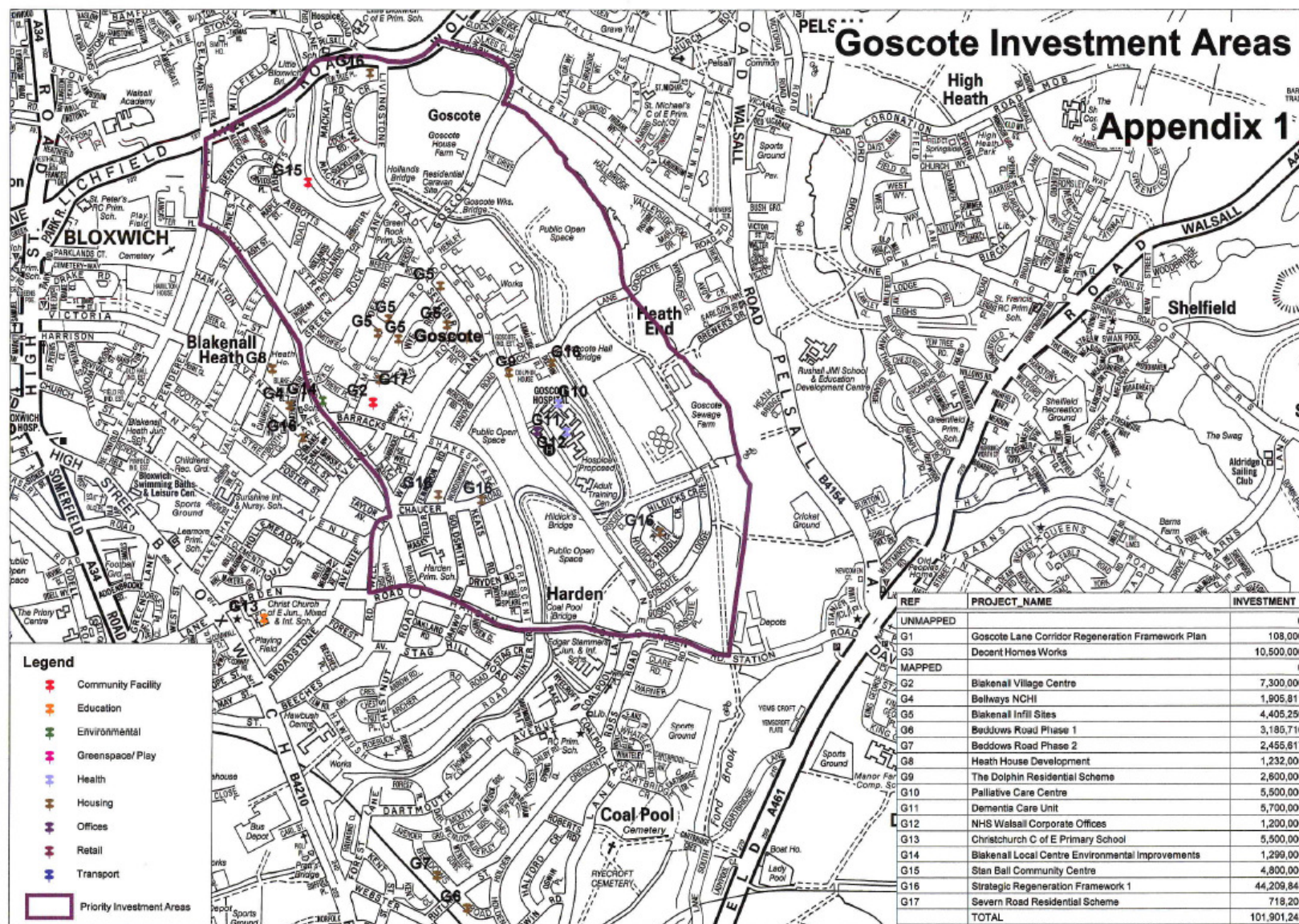
### **12. MONITORING AND REVIEW**

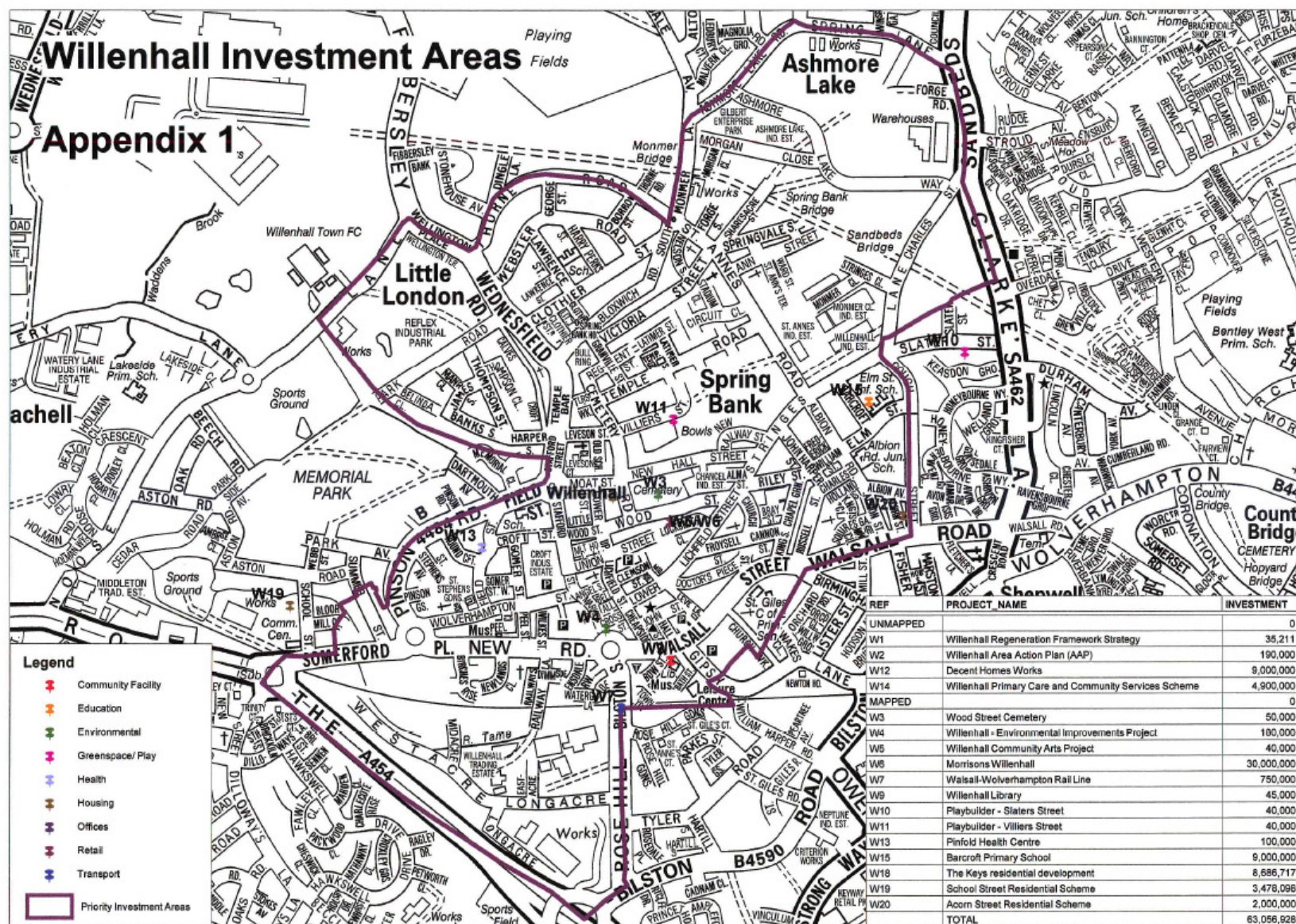
The monitoring and progress review of the LIP will be undertaken through the proposed Housing and Regeneration Board and further supported by performance updates to WP board. Each ADG will be expected to provide performance updates to the Housing and Regeneration Board with the LIP being reviewed on an annual basis. However the ongoing project delivery group meetings will also influence the review timescales of the LIP.

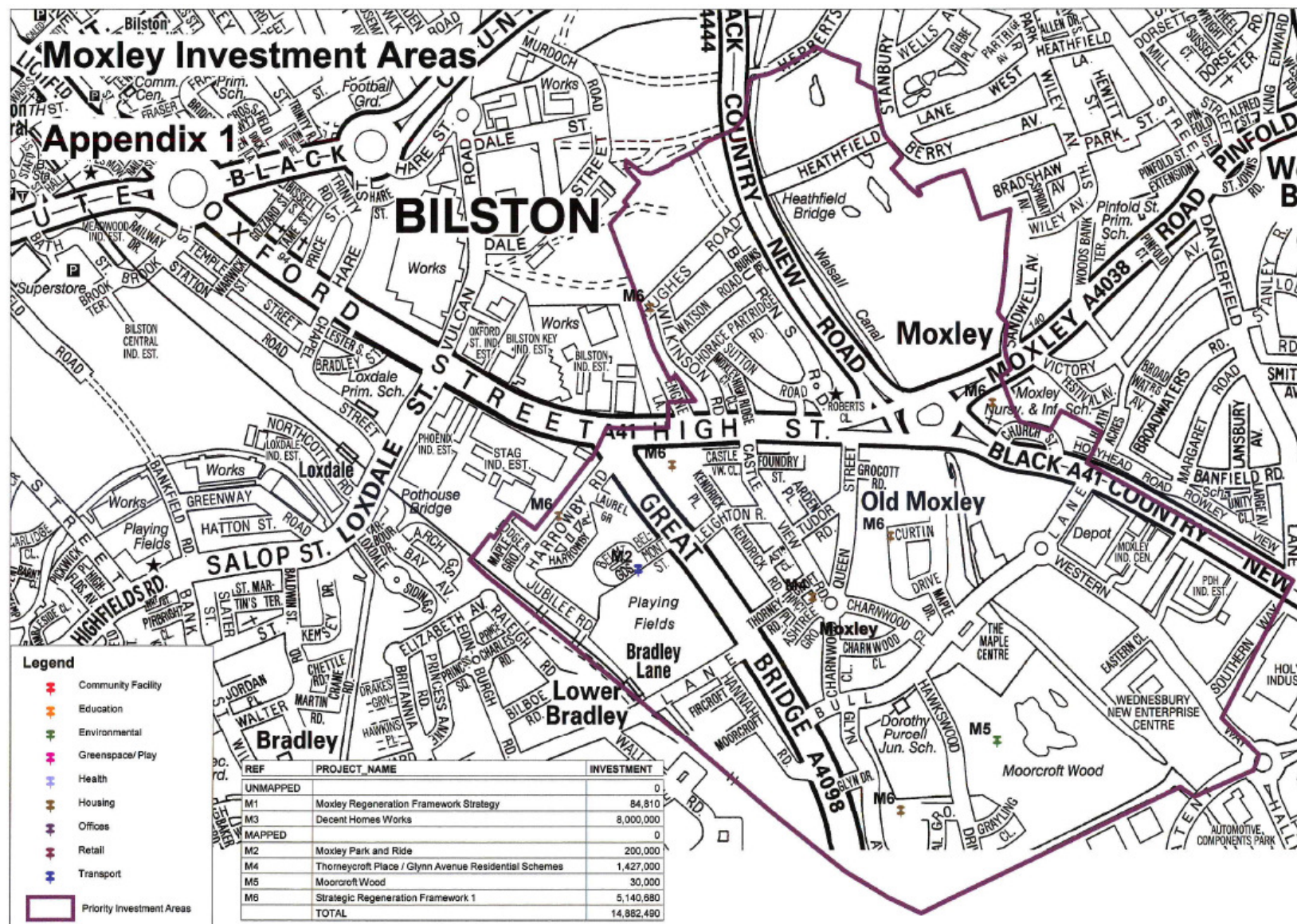
### **13. RISK MANAGEMENT**

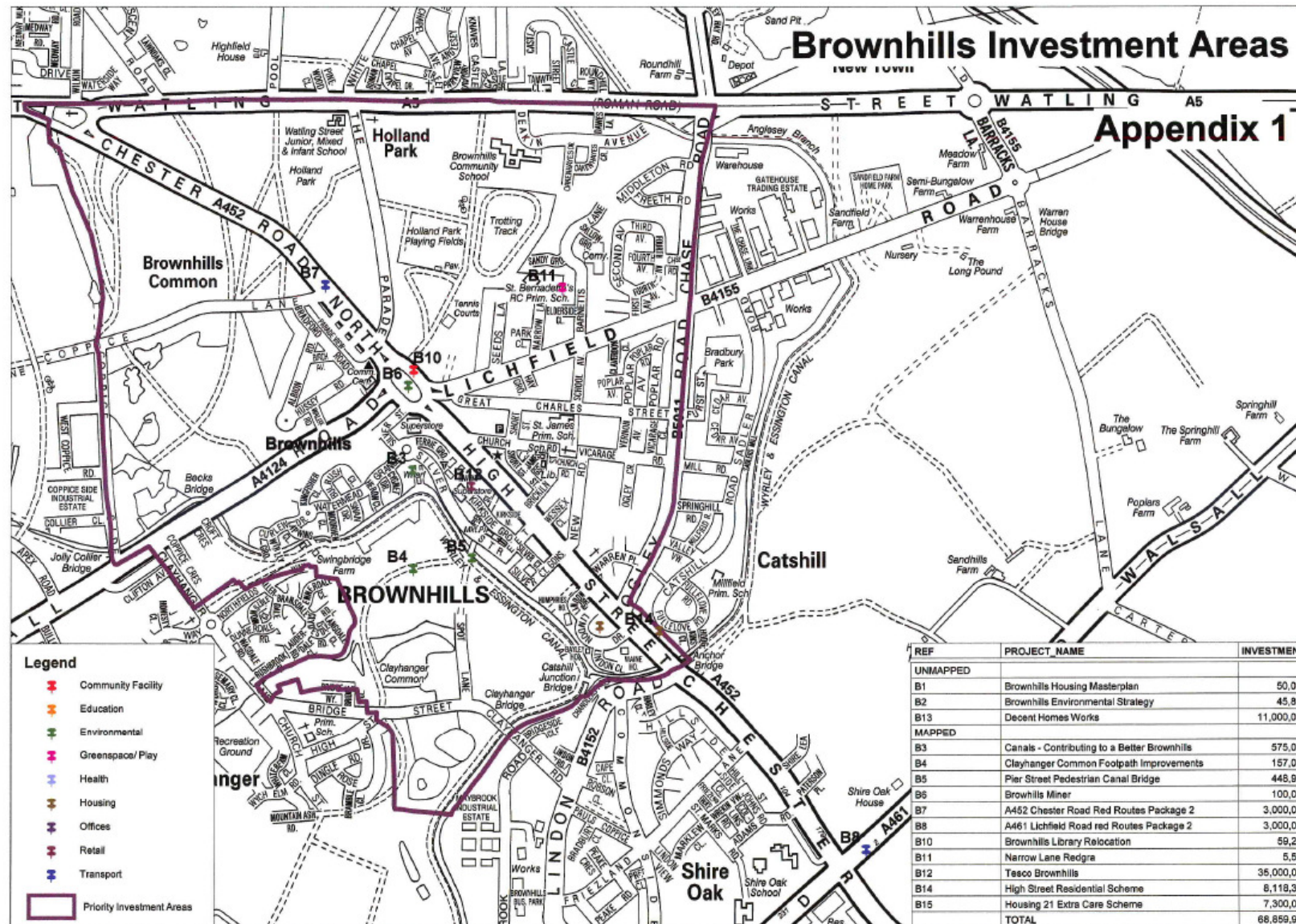
Partners have worked together to reduce the delivery risk, however the following risks have been identified that could affect the integrity of the LIP:

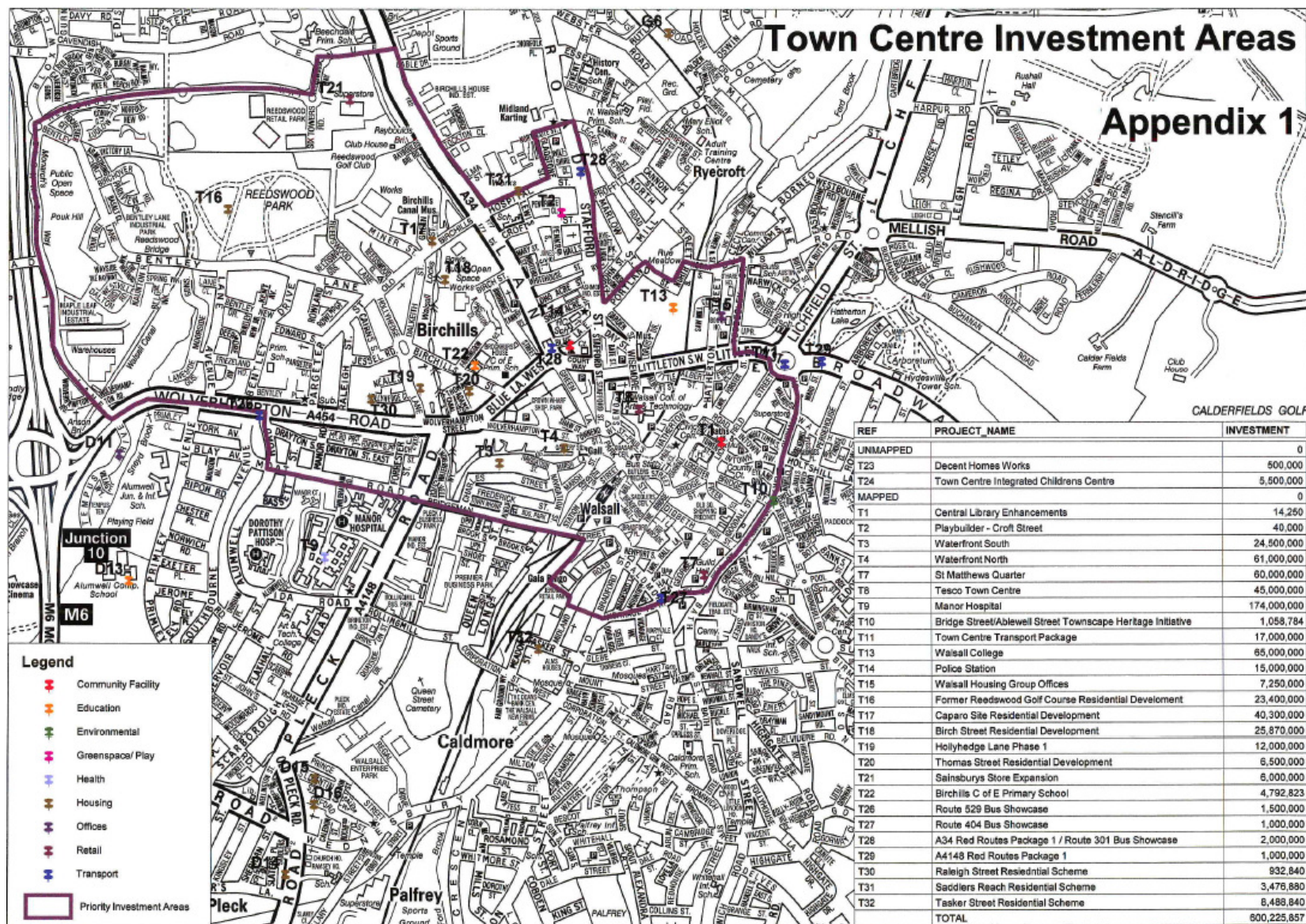
- Economic environment – The regional economy could have an impact on partners ability to deliver the LIP. This risk will be mitigated by reviewing the LIP annually with partners and adjusting the targets accordingly.
- Lack of financial resources - The LIP identifies the current levels of HCA and public investment and commitments up to 2011. The remaining investment highlighted is indicative. Actual financial resources available for public bodies are dependent on the next Comprehensive Spending Review (CSR) period. The annual monitoring and review of the LIP will help to ensure that investment figures are updated in light of policy changes and partners will continually work to attract new investment to Walsall to allow the development of Total Capital.
- Stakeholder acceptance – This risk has been mitigated by the LIP being in partnership with Walsall Council and HCA and facilitating a stakeholder workshop with over 100 delegates including developers, RSL and LSP partners. Further consultation with GOWM and AWM was carried out.

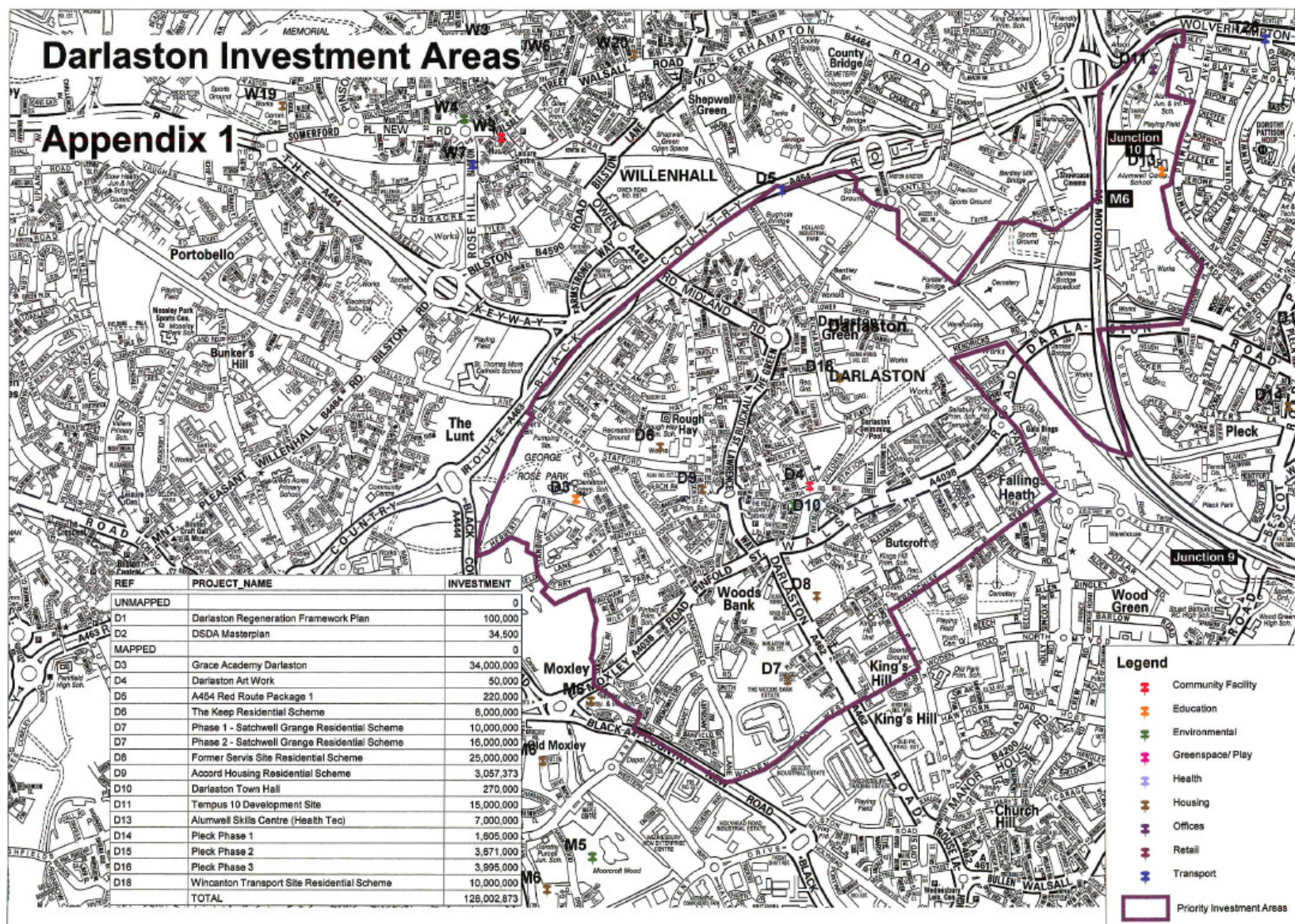


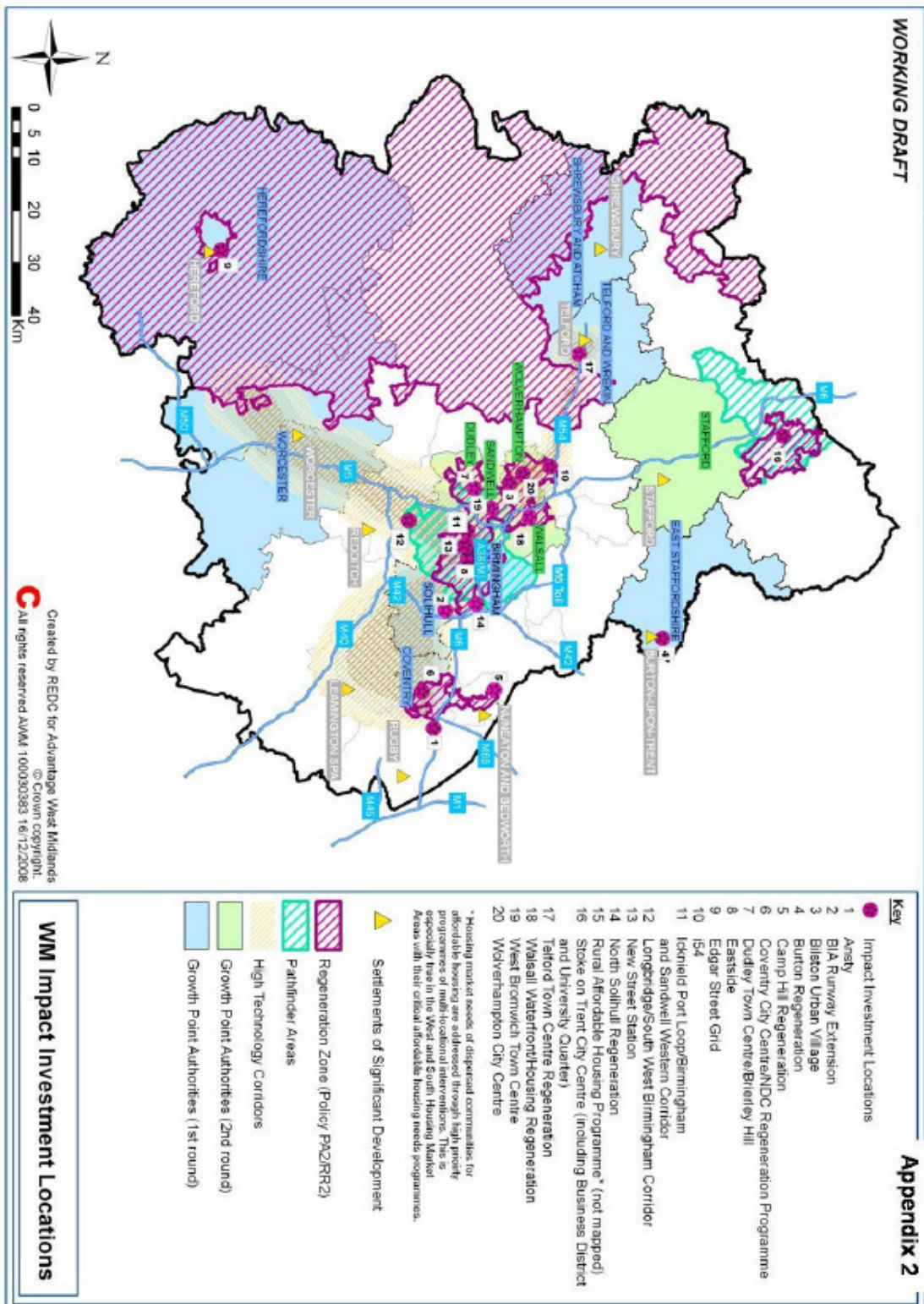












## Walsall LAA (2008- 2011) Indicators

NI Number	Indicator
1	Number of people from different backgrounds who get on well together in their local area
4	% of people who feel they can influence decisions in their locality
5	Overall Satisfaction with Local Area
7	Environment for a thriving third sector
8	Percentage of adult population who participate in sport
16	Serious acquisitive crime rate
17	Public perceptions of ASB (Local)
19	Rate of re-offending by young offenders
20	Assault with injury crime rate
30	Re-offending Rate of Prolific and Priority Offenders
56	Obesity among primary school age children in Year 6
110	Young people's participation in positive activities
112	Under 18 Conception Rate (Local)
116	Proportion of children in poverty (W)
117	16- to 18-year olds who are NEET (W)
120	All age/all cause mortality
135	Carers receiving needs assessment or review and a specific carer's service, or advice and information
136	People supported to live independently through social services
141	Percentage of vulnerable people achieving independent living
152	Working-age people on out-of-work benefits
154	Number of additional houses
163	Working-age population qualified to at least level 2 or higher
172	VAT-registered businesses in the area showing growth
186	Per capita CO2 emissions in the LA area (Local)
187	Tackling fuel poverty
188	Adapting to climate change
191	Residual household waste per head
198	Children travelling to school; mode of transport used
	Local Levels of support to new and existing business (Local)
	Local Domestic violence (Local)

## LIP Workshop Summary of Findings

### Investment

- Partnership – appropriate partners appropriate place
- Process - improve commissioning and involving partners at the right time
- Knowledge and understanding about everything people can bring
- Innovate on delivery models - realise assets and raise aspiration

### Strategic Fit

- Making sure public sector fit for purpose
- Shaping place needs to be done together
- Need to get place making debate moving
- Key government agencies are involved and understand our priorities
- What ever we do, we need to let private development know we are reducing their risk
- Systems thinking and spatial context – brand Walsall

### Priorities

- City centre development is a driver with clear pathways to the districts
- Spatial priority boundaries should be flexible – don't exclude / include, develop for diversity
- Secure community ownership of the boundary
- Understand the cross boundary implications i.e. Moxley, Darlaston and Bilston
- Key thematic priorities are Health, skills, worklessness, strong communities and housing.

