

Cabinet – 13 April 2011

Walsall's Local Investment Plan

Portfolio: Councillor Adrian Andrew, Deputy Leader and Regeneration

Service: Housing

Wards: All

Key decision: Yes

Forward plan: Yes

1. Summary of report

- 1.1 In 2010, Walsall Council and the Homes and Communities Agency (HCA) developed Walsall's Local Investment Plan (LIP). This plan has subsequently been reviewed to take account of the current economic climate, and changing funding regimes, to ensure Walsall's LIP is fit for purpose. The LIP will be presented to the HCA's Regional Board for approval in April 2011, and is attached as **Appendix A**.
- 1.2 The principle of the LIP is to try and maximise investment to meet agreed 'thematic' needs such as jobs and housing across the borough, and target investment in specific priority locations where appropriate. 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 was submitted to Walsall Partnership Board on 21 March 2011. The key points to note in the LIP are:
- 5 thematic priorities (based on the Sustainable Community Strategy)
 - 6 area priorities
 - Shared investment principles (including a commitment in principle by Walsall Council to consider the provision of land on a scheme by scheme basis, 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. This review is particularly timely as it coincides with the HCA's 4 year bidding round for new housing development, which closes on 3 May 2011. This HCA bidding round includes the use of the new Affordable Rent Model regime. This means that any new affordable housing schemes that Walsall Council supports will be part of a package bid by a housing provider to the HCA. These package bids will include disposal of existing stock and / or relet of existing units as Affordable Rent (this is defined as 80% of open market rent), to cross subsidise the provision of new affordable housing.

2. Recommendations

- 2.1 That Cabinet approve Walsall's Local Investment Plan, attached as **Appendix A**
- 2.2 That authority be delegated to the Executive Director, Regeneration in consultation with the portfolio holder for Regeneration to make any further amendments following negotiations with the Homes & Communities Agency.
- 2.3 Approve the use of the Affordable Rent Model by housing providers in Walsall, as part of the funding mechanism for the LIP

3. Background information

- 3.1 Walsall Council and the HCA developed Walsall's LIP in 2010. The document is used as a framework which aims to maximise partner's investment to create affordable, well served, enjoyable and attractive places where people want to live, and therefore has a much broader remit than just housing. The plan is underpinned by a robust evidence base and includes a set of objectives, referring to the range of existing strategies. It also details the outcomes and outputs that are expected from each partners' interventions.
- 3.2 The HCA's objective is to use its authority and the potential of funding, to encourage local and sub-regional partners to work together to focus their investment against agreed needs, in specific localities. The HCA use the phrase 'place making' to describe this approach, 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. 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
- 3.3 The thematic priorities of the LIP contained in 3.5, aim to help tackle issues such as:
 - An eight year difference in life expectancy between the most and the least deprived wards in the borough
 - [Worklessness rate of 18.6% of the working age population](#)
 - 16% of adults in Walsall are failing to meet the minimum standard for literacy

Since last year, regeneration in Walsall has progressed with:

- Completion of the new Town Centre Tesco Extra, College and Manor Hospital refurbishment
- Major progress on whg's new headquarters
- Completion of all 5 new Housing 21 Older Person Extra Care schemes
- Handover of Waterfront South phase 1, including new homes for keyworker doctors and nurses from Manor Hospital
- Partnership between Accord and Walsall Council to set up a new, potentially national, business in Beechdale to manufacture new timber framed homes

In addition, as a direct result of the LIP, the Council has attracted Growth Point funding to remediate Heathfield Lane West, accelerating the eventual delivery of 60 new homes on this key strategic site in Moxley. Also, the 'gateway' into Brownhills has taken a step nearer to completion, with whg, HCA and the Council agreeing a cocktail of funding to develop 47 homes on Brownhills High Street Phase 1.

- 3.4 The revised LIP will cover the period 2011 to 2015, encompassing the Government's Spending Review period. The LIP will continue to focus on similar priorities but has been revisited in light of the current economic climate and changed funding regimes. This includes revising the LIP to work within the Government's new Affordable Rent Model. This was fully introduced in February 2011, with the publication of the HCA's '2011 – 15 Affordable Homes programme – Framework'. The broad principles are that new affordable rented properties will have a rental charge of 80% open market rent. Housing providers will submit 'package' bids to the HCA by 03 May 2011. These bids could include housing providers disposing of some of their existing stock, and / or reletting existing social rent homes on an affordable rent when they become vacant. This is to enable the cross subsidisation of new affordable homes, within the reduced affordable housing funding regime. It should also be noted that Affordable Rent tenancies could be fixed term tenancies for a minimum of 2 years, although Housing Associations have the option of offering lifetime tenancies. The implementation of fixed term tenancies is still being discussed with Housing Associations, which will inform the development of Walsall's Tenure Strategy and will be the subject of a future cabinet report.
- 3.5 The LIP will centre on the five themes below, adapted from Walsall's Sustainable Community Strategy, but have been amended to reflect an increased focus on the economy and employment. The five themes are:
- Creating jobs
 - Reducing worklessness and Improving skills
 - Improving housing choice
 - Improving healthcare and reducing health inequalities
 - Developing strong and dynamic communities
- 3.6 The LIP retains the six priority areas, with the Town Centre boundary having been extended to cover parts of Beechdale, encompassing the new Timber Framed manufacturing unit, supported by Cabinet in December 2010. The areas are:
- Brownhills – Outline Business Case approved by Cabinet March 2010
 - Darlaston – Strategy approved by Cabinet April 2010
 - Goscote - Outline Business Case approved by Cabinet March 2010
 - Moxley - Outline Business Case approved by Cabinet March 2010
 - Walsall Town Centre –
 - A Town Centre Strategy will be developed by March 2012.
 - Birchills Masterplan was endorsed by Cabinet 16 March 2011.
 - Willenhall – Draft Area Action Plan as part of the Local Development Plan
- 3.7 The revised LIP has taken account of:

- Revisit thematic and spatial priorities, in light of current economic conditions
 - Greater focus on the results of the Local Economic Assessment (LEA), and on job creation
 - Update on our ambition to lead the ‘green’ economy / centre of excellence, particularly,
 1. timber framed eco homes business
 2. new employment and training opportunities for retrofitting energy efficiency measures to existing homes
- New Funding regimes, particularly Regional Growth Fund
- Black Country LEP, Black Country Core Strategy, and overall focus on greater Black Country joint working
- Update on closure of WRC and alternative arrangements
- Reflect modernisation of our Homeless Service
- Update Principles of Investment (HCA)
 - Delivery partner panel
 - New Affordable Rent Model,

3.8 The development of the LIP, alongside Walsall’s Local Delivery Framework (LDF), will be key contributors to the delivery of Walsall’s Economic Framework, which is currently being developed based on the results of the 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. The consultation programme has ensured that the LIP takes account of the 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.

4. Resource considerations

4.1 Financial:

4.1.1 There are no specific financial implications in the development of the LP, other than officer time. However, the LIP contains joint investment principles around any future HCA investment, and this includes the Council considering the provision of land, on a scheme by scheme basis, as part of any HCA investment, subject to a sound business case. 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.

4.3 Staffing:

4.3.1 The development of the LIP is being taken forward on a project team basis by the Housing Service, assisted by the Development and Delivery Service, and Development Management service within Regeneration, however, the process will require close partnership working with most other council services.

5. Citizen impact

The LIP is a framework to ensure that partners' investment is maximised and targeted at priority areas and themes, and will impact on Walsall citizens through assisting the delivery of:

- Major redevelopment projects in each of the priority areas;
- Rebalancing of tenure;
- A significantly larger property type choice;
- New dwellings on surplus, primarily brownfield, public land;
- A higher quality local environment in each priority area.

6. Community safety

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

7. Environmental impact

Currently 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 provide a greater degree of thermal efficiency, renewable energy and overall sustainability. In addition, the LIP encourages a focus on retrofitting energy efficiency measures to existing homes, and the provision of new eco friendly housing. The LIP's objectives of creating balanced and sustainable communities in Walsall could contribute to the reduction of Anti social behaviour, and reduction in travel by Walsall residents.

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 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 is subject to annual reviews 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

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 The LIP has made use of, rather than duplicated, the consultation and intelligence gathered in the development of Walsall's Local Economic Assessment (LEA). In addition, a special event was held on 28 February 2011, jointly run by Walsall Council and the HCA. This event included developers and Housing Associations, as well as wider partners, and the key outcomes were:
- The Spatial priorities should remain the same, with some extension of the Town Centre boundary
 - There should be a greater focus on jobs and economy
 - Potential for Walsall to become a centre of excellence on the 'green deal'
 - Greater Black Country working together
 - Focus on use of local labour and suppliers
 - Make best use of new funding regimes
- 10.2 The LIP was consulted on at the Walsall Partnership event on 7th March, the views of the Partnership Director have been sought, and the LIP was submitted to and endorsed by Walsall Partnership Board on 21 March 2011.

Background papers

- Walsall's 'Single Conversation' and the Local Investment Plan – Cabinet report 17 March 2010
- Strategic Regeneration Framework 1: Outline Business Case – Cabinet report 17 March 2010
- Strategic Regeneration Framework 1: Update Report – Cabinet 09 February 2011
- Walsall's Strategic Regeneration Framework (SRF) 2006
- Walsall's Sustainable Community Strategy 2008
- Walsall's Housing Strategy 2008-2011
- HCA - 2011 – 15 Affordable Homes programme – Framework

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April 2011



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APPENDIX A

Walsall Council & Homes and Communities Agency (HCA)

DRAFT LOCAL INVESTMENT PLAN

2011-2015

March 2011



‘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) 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 1st LIP was developed and agreed in March 2010, and this version forms the 1st annual review.

Since the LIP was originally developed, Walsall has been successful in:

- Completion of the new Town Centre Tesco Extra, College and Manor Hospital refurbishment
- Major progress on whg's new headquarters
- Completion of all 5 new Housing 21 Older Person Extra Care schemes
- Handover of Waterfront South phase 1, including new homes for keyworker doctors and nurses from Manor Hospital
- Partnership between Accord and Walsall Council to set up a new, potentially national, business in Beechdale to manufacture new timber framed homes
- Kickstarting Heathfield lane West through HCA Growth Point funding
- Step closer to completing the 'gateway' into Brownhills, through a HCA / Local authority / whg funding package on Brownhills High Street
- Whitworth Close and Moxley Infants scheme development through HCA funding
- Completion of the Darlaston Strategic Regeneration Framework and working towards the delivery of projects.

The LIP 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, public and private sector 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 2011 to 2015, to reflect the Comprehensive Spending Review.

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 February 2011 with Walsall Council, HCA, Walsall Partnership (WP), Registered Providers (RPs), and developer partners all confirming Walsall's Thematic and Spatial priorities. The only changes suggested were to extend the Town Centre boundary to include parts of

Beechdale and Caldmore, and to have a greater emphasis on creating jobs within the Thematic 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 was endorsed by Walsall Partnership Board on 21st March 2011 and is seeking further approval by Walsall Cabinet on 13th April 2011 and HCA Regional Management Board by June 2011.

The LIP 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 forms part of the delivery mechanism for Walsall's Sustainable Community Strategy¹. 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 its 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

¹ Every place has its time and now it's Walsall's time, Sustainable Communities Strategy, Walsall Borough Strategic Partnership

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. 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 Walsall Council 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's estimated population as at 2009 is 255,900. Numbers have increased over recent years, reversing a period of decline throughout the 1990s².
- There are relatively more 'dependent' people – aged up to 20 and over 65 – than the West Midlands or England average³.
- Population projections show that the number of people will continue to increase over the next five years; numbers of dependent people will increase and numbers of people of working age will decrease⁴.
- Walsall has a diverse range of communities living within the borough. People from Black and Minority Ethnic (BME) communities in 2001 accounted for 13.6% of the total population which is an increase of 4% from 1991. Estimates show that BME communities have increased by 5,600 people at 2007.
- 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. 32.3% of households include dependent children⁵.
- 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 population⁶.

² 2008-based Sub-national Population Projections, Office for National Statistics

³ Mid-year population estimates 2009, ONS

⁴ 2008-based Sub-national Population Projections, Office for National Statistics

⁵ Source Census 2001.

⁶ Source Census 2001

- Walsall has 16% of adults failing to meet the minimum GCSE grades D-G standard for literacy. And while 44% of adults in England have a literacy standard equivalent to GCSE grades A*-C or above, the equivalent proportion in Walsall is only 35%. Adult numeracy rates are even lower, with 1 in 2 adults in Walsall with skills that would fail to meet even the minimum GCSE standard⁷.
- Walsall ranks 47th of 150 councils on the income deprivation affecting children index (IDACI). There was a 10% increase in the number of children living in poverty between 2004 - 2007⁸.
- In 2010 there was a total of 4219 vacant properties of which 1835 were vacant for over 6 months⁹.
- As at January 2011 there were 1687 private sector properties which were empty for over 6 months¹⁰.
- In 2010 there were 2327 households on a social housing waiting list¹¹.
- Land Registry data shows the mean house price in Walsall in the second quarter of 2010 was £138,820, lower than both the national and regional average.
- The Housing Needs Study 2010 estimates that the median household income is £18,997.

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. The key documents are:

- **Regional Spatial Strategy (RSS)** – still part of the Development Plan, although the Government’s intention to revoke the RSS in the Localism Bill is a material consideration
- **Regional Economic Strategy (RES),**
- **Regional Transport Strategy (RTS),**

The regional strategies together set the following core outcomes:

- reverse out-migration,
- increase job opportunities and skills
- raise income levels,
- create an inclusive and cohesive society
- strong and prosperous community
- create high quality sustainable environment

⁷ Skills for Life Survey, 2003

⁸ Joint Strategic Needs Assessment (JSNA) January 2009 Walsall Partnership

⁹ Housing Strategy Statistical Appendix Walsall 2010

¹⁰ Revenue and benefits Data, January 2011, accessed

¹¹ Housing Strategy Statistical Appendix Walsall 2010

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) regeneration priority areas

Regional Growth Fund

The Government has brought in a discretionary £1.4bn fund for 2011 to 2014 to stimulate local enterprise. It is aimed at programmes that have the potential for stimulating long term private sector led economic growth and employment. It is particularly aimed at communities that were predominantly reliant on the public sector, to help the transition to sustainable private sector growth. Round 1 closed in January 2011, with key Walsall bids being submitted. Proposals need to be worked up for Round 2 which is due to be announced later in 2011.

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, Wolverhampton and Walsall work effectively and provide direction and leadership on a range of issues. These have included the development of the Joint Core Strategy and initiatives like the New Growth Points Housing Programme.

The Black Country Core Strategy was adopted on 3rd February 2011 and carries forward an approach established through the work so far on the RSS for investment in pursuit of transformational change. The focus will be on 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. 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.

Black Country Local Enterprise Partnership

Following the Government decision to abolish the Regional Development agencies, Local Enterprise Partnerships (LEP) have been established as partnerships between the private and public sectors. The formation of a Black Country LEP was approved by CLG in December 2010, with over 100 businesses contributing to the submission. The LEP Board will support the future deployment of funds including Regional Growth Fund, European Regional Development Fund and Private Finance Investment.

The key strategic priorities for the LEP are:

- Skills Development and Education
- Transport
- Planning
- Business advice and support
- Access to Capital Finance/ Investment
- International Trade
- Perception and Communication

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, although the Government's intention to revoke the RSS in the Localism Bill is a material consideration.

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. The first of these documents is the Black Country Core Strategy which was adopted on 3rd February 2011. 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 Review

Walsall Council has progressed 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 has been undertaken through the Strategic Housing Land Availability Assessment (SHLAA) and a corresponding Employment Land Review (ELR). 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.

Walsall Town Centre

Walsall Regeneration Company (WRC) was disbanded in 2010, and Walsall Council has picked up many of its former functions. The Council with partners will be developing a comprehensive Town Centre Strategy recognising the key strategic role that the town centre plays to the economy of the borough and will look at the strategic approach to key investment opportunities such as Gigaport, Waterfront and St Matthews Quarter. The wider Town Centre in the LIP also extends north to Leamore, and includes inner residential neighbourhoods such as Birchills, Pleck, Alumwell, Caldmore and Beechdale.

Detailed investigation of the challenges facing Walsall revealed low skills levels, an underperforming town centre, an inadequate economic structure for the 21st century and a lack of high quality public realm. To address these challenges, the Council and partners have the following aims:

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

The Council is working with partners to deliver key projects as summarised below:

- 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.

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. The study focussed on producing a strategic assessment of housing development opportunities which support the regeneration of the district 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 connected with existing plans for regenerating Walsall Town Centre and Darlaston.

A suite of framework land use masterplan documents provide the basis for undertaking and delivering key projects that enhance and strengthen the prosperity of the Borough's district and local centres; and key projects act as the catalyst for economic growth and improved social well being for those communities living in the priority areas. The frameworks help to guide redevelopment opportunities for the re-use of vacant and underutilised sites and have in these economically challenging times still stimulated a programme of activity that includes the redevelopment of sites for high quality housing, the enhancement of the retail offer and the promotion and development of employment sites to facilitate job creation.

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 have created over 250 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. Further framework studies have now been produced for Darlaston and Birchills, and a Draft Area Action Plan has been produced for Willenhall.

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.
- *Economy and employment* – develop economic growth through the creation of quality of employment sites that are linked to supported training programmes.
- *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.
- *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.

To enable this objective to be realised HCA core themes and objectives are in line with the Coalition Government's housing policy. HCA will work with partners to deliver the following strategic objectives:

- **Growth** – To contribute to the delivery of increased housing numbers to meet the needs and existing shortfalls in accommodation of all tenures in local areas.
- **Affordability and Accessibility** – To secure the delivery of new affordable housing (for social rent and as affordable home ownership) that is inclusive of all social groups and reflects the needs of the local area.
- **Existing Stock** – To ensure the current housing stock meets the needs of local communities and improvements are made to its energy efficiency and carbon footprint.
- **Place Making** – To ensure place making principles are incorporated within the LIP and carried through to developments which will enhance communities and provide the facilities, services and infrastructure.

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;

- Improving capacity and skills in housing and regeneration
- Vulnerable and older people
- Equality and diversity.

To ensure delivery of these key objectives the HCA is adopting a fresh approach to investment. A 'Total Place/Capital' approach is now central to the way the HCA works and how it expects local authorities to work in the future. This means that local partners are expected to take a collaborative approach to both revenue and capital investment being made in a locality. This collaboration also extends to Central Government and its agencies. The investment plans are drawn up collaboratively and the implications of all the local spend are considered as a whole. This approach has the potential to deliver huge savings and to be a more effective way to deliver services to local communities.

The Total Place/Capital approach goes hand in hand with the Place Making agenda by focusing investment and resources into priority neighbourhoods. The purpose of the LIP is to ensure that in a constrained financial environment the Total Place/Capital approach is embedded and will result in better alignment of public investment that will deliver community benefits, deliver economic growth and increase housing provision for Walsall.

HCA Regional Priorities

The HCA national priorities are reflected in the HCA's West Midlands business plan. These priorities along with Walsall's key priorities will form the base principles of the Local Investment Plan:

- **Increasing the supply of housing, including affordable homes:** It is the intention of the HCA to work with Walsall Council and other local public sector partners to secure new housing delivery on public sector land utilising both the capital investment and the HCA's expertise and delivery tools to enable development to take place.
- **Place making and regeneration:** It is the intention of the HCA to work closely and collaborate with local partners to align investment in key priority places to ensure the

delivery of balanced and sustainable communities and the maximum impact of investment is achieved.

- **Existing stock and retrofit:** The regional HCA team aim to deliver a programme of retrofitting stock through energy efficiency measures. With a view to reduce emissions, alleviate fuel poverty and developing economic prosperity while tackling the problem of empty and poor quality housing.

These HCA objectives are consistent with national, regional and Walsall's local strategic policy and emphasise the importance of people and places

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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 February 2011, the LIP priorities have been amended slightly to include a greater focus on creating jobs. The five specific priority outcomes from the SCS which were identified as having the greatest relevance to the LIP are:

- **Creating jobs**
- **Reducing worklessness and Improving skills**
- **Improving Housing Choice**
- **Improving Health and Reducing Health Inequalities**
- **Developing Strong and Dynamic Communities**

5.1 Creating Jobs

Walsall's Local Economic Assessment has been drafted and provides key employment and skills analysis and future requirements. The final report is due July 2011 for submission to Cabinet, and a subsequent Economic Framework will be developed to deliver the necessary outcomes required. The LEA provides key information on the economic demographics of the borough and considers areas for sector growth and development; this data will form the basis for an action plan of activity that will support the economy of the borough - both in a spatial and thematic way. The LEA and LIP will therefore need to reflect one another's spatial and thematic priorities.

Walsall is the smallest of the Black Country authorities in employment terms and accounts for 4.2% of total regional employment (99,400). Between 1998-2008, total employment in Walsall fell by 2.5%, with full-time employment declining by 4.4% (just over 3,300 jobs) and male employment falling by 3.9% (2,200 jobs). In Walsall and the West Midlands employment levels are expected to be lower in 2020 than they are in 2008, with the recovery from recession driven by output rather than employment. The decline in Walsall, with a forecast loss of over 6,800 jobs, is expected to be greater than the regional average (-6% in comparison to -4%).

Change in Employment 2008-2020				
	2008	2020	Change	% Change
Walsall	111,192	104,390	-6,802	-6
West Midlands	2,657,302	2,551,302	-106,000	-4

Source: WMRO Integrated Policy Model, 2010

Businesses in the borough face a range of challenges including:

- Accessing new markets;
- Obtaining finance;
- Affordability and availability of premises;
- The costs of training;
- Skills gaps and skills shortages; and
- Identifying low carbon opportunities.

The LEA sectoral analysis of Walsall's economy carried out as part of the LEA demonstrated to achieve a successful economy the need to reverse the ongoing decline in manufacturing, and complement this with a more diverse range of other wealth-generating employment. The main recommendations from the analysis showed:

- Local businesses need to be supported to access networks and major hubs as this does not appear to be happening naturally.
- Sector support should be targeted at existing businesses with growth potential as well as activities to attract new businesses to the Borough.
- Encouraging multi-disciplinary consortiums among the business base to increase product and service offerings should be a priority.
- There is a need to improve the provision of high quality office space to attract larger companies in this sector, with a focus on back office functions.
- the need to update the vision and delivery plans for the town centre and developments such as Gigaport (or a similar scheme)
- There is a need to increase building and construction activity through the provision of land and sites which are attractive to the residential and commercial development industry.
- Encourage and promote collaborations between small contractors and the large civil engineering companies in Walsall. This may include the use of business networks which will enable small construction companies to network with larger companies in the industry.
- Accessing sub regional and regional markets, it is important that local construction companies proactively look outside the Borough e.g. through better engagement with the building technologies cluster in the region which has identified key target markets for the sector and promoting best practice
- local companies need to be encouraged to engage with relevant networks and technical developments, and to develop expertise in technologies which will provide a competitive advantage like low carbon technologies.
- Upskilling of the current workforce as well as training of young people is required to enable local construction companies to exploit new opportunities as they arise.

5.2 Reducing Worklessness and Improving Skills

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 approved a range of interventions, funded through the Working Neighbourhood Fund (WNF) programme to complement the mainstream Jobcentre Plus activities in supporting members from our local communities into training and employment. Whilst the WNF programme has subsequently been withdrawn at a national level, it is intended to continue with these initiatives where possible, using the final WNF allocation and other funding streams as appropriate.

These interventions look to tackle worklessness through 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

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

- 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.
- 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.

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.

Skills

Reducing worklessness and improving skills go hand in hand and are particularly important in raising the aspirations of young people. The LEA identified three critical areas with regard to skills which are important to supporting the growth of the economy in Walsall:

- **Skills gaps and shortages:** there are a number of skills gaps and shortages within the existing workforce, primarily technical skills, which are constraining growth in a number of sectors / companies.
- **Workforce development:** for manufacturing in particular, the need to improve workforce skills is a permanent feature of a competitive business.

- **Customer and inter-personal skills:** key skills for working in parts of the service economy involve dealing with customers. It is important that young people in Walsall have these skills to enable them to take up new local opportunities.

Walsall College is working to develop skills and training in Walsall. The employer led demand has enabled:

- Apprenticeships
- Retrofit qualification
- Local Enterprises

Partners are currently working with Walsall College to develop a retrofit qualification. The qualification will up-skill new and existing trades' people who will contribute to the retrofit employment market.

5.3 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 (median) income is £18,997 in the borough which is 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,
- In addition, 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 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 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

For the period 2006 to 2011, the HCA has invested or is committed to invest in Walsall, a total of at least £80m 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

The Housing Needs and Demand Study Update (Fordham Research 2010) highlighted a need for a minimum of 800 affordable dwellings per year, and this gives similar results to the C3 Sub Regional Housing Market Assessment (SHMA). The main need identified is for social rent housing, with a focus on delivering socially rented family housing and a mixture of housing for the elderly and/or people requiring wheelchair adapted properties, with a strong demand for 2 bed bungalows. 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. 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.

The HCA's 2011-15 Affordable Home Programme – Framework released in February 2011, is clear that funding for new affordable housing will have a focus on affordable rent rather than social rent. Walsall Council, whilst acknowledging its need for social rent properties, will work with housing providers and the HCA within this new regime. This will mean that the vast majority if not all new affordable homes in Walsall in this period will be affordable rent or shared ownership, and that some existing properties will be converted to affordable rent or disposed of, as part of the overall funding package.

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 and policies in the Black Country Core Strategy. 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.

Council has worked in partnership with Accord to develop a new timber framed housing business in the Borough, which will commence production by September 2011, and bring up to 30 new jobs. In addition this will provide new eco friendly affordable homes.

However, new homes make up a small proportion of the overall housing stock, and its essential to improve our existing properties. The Council and partners have worked closely with the major energy suppliers to deliver the first mixed tenure retro-fit project in the UK through the Community Energy Saving Programme. We will continue to work with partners aiming to develop a borough wide programme of retrofitting existing homes in the future.

Empty Homes

The Council's approach to empty properties is based on a comprehensive approach in addressing the underlying causes of vacancies, responding to incidents of problematic vacant properties and proactively working with partners to deliver solutions.

The Council is seeking to develop an agreement with RPs to carry out housing management duties where Empty Dwelling Management Orders are in place. In addition to the Council securing funding from the development of new homes each year through the New Homes Bonus there is the potential for additional income from tackling empty homes and bringing them back into productive use. The council is also working with its partners to explore the possibility of a pilot scheme whereby empty properties are refurbished / receive retrofit works by apprentices as part of the training and skills agenda.

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. The Underlying Causes of health inequalities in Walsall:

- Poverty
- Employment

- Education
- Environment

Walsall's **aim as outlined in its Health Inequalities Strategy** 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

- To work within the new DH Public Health Outcomes Framework where the vision is ***'To improve and protect the nation's health and well-being and to improve the health of the poorest fastest'- underpinned by two over-arching national indicators***
 - ***Healthy life Expectancy***
 - ***Healthy life expectancy gap between the least deprived and most deprived communities***
 - 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 ***and improve sexual health through targeted screening and advice programmes***
- To improve mental health and well-being service provision.
- ***To address high levels of adult and childhood obesity***
- ***To address men's health issues through a programme of Health Checks.***

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.
- ***To work with local Authority planning depts. To support reduction in obesity by addressing proximity of fast food outlets to schools and other community venues***

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.

The Health Inequalities in the borough will be addressed by:

- targeting work to reduce the health inequalities gap
- conducting Health inequalities impact assessments ensuring we deliver services in a fair and transparent way
- Improving access to public resources for those traditionally excluded from them
- providing better Communication and information
- Conducting research - where needed and
- Using the Joint Strategic Needs Assessment Process.

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. Walsall is divided into six Area Partnerships,

Area Partnerships enable partners to be sensitive to the needs of different communities and places within Walsall. Their key purpose is 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 have adopted 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 are responsible for ensuring the delivery of outcomes and results within the Area. Area Managers may be employed by any of the partner organisations. They have been 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. 2009 perceptions figures show that fewer people feel safe now compared to 3 years ago. Investment from partners needs to contribute to taking forward the 64 priorities from 2010/09 and 2011/10 Strategic Assessment including:

- Priority 1: Tackle violent crime (specific focus on domestic abuse, town centre violence and serious youth violence)

- Priority 2: Tackle anti-social behaviour (including multi-agency forms of ASB)
- Priority 3: Address harm caused by drugs and alcohol misuse
- Priority 4: Focus on communities (including community cohesion, counter-terrorism and public perceptions)
- Priority 5: Tackle serious acquisitive crime (with a focus on reducing domestic burglary)
- Priority 6: Focus on offending – as a cross-cutting theme across all priorities

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. A coordinated approach will be identified to maximise the potential of the incoming Community Infrastructure Levy (CIL). 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 submitted a successful 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 47th 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. This has included the complete refurbishment in 2010/11 of 2 of our homeless schemes, changing them from bedsits to fit for purpose self contained accommodation. This physical transformation has gone hand in hand with modernisation of the on site support services. In addition, the Council Allocation policy (approved by Cabinet Dec 2010) and changes to working practices have resulted 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 new 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.

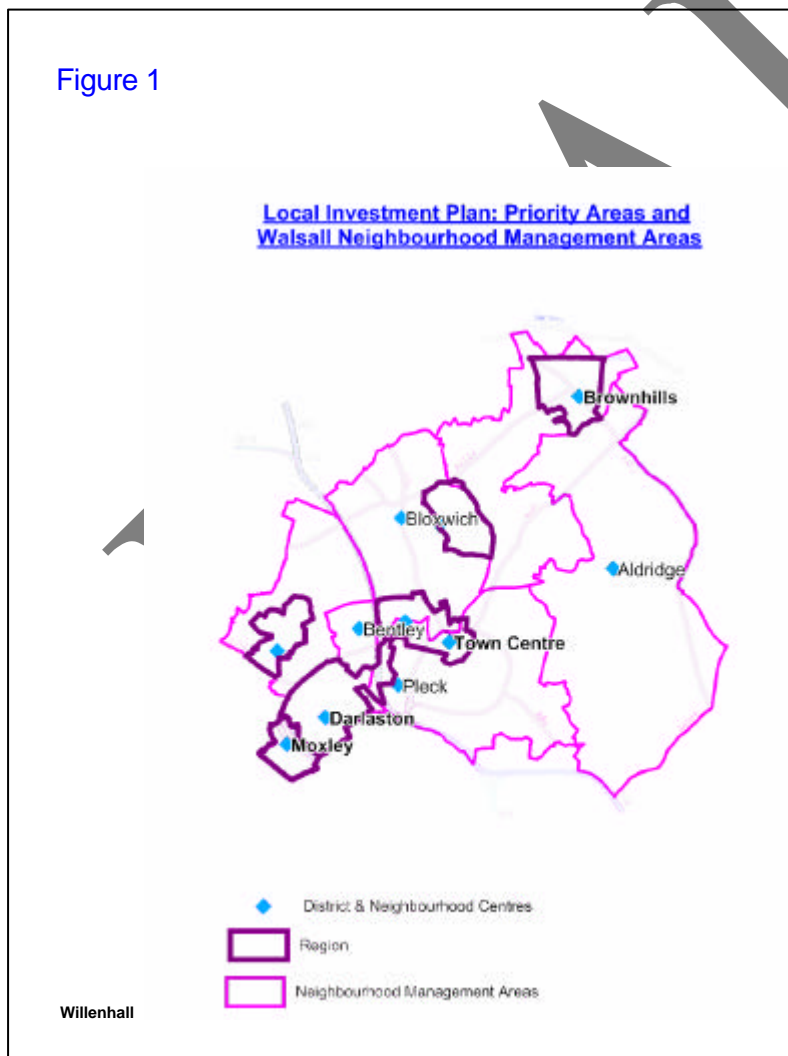
There is a clear need for a substantial increase in fully wheelchair adapted homes in Walsall. These need to include a combination of 2 bed ground floor flats and bungalows for smaller households, and larger family accommodation for families with disabled children. The provision of fully wheelchair adapted 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 (including the Strategic Development Area)
- Walsall town centre, including neighbouring residential areas; Birchills to the north
- Willenhall

Whilst the focus is clearly on these priority areas, it is recognised that there is still a housing and regeneration need in other parts of the Borough, and any opportunities that meet choice and need in these areas and complement other economic initiatives will be supported on their own merits.



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 an approach which will enable 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 to consider to 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:

- planning permission granted for the redevelopment of a £30m new Tesco store and independent retail units,
- a significant programme of transport modeling and public consultation has taken place with regards to the Brownhills Transport Improvements project for the district centre. The majority of the suggested improvements have now been incorporated into the planning obligations for the new Tesco store and will be implemented as part of their redevelopment programme,
- Housing 21 redevelopment for a 60 apartment Extra Care unit funded by HCA with associated facilities has been completed on a former High Street brownfield site and is now occupied,
- 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. Phase 1 of the High Street scheme commenced construction in March 2011 through a HCA / whg / local authority funding package.

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 the development of a minimum of 750 new homes and potential mixed uses including retail. 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 set out in 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 nearing completion and occupation by NHS Walsall and Housing 21 of a Palliative Care Centre and offices, and a Dementia Care Unit respectively, and
- the construction and occupation of 39 units by whg and Bovis Homes (grant funded by HCA) on 6 infill sites was completed in December 2010.

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). Also, the adjoining APUK industrial site currently has residential permission for 304 residential units, and Phase 1 of the site has just been remediated through a HCA Growth Point grant. The Council are currently working with the West Midlands Wildlife Trust in the development of a regional headquarters and learning centre at Moorcroft Woods, this proposal will soon reach formal pre-application discussions with a planning application expected in the summer of 2011. Recently the local Coles of Bilston Furniture retailer changed ownership, the new owners 'Leekes' have invested considerably in the store providing new employment opportunities and bolstering the local economy. The completed regeneration strategy for Moxley is noted as being a contributing factor in attracting this investment into the area. The strategy also identifies 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 have completed work on the Darlaston strategy document. The strategy identifies in excess of 1000 new residential units and up to 50,000 sqm of new commercial employment space. The finalised strategy has identified new retail and office accommodation within the district centre to help resolve evident issues of service provision and the economy by improving the retail and environmental offer; supporting greater footfall in the district centre. Since finalising the strategy document the Council has also started working with West Register, owners of the nearby Servis site on Darlaston Road. This site being approx 10 acres in size is located in close proximity to the district centre and is the most significant land holding in the area. The site owners are investigating alternative uses to solely residential for this site and are preparing a masterplan accordingly. In total the Darlaston SRF has identified circa £20m of investment

The Darlaston SRF is directly linked with the Darlaston Strategic Development Area (DSDA), primarily core employment land adjoining to the east. The work carried out in respect of the DSDA is now led by Walsall Council following the disbandment of the Walsall Regeneration Company (WRC). Walsall Council submitted a successful business

case to the DfT totalling some £30million 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 4000 new jobs within this geographically strategic employment area of regional importance.

6.5 Walsall Town Centre- 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.

The Council and partners 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. 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. This mixed use residential led Waterfront South development is the recipient of the largest HCA Regional Kickstart funding allocation.

The Waterfront South development has created a new residential housing offer consisting of private and social housing. The HCA has supported the project delivery through Kickstart 1 funding of £8.5m and agreed further investment support of £6.5m through Kickstart 2 totalling £15m of HCA investment to deliver 300 new homes and create 200 new jobs with 20 apprenticeships. All phase 1 homes handed over on target in March 2011, and this included homes for key workers from the Manor Hospital.

The HCA investment will ensure transformational change of the Waterfront area by creating quality homes supported by office and leisure uses with high quality public realm linking the town centre to the newly refurbished Manor Hospital, Walsall College and the Art Gallery.

In addition, a 100 bed hotel will be developed on waterfront North, with an anticipated start on site in the summer of 2011.

The Birchills neighbourhood also falls within the town centre priority area, and a masterplan for the area was completed in March 2011. 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 revised Town Centre boundary stretches into parts of Beechdale, focussing on new employment and residential opportunities. This supports the development of the Accord Timber Framed business which is due to commence production by September 2011 and has been delivered through a partnership between Walsall Council and Accord. A key aspiration of the LIP is to develop and expand this business over time, to become a

prominent national supplier of timber framed homes, modular homes and associated 'green' housing products.

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 was on hold whilst the Joint Core Strategy was being prepared. 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, since the adoption of the Core Strategy in February 2011. .

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) provide 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 £107m of public sector investment should attract £344m private investment. Indicative projections for the 2011/15 period suggest that a further £170m of the collective public sector investment will be required to attract £844m 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 March 2011 HCA investment will be the subject of project and investment appraisal with no current funding allocation or commitment.

This Agreement is subject to the constitutional right of any future Parliament to determine the amount of money to be made available to the Agency in any year and the purpose for which such money can be used.

	Investment Period Pre 2007/08			TOTAL
	HCA	Other Public	Private	
Town Centre	£2,429,123	£14,250	£10,469,437	£12,912,810
Brownhills	£0	£1,073,427	£100,567	£1,173,994
Moxley	0	0	0	0
Goscote Lane Corridor	£320,000	£7,408,000	£398,200	£8,126,200
Willenhall	£1,770,589	£80,211	£3,707,509	£5,558,309
Darlaston	£0	£0	£0	£0
TOTAL	£4,519,712	£8,575,888	£14,675,713	£27,771,313

Priority Area	Investment Period 2008/09 to 2010/11			TOTAL
	HCA	Other Public	Private	
Town Centre	£8,468,750	£67,708,784	£235,500,000	£311,677,534
Brownhills	£2,400,000	£195,085	£16,062,500	£18,657,585
Moxley	£520,000	£274,810	£8,747,000	£9,541,810
Goscote Lane Corridor	£5,895,061	£10,732,000	£24,257,333	£40,884,394

Willenhall	£0	£375,000	£39,265,000	£39,640,000
Darlaston	£9,549,000	£674,500	£20,779,373	£31,002,873
TOTAL	£26,832,811	£79,960,179	£344,611,206	£451,404,196

The above table does not represent HCA investment already expended/committed in the wider areas of Walsall including £7m in Bentley to deliver 130 units, £6.5m 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 2014/15			
	HCA	Other Public	Private	TOTAL
Town Centre	£6,500,000.00	£89,352,823.00	£626,720,000.00	£722,572,823.00
Brownhills	£432,000.00	£160,000.00	£42,700,000.00	£43,292,000.00
Moxley	£2,495,059.66	£1,599,781.34	£14,976,000.00	£19,070,841.00
Goscote Lane Corridor	£18,616,248.00	£5,500,000.00	£43,193,600.00	£67,309,848.00
Willenhall	£0.00	£14,900,000.00	£200,000.00	£15,100,000.00
Darlaston	£5,200,000.00	£24,620,000.00	£116,000,000.00	£145,820,000.00
TOTAL	£33,243,307.66	£136,132,604.34	£843,789,600.00	£1,013,165,512.00

The above tables indicate high levels of investment required to 2015, and the resultant funding investment that will require HCA and other agencies intervention.

Brownhills, Moxley and Goscote

The Council and whg jointly 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. The HCA Regional team has reviewed the whg Business Case to ensure this provides the basis for HCA bringing in partners to work together in progressing new investment models and delivery support mechanisms (see Shared Principles of Investment section).

Walsall Council and whg are also seeking to secure and create 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.

Further work is currently being undertaken with partners to review future investment required beyond 2015 and models to support the financial viability of the scheme.

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 support required from the private sector, the HCA and other public bodies 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 2012.

Willenhall and Darlaston

The level of investment needed to support the draft Willenhall Area Action Plan (or Willenhall Strategy) and Darlaston Masterplan are not fully understood as 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
Brownhills / Goscote / Moxley	<ul style="list-style-type: none"> ▪ 1,524 new homes on surplus public sector land. ▪ 800 new homes on privately owned brownfield land ▪ Up to 1000 affordable homes. ▪ Re-use of 43 ha of brownfield land (38ha is surplus public sector land). 	<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>
Town Centre (including Darlaston SDA)	<ul style="list-style-type: none"> ▪ 5500 new jobs ▪ 1500 new homes ▪ Reclaim 70 hectares of land 	<p>Several projects are either underway (Waterfront South), nearing completion (Manor Hospital) or are complete (Walsall College as part of the Gigaport).</p>
Darlaston SRF area	<ul style="list-style-type: none"> ▪ 1000 new homes ▪ 50,000 sq metres of commercial space 	10 to 15 years
Willenhall	<ul style="list-style-type: none"> ▪ 1220 new homes 	10 to 15 years

9. SHARED PRINCIPLES OF INVESTMENT

To ensure the delivery of partner aspirations the HCA investment will adopt a fresh and local approach to investment. The principles of co-investment and will be central to delivering the LIP priorities including combined resources such as land, financial or capacity resources.

A “Total Place/Capital “ approach is central to the way HCA works and means that local partners are expected to take a collaborative approach to both revenue and capital investment being made locally. This collaborative approach will ensure the alignment of public and private sector funding streams by 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 on a scheme by scheme basis. However this will be limited due to the housing stock transfer to whg during 2003. A principle agreement has been reached for SRF1(but not yet in respect of the other SRF areas) 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 on a scheme by scheme/ site by site basis. The partners will also work together to examine how a co-ordinated approach to the Community Infrastructure Levy could support investment in future.

HCA funding themes include **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.

Walsall will need to consider a number of HCA delivery mechanisms set up to support regeneration including:

HCA Delivery Partner Panel (DPP) – provides a fast track process to procure services in all areas of development and construction. Panel members will be able to utilise a full range of development activity including development/construction finance, the design and construction of residential and other uses including infrastructure, and the letting and marketing of properties. The panel is available to local authorities, Regional Development Agencies and other public sector agencies and can be used to help deliver a range of initiatives including Public Land Initiative and Local Authority New Build. Panel members will be responsible for securing sales of completed homes either themselves or by working with partner organisations. It is anticipated that the DPP could be initially utilised to deliver

sites in the Brownhills, Moxley and Goscote areas and possibly for the sites in the Town Centre, Darlaston and Willenhall areas.

Affordable Rent Model - The Spending Review, in October 2010, introduced a new Affordable Rent model for the delivery of affordable housing from 2011 to 2015. Affordable Rent is designed to:

- maximise the delivery of new social housing by making the best possible use of constrained public subsidy and the existing social housing stock
- provide an offer which is more diverse for the range of people accessing social housing, providing alternatives to traditional social rent

Affordable Rent will offer Registered Providers the flexibility to convert vacant social rent properties to Affordable Rent at re-let, at a rent level of up to 80 per cent of market rent. Housing associations will be able to convert vacant properties to Affordable Rent where they have reached an investment agreement with the HCA about how additional rental income will be reinvested in the supply of new affordable housing.

HCA has a capital budget of almost £4.5bn over the Spending Review period to fund affordable housing supply, of which around £2bn will support the delivery of new Affordable Rent homes. While grant funding will primarily target Affordable Rent, there may be some scope for delivery of Low Cost Home Ownership as part of the agreements, where this is appropriate for local circumstances and helps to promote the overall supply of affordable homes.

Registered providers are expected to submit their package of priority site proposals they seek to deliver by the end of April 2011 with final contracts being agreed by July 2011.

Public Land Initiative- HCA is working with Walsall Council to identify sites that could benefit from the Public Land Initiative (PLI). The PLI is designed to bring new construction partners into the housing market using land in public ownership. Rather than selling land outright to these developers, public landowners would take 'deferred payment'.

Exploratory work is being undertaken to identify sites across the key priority areas with a view of disposing the land through an agreement based upon a joint venture model, that will take account of the value of the land invested, shared risk and returns, and available grant for social housing. The completed homes would then be transferred to an RSL, Private Rental Sector partner or sold on the open market.

Along with existing investment programmes, HCA is exploring new models of delivering mixed tenure housing, including affordable housing, through the Public Sector Land Initiative (PSLI).

Private-Sector Led Site Assembly - A number of mechanisms could be explored with the aim of spreading the development risk and sharing the rewards. One mechanism to bring sites forward with the private sector in the BMG areas, Town Centre, Willenhall and Darlaston is to consider Joint Venture (JV) investment with private sector developers and landowners. The HCA would consider forward funding infrastructure and remediation work, sharing the development risk through a JV with a share of any land receipt. HCA would work with developers to commission a preferred RSL to deliver the affordable housing on sites.

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. 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. Key to how the town centre operates in the future will be its accessibility and legibility, 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.

Co investment – HCA and Walsall Council propose to work with partners and will consider on a scheme by scheme basis subject to a viable business case, the principle of co – invest, finance, assets and resources through new and innovative delivery mechanisms in response to individual priority sites. Coordinated resources planning of public, private finance and assets will be central to the delivery of the LIP.

Utilising appraisal tools – in an environment where great pressure on delivering value for money, driving down costs and maximising private sector investment, it is vital that partners effectively test local economic viabilities. It is proposed that the HCA and the Walsall Council will utilise the HCA's Area Wide Viability Model to ensure that maximum benefit is realised from public sector investment.

It is also proposed that the HCA Development Appraisal Model which can be used to assess the dynamics of specific schemes through the analysis of cash flows and costs is used to model delivery mechanism options and determine investment requirements.

Skills and capacity building- The HCA and Walsall Council are keen to ensure partners have the capacity to deliver the aspirations of the LIP. Therefore the HCA will work public sector partners in Walsall to provide them with the development expertise to unlock land assets. Partners will be able to seek HCA support to gain best practise knowledge on design, place making and delivery principles,

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 Advise (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.

The approach taken in Walsall is one that will utilise joint public investment that will unlock regeneration sites and attract substantial capital investment to deliver the complicated sites such as the Waterfront area that will create places where people want to work, live and enjoy the night economy.

GOVERNANCE AND MONITORING

10. ENGAGEMENT OF KEY STAKEHOLDERS

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

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

28 Feb 2011	21 Mar 2011	31 Mar 2011	Mar 2011	13 April 2011	End June 2011
Multi agency consultation event	WP Board report	WHP endorsement	Submission to HCA	Walsall Cabinet	HCA Board sign off

A successful 'Invest in Walsall' event was held on 28th February 2011 with a wide multi agency representation. The key outcomes provided by partners were:

- The Spatial priorities should remain the same, with some extension of the Town Centre boundary
- There should be a greater focus on jobs and economy
- Potential for Walsall to become a centre of excellence on the 'green deal'
- Greater Black Country working together
- Focus on use of local labour and suppliers
- Make best use of new funding regimes

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 Area Partnerships model there has been considerable change over that past 12 months. Area Partnerships build upon and replace Local Neighbourhood Partnerships (LNPs). They have been developed to improve how we engage and involve people in the decisions affecting communities and the places where they live.

The purpose of Area Partnerships is 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 resources allocated to their Area.
3. Co-ordinate service providers and hold them to account for delivery, to ensure better outcomes for our communities and a more effective use of resources.

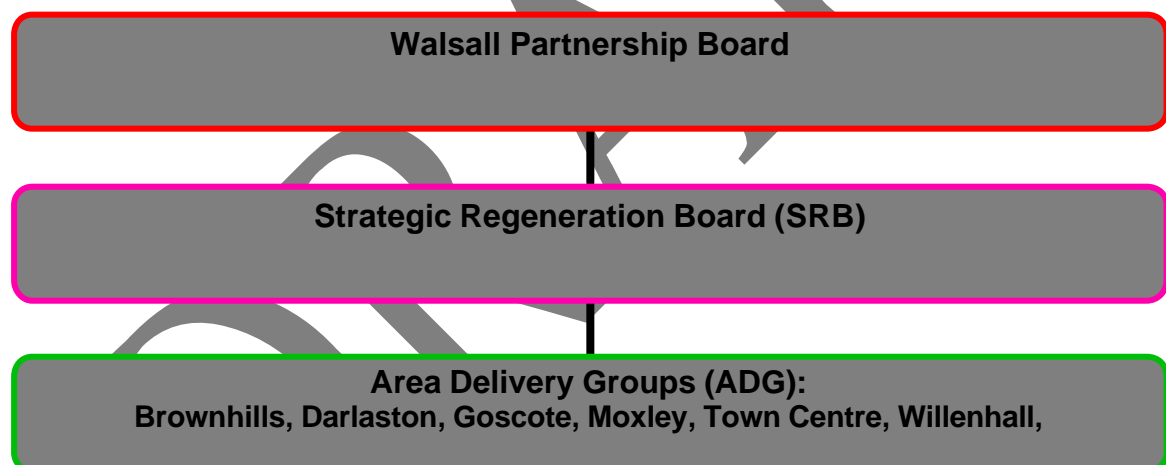
Through the Partnership the Voluntary and Community Sector (VCS) are being encouraged from several sources to play a role in shaping and delivering services in local areas. It is recognised that the VCS has an important role to play by taking advantage of future commissions.

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 Area Partnerships (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

LIP Governance and Delivery Structure



The Walsall 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 Executive Group.

The SRB contains membership from the Council's Regeneration Directorate, Portfolio Holder, HCA and Walsall Partnership. Each ADG will be tasked with producing a delivery programme highlighting the respective project leads. The project group will also be tasked with identifying funding streams to deliver the project priorities.

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

12. MONITORING AND REVIEW

The monitoring and progress review of the LIP will be undertaken through the proposed SRB and further supported by performance updates to WP board. Each ADG will be expected to provide performance updates to the SRB 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

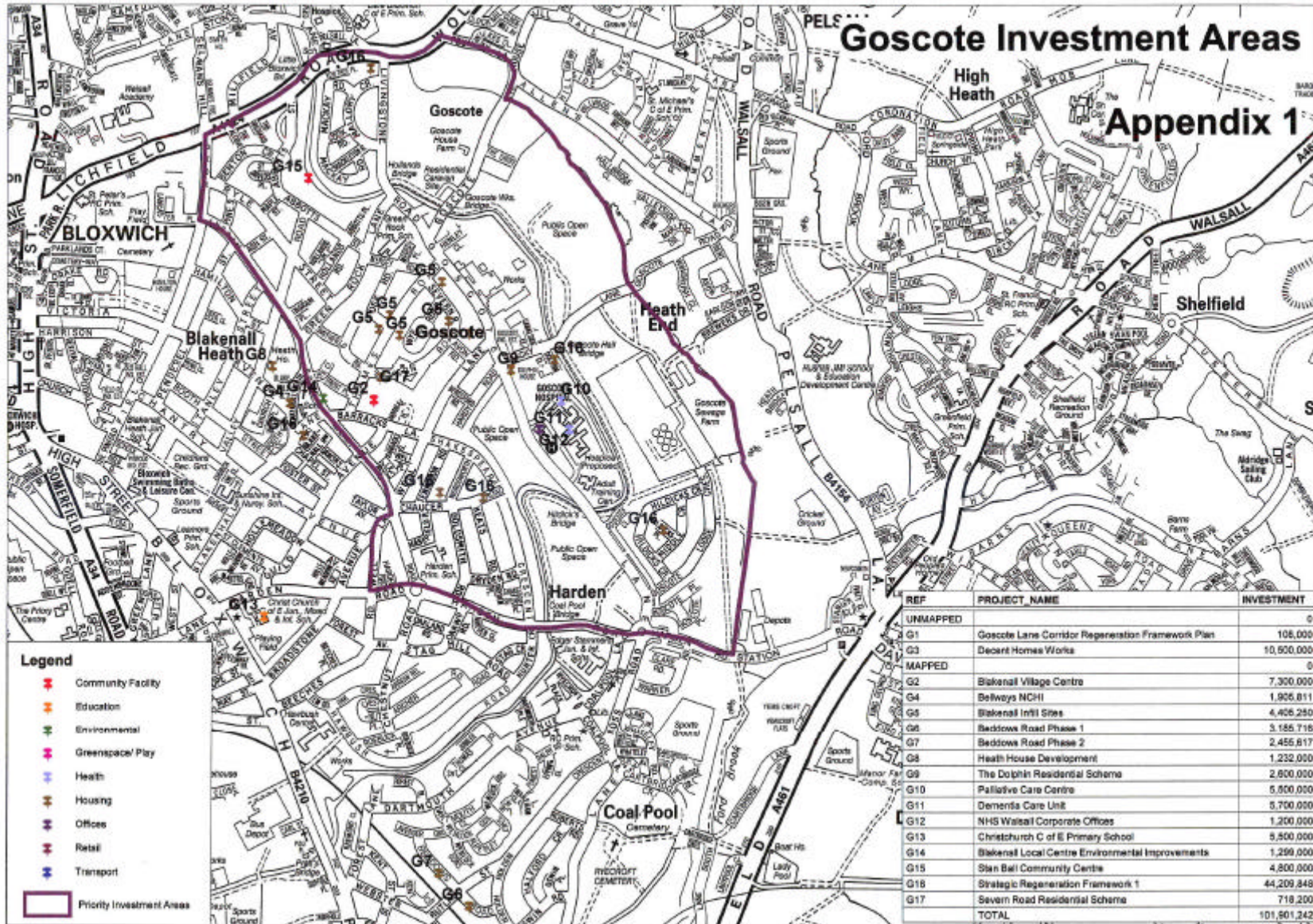
Partners have worked together to reduce the delivery risk, however the following risks have been identified that could affect the integrity of the LIP:

- 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 Government policy announced in the 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 engaging through Walsall Partnership event, Walsall Housing partnership, and facilitating a bespoke event with over 40 partners attending.

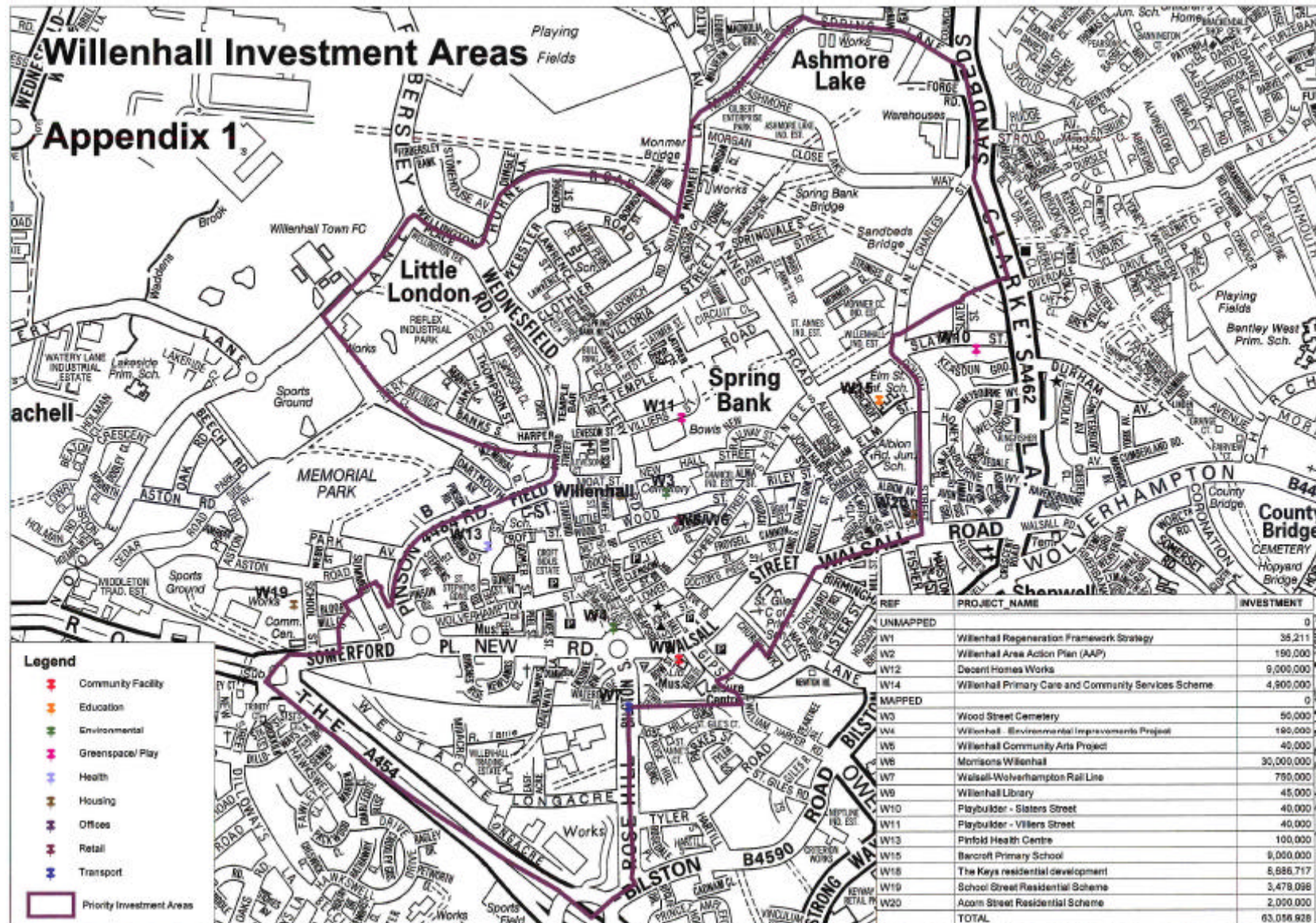
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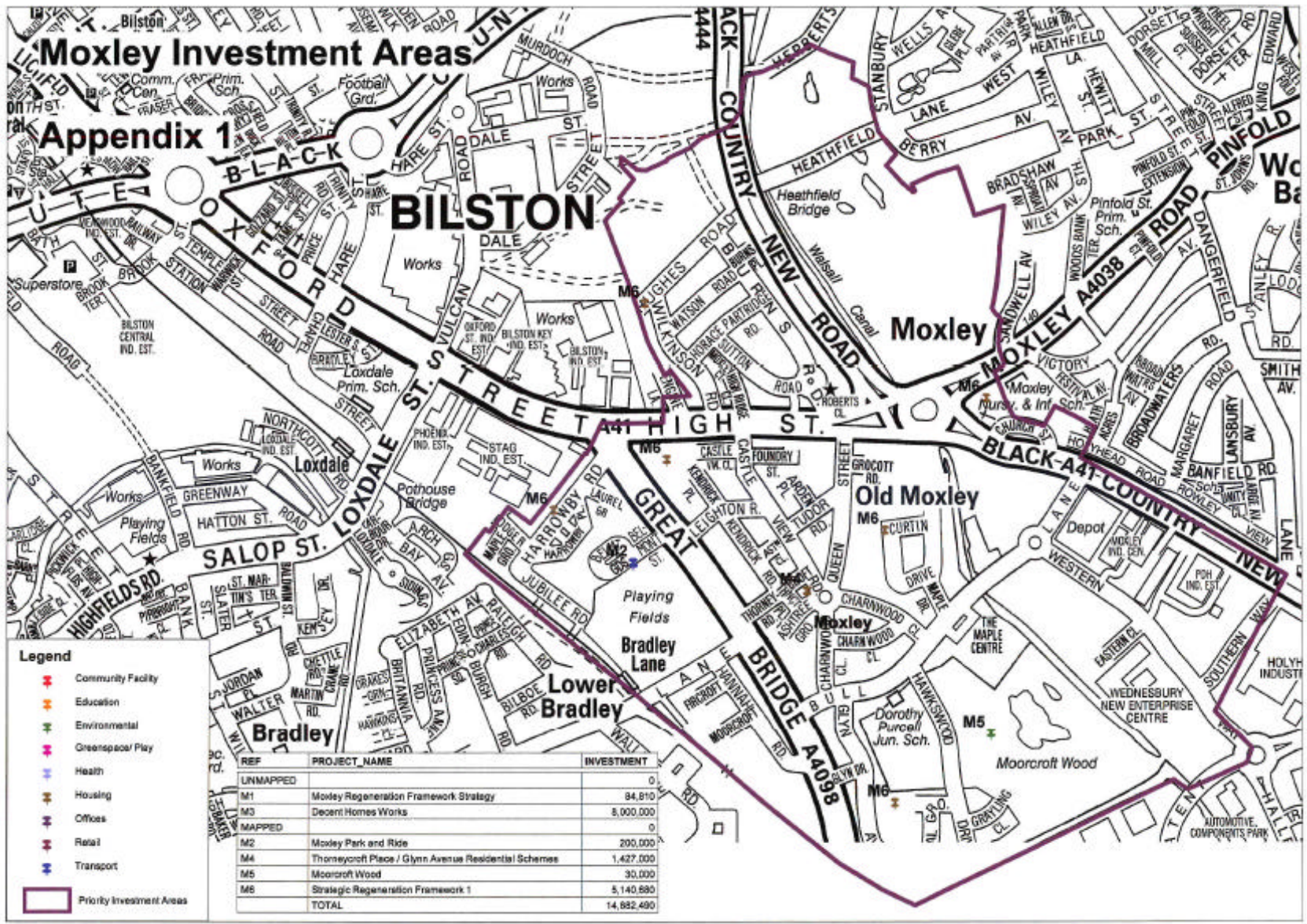
Goscote Investment Areas

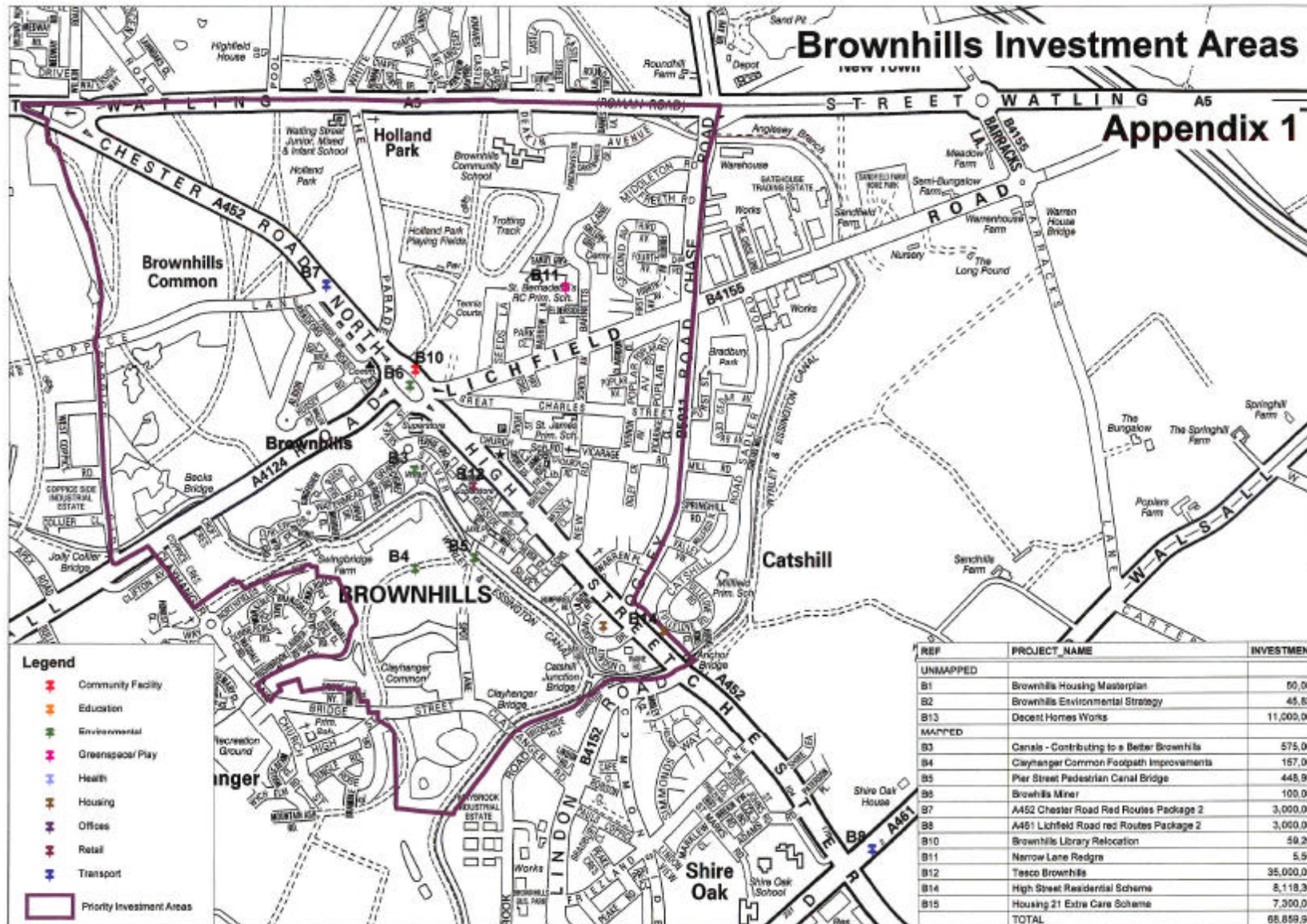
Appendix 1



REF	PROJECT NAME	INVESTMENT
UNMAPPED		0
G1	Goscote Lane Corridor Regeneration Framework Plan	108,000
G3	Decant Homes Works	10,500,000
MAPPED		0
G2	Blakenall Village Centre	7,300,000
G4	Belweys NCHI	1,905,811
G5	Blakenall Infill Sites	4,405,250
G6	Beddows Road Phase 1	3,155,716
G7	Beddows Road Phase 2	2,455,817
G8	Heath House Development	1,232,000
G9	The Dolphin Residential Scheme	2,600,000
G10	Palliative Care Centre	5,500,000
G11	Dementia Care Unit	5,700,000
G12	NHS Walsall Corporate Offices	1,200,000
G13	Christchurch C of E Primary School	5,500,000
G14	Blakenall Local Centre Environmental Improvements	1,299,000
G15	Stan Ball Community Centre	4,800,000
G16	Strategic Regeneration Framework 1	44,209,848
G17	Severn Road Residential Scheme	718,200
TOTAL		101,601,242







Border to be extended to include parts of Beechdale and Caldmore

