# BRIEFING NOTE

**TO:** Regeneration Scrutiny and Performance Panel
**DATE:** 2 October 2008

**RE: RESOURCE PLANNING 2009/10 – 2011/12**

## Purpose

To consider the resource planning document for the Regeneration Directorate which includes details on service objectives, priorities and finance.

## Report

At its meeting on 31 July 2008 the Regeneration Scrutiny and Performance Panel noted the revised budget setting process for 2009/10 – 2011/12.

Members will recall that the first part of the budget process was to the completion of a ‘resource planning document’ which would include relevant information which would provide the ‘story’ for each of the services for pervious and future years. This will provide Members with information on service objectives, pressures, challenges and cost versus performance information that will be used alongside the priority setting process for 2009/10 – 2011/12 and provide a focus for investment/disinvestment proposals and decisions that the Panel will consider later in the year.

Please note that there the resource planning document has been sent separately to the agenda papers.

## Recommendations

**That, subject to any questions and comments Members may wish to make, the resource planning documents for the Regeneration Directorate be noted.**

## Author

Craig Goodall
Acting Principal Scrutiny Officer
☎ 01922 653317
goodallc@walsall.gov.uk

Walsall Council

# *REGENERATION DIRECTORATE*
# *RESOURCE PLANNING DOCUMENT*
# *2009/10 – 2011/12*

# Resource Planning 2009/10 – 2011/12

## Contents

- Tim Johnson, Executive Director
  - Sarah Homer, Assistant director
    - Steve Phipps, Head of Business Support (----)
      - Children's Services
      - Social Care & Inclusion
      - Regen, N'Hoods & Corporate
      - Financial & Admin support services
    - Paul Smith, Head of Human Resources (----)
      - Strategic Services
      - SHAW
      - Operational Services
      - Employee Services
    - Darren Caveney, Head of Communications
      - Under Review
    - Helen Dudson (Acting), Knowledge and Performance
      - Under Review
    - Kelvin Dawson, Head of Strategic Transformation
      - Under Review
  - Paul Rowlands, Chief Executive New Deal
  - Mike Tichford, Assistant Director
    - Kevin Kendall, Head of Property Services
      - Estates & Asset Management
      - Design & Prog Management
      - Facilities Management
      - Procurement & Systems
      - Building Services
    - Simon Tranter, Head of Development & Delivery
      - Development
      - Environmental
      - Project Development
    - Mark Lavender, Head of Strategic Regeneration
      - Economic Regeneration
      - Regeneration Strategy
      - Transportation
      - Town Centre Management
    - David Elsworthy, Head of Planning & Building Control
      - Dev Control (East)
      - Dev Control (West)
      - Building Control
      - Local Land Charges & technical support

Note -------- indicates services to transfer to Corporate Resources Director once in post

# 1. Summary of Services provided by the Directorate

Strategic Regeneration
- Economic Development
- External funding
- Strategy Team
- Transportation & Planning Policy
- Strategic Transportation (Support to LTP)

Delivery & Development
- Conservation & Nature
- Sustainability Team
- Feasibility & Project Development
- External funding
- Corridors / SRF Projects
- Landscape Design
- Site Acquisitions
- Coordinating SRF governance

Town Centre Management
- Shopmobility
- Markets

Planning & Building Control
- Planning Services
- Planning Applications
- Land Charges
- Building Control

Property Services
- Building Maintenance, Building Design, Procurement
- Cleaning, Caretaking & School Crossing Patrol Service
- Estates, Land Terrier, Estates managed properties
- Facilities Management, Curatorial, Plant Maintenance
- Statues, Memorials & Clocks

## 2. Objectives of Service.

**Regeneration**

**Strategic Regeneration**

The Strategic Regeneration team consists of four service areas including;

**The Economic Development Team**, which aims to support the economic growth of our borough by delivering services and working with partners to increase employment levels, reduce unemployment levels and to develop job opportunities through vibrant district centres and by understanding and supporting local businesses and encouraging inward investment.

Success will be measured through National Indicator's included within our LAA, which we are now responsible for and include;

NI152- Working age people on out of work benefits
NI172 VAT registered businesses in the area showing growth

And through the continued delivery of the following national indicators that will be assessed through the CAA inspection processes, the following

NI151- overall employment rate
NI153- working age people claiming out of work benefits in the worst performing neighbourhoods
NI166- Average earnings of employees in the area
NI171- VAT registration rate
NI173- People falling out of work and on to incapacity benefits

We also have some responsibility to ensure progress against the following targets assigned to others, including;

NI163 – Working Age Population qualified to at least level 2 or higher
NI 116 – Proportion of children in Poverty
NI 117 – 16 – 18 Year olds who are NEET.

**Planning Policy Development & Delivery team,** aim to develop new policies that will frame future land use allocations, support the development of both housing and employment growth and continue to meet our commitments in the development of the regional planning strategies.

Measurement of success will come from the delivery of;

- The Joint Core Strategy
- The Regional Integrated Spatial Strategies,

With our work contributing towards the following National Indicator included within our LAA;

NI 154 – Number of additional houses
**Transport Planning & Policy Team** aims to deliver actions that will begin to tackle the challenges currently facing transportation throughout our borough, through the effective planning and delivery of transport initiatives, schemes and the associated capital programmes, together with key stakeholders and partners.

Success will be measured through the delivery of;

- o A successful Capital Programme
- o The Bus Showcase Programme
- o The Red Routes Initiative

Contributing towards the following National Indicators;

NI 188 – Adapting to Climate Change
NI 186 – Per Capita CO2 Emissions in the LA area

**Town Centre & Markets Management Team**, aims to continue to support the economic development of the Walsall town centre, which sits at the heart of our economy, as we look to assure the future success through effective management and co-ordination of services and the development of approaches that link opportunity with demand as we work collectively with our partners and traders.

Measurement of success comes from

- o The successful management and sustainability of the market services and income at target levels
- o The delivery of an effective and viable Shopmobility Service
- o Supporting the effective development of the Business Improvement Districts (BID) bid and subsequent implementation.
- o Effective support for the Town Centre Management Partnership

## Delivery & development

Regeneration Services is responsible for leading the borough's programme of comprehensive and sustainable regeneration, through robust and meaningful partnership working. The following services collectively provide a seamless approach to regeneration across the borough:-

- Development and Delivery
- Planning and Building Control,
- Strategic Regeneration

The Service's activities directly support the Council's corporate and local communities priorities, as expressed within Vision 2008 and the emerging priorities contained in the Sustainable Communities Strategy.

Within Development and Delivery the services core regeneration activity is centred on three core priorities (i) Walsall Town Centre (ii) District, Local Centres and Neighbourhoods and (iii) Strategic Corridors.

**Walsall Town Centre**

In 07/08 we worked with Walsall Regeneration Company and partners to deliver the 8 transformational projects contained in the Prospectus for Growth 2008. This will continue in 08/09 and an assessment of further projects will be undertaken.

Particular emphasis will be placed on Gigaport, St. Matthews Quarter, Waterfront, Darlaston SDA, Birchills, and development of a Strategic Public Realm framework

**District, Local Centres and Neighbourhoods**

Through the Strategic Regeneration Framework in 07/08 the Directorate commissioned framework plans for Willenhall, Moxley, Bentley, Goscote, Brownhills.

In 08/09 we will continue to develop and deliver the above and will bring forward a framework plan for Darlaston and deliver a programme of environmental improvements in Pleck. Whilst all other district and local centres remain important it is our intention within 2008/09 to concentrate resources in the above areas.

Particular emphasis will be placed on development of an AAP and THI in Willenhall, the Darlaston SRF, delivery of Bentley library and procurement of a development model and partner for Moxley, Goscote and Brownhills.

**Strategic Corridors**

In 07/08 Cabinet approved the Strategic Corridors Framework for the A461 / A454 and delivery of projects within the framework has commenced.

This work will continue in 08/09 and beyond and during this period an assessment of further frameworks will be undertaken. Particular emphasis will be placed on delivering improvements at Walsall Wood and developing detailed proposals for the A454 between Junction 10 and Walsall Town Centre.

Additional Service priorities include:

- Supporting the Building Schools for the Future programme
- Supporting the Primary Capital Programme
  Supporting the Leisure Centre Review programme
- Supporting the Capital Receipts programme
- Designing Walsall SPD implementation and training
- **Supporting sub regional agendas including the Joint Core Strategy**
- Supporting the Development Control process

Sustainable Communities Strategy

The work of the Development and Delivery Service is fully integrated and provides the delivery mechanism for many of the core principles contained within the Walsall Partnerships Sustainable Communities Strategy in improving the quality of life of our citizens. In particular we support the following vision priorities:

- people can get around easily and safely
- there are more and better jobs for local people
- 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
- everyone has the chance to live in a home fit for their purpose and fit for the future
- people feel proud to live

## *National Indicator Set*

The Service supports the delivery of the following National Indicators Set targets:

- NIS 185 – CO2 reduction from Local Authority Operations
- NIS 186 – Per Cpaita reduction in CO2 emissions in the Local Authority area
- NIS 188 – Adapting to Climate Change
- NIS 197 – Improved local bio–diversity

Local Indicators

The service delivers the following Local Indicators:

- % of Trees applications dealt with within 8 weeks
- % of Conservation Areas with up to date Conservation Area Appraisals and Management Plans

**Planning & Building Control Services**

The service delivers statutory functions in support of the regeneration of the borough through the management and control of development. This is undertaken through the determination of planning applications and associated consents including compliance with building regulations. Primary objectives include the delivery of development proposals from partners and other stakeholders seeking to enhance the social, economic, environmental and well being of the borough through in accordance with national, regional, sub regional and local policy priorities.

Measured directly by NIS 157 – The speed of determination of planning applications

Contributing towards the following National Indicators;

NIS 188 – Adapting to Climate Change
NIS 185 – $CO_2$ reduction from Local Authority Operations
NIS 186 – Per Capita $CO_2$ Emissions in the LA area
NIS 154 – Number of additional houses
NIS151 - overall employment rate
NIS 197 – Improved local bio–diversity

**Property Services**

- To Support Council delivery of services
- To Challenge occupation and accountability of properties
- To Improve property performance
- To Respond to climate change
- To Manage investment, maintenance & improvements
- To Modernise
  - Procurement
  - Ownership
  - Management

**Communications**

*To develop and deliver effective marketing & communications for the Communications Unit, Walsall Council and the broader Borough.*

Key Objectives

- Deliver a strategic review of all communications across Walsall Council
- Develop and deliver a communications strategy for Walsall Council
- Deliver against the Local Government Association's 'Reputation Project'
- Deliver Effective Communications Support to Promoting Council's Key Priorities
- Development of Communications Unit Team Members

- Communications Support to Walsall Partnership
- Communications – Guidelines & Protocols

## 3. Service Priorities

## The Directorate's Local Priorities are:

1 - Stimulate and support activities that help address worklessness and improve the skills level of all Walsall citizens, especially those experiencing disadvantage

2 – Stimulate enterprise and business competitiveness in Walsall's economy

3 - Effective delivery of our statutory and regulatory and contractually required services and obligations

4 - Supporting the delivering of the Local Area Agreement, SUD and City Region Programmes for the benefit of the citizens of Walsall will ensure that we fully participate within the regional agenda

5 – Transform Walsall Town Centre in to a competitive and vibrant sub-regional centre

6 - Support and develop district, local centres and priority neighbourhoods for those who live, work and visit the borough

7 - Enhance the image of the borough's strategic corridors and gateways

8 - Promote economic, environmental and social sustainability within the borough

10 - Develop an effective and appropriate transport infrastructure to aid the growth and prosperity of the borough

11 - Deliver an excellent regeneration service which exceeds the expectations of our customers, partners and investors

12 - To make better use of council office space through the delivery of our Accommodation Strategy

# 4. Key Performance Indicators

## Delivery & Development

### *National Indicator Set*

- NIS 185 – $CO_2$ reduction from Local Authority Operations
- NIS 186 – Per Capita reduction in $CO_2$ emissions in the Local Authority area
- NIS 188 – Adapting to Climate Change
- NIS 197 – Improved local bio–diversity

Local Indicators

The service delivers the following Local Indicators:

- % of Trees applications dealt with within 8 weeks
- % of Conservation Areas with up to date Conservation Area Appraisals and Management Plans

| PI No | PI Title | Estimated outturn 2007/08 | Q1 Profile Target[1] | Q2 Profile Target | Q3 Profile Target | 08/09 Target | 09/10 Target | 10/11 Target | Action taken to improve performance. |
|---|---|---|---|---|---|---|---|---|---|
| NI 157<br><br>Formerly BVPI 109a, b,c | Process of planning application as measured against targets for minor, major, other applications<br>Determination of major planning applications within 13 weeks<br>Determination of minor planning applications within 8 weeks Determination of all other planning applications within 8 weeks | 72%<br><br>86%<br><br>94% | 65%<br><br>83%<br><br>93% | 75%<br><br>83%<br><br>93% | 76%<br><br>83%<br><br>93% | 72%<br><br>83%<br><br>93% | 72%<br><br>83%<br><br>93% | 72%<br><br>83%<br><br>93% | Continue to monitor and review performance on a regular basis, ensure effective processes, training and staff retention/development |
| New CPA | Local Authority achievement against new affordable housing planning targets | TBC | | | | | | | |
| L 1 Formerly BVPI 204 | The % of appeal decisions that have been determined by the Planning Inspectorate contrary to the Council's decision. | 44% | 30% | 30% | 30% | 30% | | | Continually review inspectorate decisions and respond to trends and national policy guidance |
| L 2 Formerly BV111 | Satisfaction with Planning Service – Annually | N/A (75% satisfied in 06/07) | N/A | N/A | N/A | 77% | 78% | 79% | Design and deliver the survey electronically to aid efficiency and improve process. |
| L 3 | Planning cost per head of | £8.91 | N/A | N/A | N/A | £9.10 | | | |

[1] A quarterly profile shows the desired quarterly performance that will enable the annual target to be achieved. Quarterly profiles need to be set for all indicators except for those which quarterly monitoring is either not feasible or not cost effective. It is important that all targets are recorded the same on all planning documentation. Further support is available from the Corporate Performance Management Team on 652857.

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Formerly EL17 | population | | | | | | | | |
| L4 BVPI 106 | % new homes built on previously developed land | 98% | - | - | - | - | 98% | 98% | Collected annually, refer to annual monitoring report |
| L5 Formerly Pledge BI | We will deal with your householder planning application within 7 weeks unless it needs to go to the Development Control Committee | 93% | 93% | 93% | 93% | 93% | 93% | 93% | |
| L6 | Number of searches turned around within 3 working days | 98% | 99% | 99% | 99% | 99% | 99% | 99% | |
| L7 Formerly EL14 | % full plans building regs. applications determined within statutory period 5 & 8 weeks | 100% | 100% | 100% | 100% | 100% | 100% | 100% | |
| L8 Formerly EL15 | % reports of dangerous structures investigated within 1 hour | 100% | 100% | 100% | 100% | 100% | 100% | 100% | |
| L9 | 100% of building notice building regulation applications for appropriate work to be processed within 5 working days of receipt | - | 100% | 100% | 100% | 100% | 100% | 100% | |
| L10 | 90%of all full plan building regulation to be assessed and outstanding items notified to applicant/agent within 21 days | - | 90% | 90% | 90% | 90% | 90% | 90% | |
| L11 | 100% of all valid building regulation site inspection requests to be responded to within 24 hrs | - | 100% | 100% | 100% | 100% | 100% | 100% | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| L12 | 100% of site inspections involving demolitions to be carried out within 7 working days of notification | - | 100% | 100% | 100% | 100% | 100% | 100% | |
| L13 | 100% of full plans building regulation applications to be registered and acknowledged within 2 working days | - | 100% | 100% | 100% | 100% | 100% | 100% | |

## Regeneration

| | | | | | | | All England Quartiles | | | | | Mets Quartiles | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PI Ref | PI Description | 04-05 Out-turn | 05-06 Out-turn | 06-07 Out-turn | 07-08 Out-Turn | Walsall 03/04 Quartile position | Walsall 04/05 Quartile position | Walsall 05/06 Quartile Position | Walsall 06/07 Quartile position | Trend 03/04-06/07 | Walsall 03/04 Quartile position | Walsall 04/05 Quartile position | Walsall 05/06 Quartile position | Walsall 06/07 Quartile position | Trend 03/04-06/07 |
| MarK Lave Strategic re | BV 106 (CPA) | Percentage of new homes built on previously developed land | 91.80% | 99.56% | 100.00% | 99.34% | 2ND | 2ND | TOP | TOP | ↑ | 2ND | 2ND | TOP | TOP | ↑ |
| David Elsw Planning | BV 109a (CPA) | Percentage of planning applications determined in line with the Government's new development control targets to determine: (a) 60% of major applications in 13 weeks | 52.04% | 67.31% | 71.95% | 72.04% | BOTTOM | 3RD | 2ND | 3RD | ↑ | BOTTOM | 3RD | 3RD | 2ND | ↑ |
| David Elsw Planning | BV 109b (CPA) | Percentage of planning applications determined in line with the Government's new development control targets to determine: (b) 65% of minor applications in 8 weeks | 65.05% | 82.00% | 81.60% | 87.86% | BOTTOM | 3RD | TOP | 2ND | ↑ | BOTTOM | 3RD | TOP | 2ND | ↑ |
| David Elsw Planning | BV 109c (CPA) | Percentage of planning applications determined in line with the Government's new development control targets to determine: (c) 80% of other applications in 8 weeks | 83.85% | 91.03% | 91.57% | 94.54% | BOTTOM | 3RD | 2ND | 2ND | ↑ | BOTTOM | 3RD | TOP | 2ND | ↑ |
| David Elsw land charg | BV 179 (CPA) | The percentage of standard searches carried out in 10 working days | 100.00% | 100.00% | N/A | N/A | TOP | TOP | TOP | N/A | N/A | TOP | TOP | TOP | N/A | N/A |
| MarK Lave Strategic re | BV 200a Amended | Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3 year rolling programme? | Amended 2005/06 | Yes | Yes | Yes | N/A | N/A | Not available | N/A | N/A | N/A | N/A | Not available | N/A | N/A |
| MarK Lave Strategic re | BV 200b Amended | Has the local planning authority met the milestones which the current Local Development Scheme (LDS) set sout? | Amended 2005/06 | No | Yes | Yes | N/A | N/A | Not available | N/A | N/A | N/A | N/A | Not available | N/A | N/A |
| MarK Lave Strategic re | BV 200c Amended | Did the Local Planning Authority publish an annual report by 31st December of each year? | Amended 2005/06 | Yes | Yes | N/A | N/A | N/A | Not available | N/A | N/A | N/A | N/A | Not available | N/A | N/A |
| David Elsw Planning | BV 204 | The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications as a percentage of the total number of planning appeals against refusals of planning applications | 46.6% | 30.3% | 31.9% | 43.80% | N/A | BOTTOM | 2ND | 3RD | N/A | N/A | BOTTOM | 2ND | 2ND | N/A |
| David Elsw Planning | BV 205 | Score against a quality of service checklist | 89.0% | 100.0% | 100.0% | 100.0% | N/A | TOP | TOP | TOP | N/A | N/A | TOP | TOP | TOP | N/A |
| Simon Trai Environme | BV 219a | Total number of conservation areas in the local authority area | New indicator 2005/06 | 18 | 18 | N/A | Not available | Not available | Not available | N/A | N/A | Not available | Not available | Not available | N/A | N/A |
| Simon Trai Environme | BV 219b | Percentage of conservation areas in the local authorioty area with an up to date chracter appraisal | New indicator 2005/06 | 22.22 | 33.33 | 55.56% | Not available | Not available | 2ND | 2ND | N/A | Not available | Not available | 2ND | 2ND | N/A |
| Simon Trai Environme | BV 219c | Percentage of conservation areas with published management proposals | New indicator 2005/06 | 0 | 33.33 | N/A | Not available | Not available | 3RD | TOP | N/A | Not available | Not available | 3RD | TOP | N/A |

## Property Services

| PI Ref | PI Description | 04-05 Out-turn | 05-06 Out-turn | 06-07 Out-turn | 07-08 Out-Turn | 08/09 | 09/10 | 10/11 |
|---|---|---|---|---|---|---|---|---|
| BV 156 | The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people | 18.00% | 31.50% | 83.67% | 95.60% | 97% | 98% | 98% |

## 5. Summary of Directorate Outturn and 2008/09 Budget

| | ACTUAL 2005/06 £ | ACTUAL 2006/07 £ | ACTUAL 2007/08 £ | BUDGET 2008/09 £ |
|---|---|---|---|---|
| **EXPENDITURE** | | | | |
| REGENERATION | | | | |
| Strategic Regeneration | 1,858,615 | 1,898,713 | 1,616,106 | 1,171,856 |
| Delivery & Development | 4,051,296 | 3,129,142 | 3,075,405 | 2,049,622 |
| External funding cost centres | 2,254,601 | 826,522 | 81,649 | 0 |
| Regeneration Management | 691,169 | 450,027 | 918,354 | 423,715 |
| Strategic Transportation | | | | 299,793 |
| Planning & Building Control | 3,176,303 | 3,166,897 | 2,986,624 | 3,383,410 |
| Markets | 690,039 | 635,642 | 856,548 | 876,981 |
| Property Services | | | | |
| Building Maintenance | 6,842,904 | 5,259,388 | 7,055,527 | 2,548,302 |
| Cleaning & Caretaking | 10,157,145 | 10,935,088 | 10,675,093 | 10,592,111 |
| Estates | 513,209 | 656,852 | 724,254 | 913,469 |
| Estates managed properties | 581,923 | 451,527 | 458,714 | 492,064 |
| Facilities Management | 5,711,663 | 6,214,891 | 6,856,217 | 6,613,077 |
| Property Services Fee Accounts | 5,087,249 | 5,425,265 | 4,646,177 | 5,180,274 |
| School Crossing Patrols | 485,612 | 560,607 | 539,572 | 604,041 |
| Statues, Memorials, Clocks | 13,178 | 17,027 | 14,479 | 16,890 |
| SUB TOTAL REGENERATION | 42,114,907 | 39,627,588 | 40,504,718 | 35,165,605 |
| Communications | 393,575 | 431,176 | 419,295 | 516,712 |
| SUB TOTAL COMMUNICATIONS | 393,575 | 431,176 | 419,295 | 516,712 |
| NEW DEAL FOR COMMUNITIES | 74,648 | 452,913 | 396,851 | 0 |
| Deferred Charges | | 2,901,292 | | |
| SUB TOTAL NDC | 74,648 | 3,354,205 | 396,851 | 0 |
| **TOTAL EXPENDITURE** | **42,583,130** | **43,412,970** | **41,320,864** | **35,682,317** |
| **INCOME** | | | | |
| REGENERATION | | | | |
| Strategic Regeneration | -535,173 | -203,884 | -317,014 | -126,042 |
| Delivery & Development | -2,491,064 | -2,879,173 | -1,026,032 | -886,884 |
| External funding cost centres | -2,298,177 | -779,986 | -75,207 | 0 |
| Regeneration Management | -100,000 | -33,589 | -59,209 | 0 |
| Strategic Transportation | | | | -299,793 |
| Planning & Building Control | -2,533,776 | -2,593,111 | -2,902,679 | -2,674,482 |
| Markets | -789,646 | -741,393 | -935,072 | -972,840 |
| Property Services | | | | |
| Building Maintenance | -4,391,240 | -3,021,484 | -1,810,477 | -71,615 |
| Cleaning & Caretaking | -9,357,330 | -9,350,892 | -9,194,670 | -9,545,308 |
| Estates | -58,382 | -65,716 | -72,411 | -92,115 |
| Estates managed properties | -853,495 | -666,587 | -858,601 | -977,466 |

| | | | | |
|---|---|---|---|---|
| Facilities Management | -4,665,562 | -4,818,527 | -5,829,645 | -5,839,381 |
| Property Services Fee Accounts | -5,114,361 | -5,680,548 | -5,149,774 | -5,511,080 |
| School Crossing Patrols | 0 | 0 | 0 | 0 |
| Statues, Memorials, Clocks | 0 | 0 | 0 | 0 |
| SUB TOTAL REGENERATION | -33,188,205 | -30,834,889 | -28,230,791 | -26,997,006 |
| Communications | -318,934 | -364,950 | -491,301 | -403,950 |
| SUB TOTAL COMMUNICATIONS | -318,934 | -364,950 | -491,301 | -403,950 |
| NEW DEAL FOR COMMUNITIES | -74,648 | -452,913 | -396,851 | 0 |
| Deferred Charges | | -8,505,705 | -1,340,613 | 0 |
| SUB TOTAL NDC | -74,648 | -8,958,618 | -1,737,464 | 0 |
| | | | | |
| **TOTAL INCOME** | **-33,581,786** | **-40,158,458** | **-30,459,556** | **-27,400,956** |
| | | | | |
| **NET EXPENDITURE** | **9,001,344** | **3,254,512** | **10,861,308** | **8,281,361** |

## 6. Summary of Variance against Budget - Past Three Years

| | | VARIANCE TO BUDGET 2005/06 £ | VARIANCE TO BUDGET 2006/07 £ | VARIANCE TO BUDGET 2007/08 £ |
|---|---|---|---|---|
| **EXPENDITURE** | | | | |
| REGENERATION | | | | |
| | Strategic Regeneration | 450,397.39 | 218,354.97 | 213,247.61 |
| | Delivery & Development | 1,978,816.03 | 754,488.77 | -71,866.50 |
| | External funding cost centres | 2,249,444.52 | 826,522.27 | 80,448.78 |
| | Regeneration Management | 53,613.23 | 63,792.25 | 153,538.99 |
| | Strategic Transportation | | | |
| | Planning & Building Control | -333,556.79 | -344,305.13 | -183,399.38 |
| | Markets | -175,695.85 | -231,260.98 | 2,445.96 |
| Property Services | | | | |
| | Building Maintenance | 4,243,234 | 3,354,179 | 2,206,655 |
| | Cleaning & Caretaking | -117,179 | -386,940 | -110,594 |
| | Estates | -31,903 | -61,909 | -74,558 |
| | Estates managed properties | 95,317 | -51,811 | -107,894 |
| | Facilities Management | 106,920 | 89,556 | 295,100 |
| | Property Services Fee Accounts | 369,753 | 288,253 | -741,691 |
| | School Crossing Patrols | -49,278 | -33,942 | -43,653 |
| | Statues, Memorials, Clocks | -2,122 | 1,385 | -2,097 |
| SUB TOTAL REGENERATION | | 8,837,761 | 4,486,364 | 1,615,683 |
| Communications | | -28,219 | -80,831 | -39,551 |
| SUB TOTAL COMMUNICATIONS | | -28,219 | -80,831 | -39,551 |
| NEW DEAL FOR COMMUNITIES | | 74,648 | 452,913 | 396,851 |
| | Deferred Charges | | | |
| SUB TOTAL NDC | | 74,648 | 452,913 | 396,851 |
| **TOTAL EXPENDITURE OVER/(UNDER) SPEND** | | **8,884,190** | **4,858,446** | **1,972,983** |
| **INCOME** | | | | |
| REGENERATION | | | | |
| | Strategic Regeneration | -535172.6 | -152733.59 | 106792.2 |
| | Delivery & Development | -1996623.89 | -733741.72 | 99528.32 |
| | External funding cost centres | -2298176.83 | -779986.39 | -75206.78 |
| | Regeneration Management | -100000 | -33588.52 | -59209.44 |
| | Strategic Transportation | | | |
| | Planning & Building Control | 323364.28 | 548033.59 | -298333.56 |
| | Markets | 418194.2 | 356447.17 | 162768.08 |
| Property Services | | | | |
| | Building Maintenance | -4,321,100 | -2,949,869 | -1,738,862 |
| | Cleaning & Caretaking | 116,910 | 377,913 | 120,279 |
| | Estates | -2,472 | -8,848 | 19,704 |

| | | | |
|---|---|---|---|
| Estates managed properties | 86,585 | 310,879 | 118,865 |
| Facilities Management | -27,675 | -131,987 | 9,736 |
| Property Services Fee Accounts | -346,611 | -600,787 | 574,385 |
| School Crossing Patrols | 0 | 0 | 0 |
| Statues, Memorials, Clocks | 0 | 0 | 0 |
| SUB TOTAL REGENERATION | -8,682,778 | -3,798,268 | -959,554 |
| Communications | | -1,000 | -33,452 |
| SUB TOTAL COMMUNICATIONS | 0 | -1,000 | -33,452 |
| NEW DEAL FOR COMMUNITIES | -74,648 | -452,913 | -396,851 |
| Deferred Charges | | | 1 |
| SUB TOTAL NDC | -74,648 | -452,913 | -396,850 |
| | | | |
| **TOTAL INCOME OVER/(UNDER) SPEND** | -8,757,425 | -4,252,181 | -1,389,856 |
| | | | |
| **NET EXPENDITURE OVER/(UNDER) SPEND** | **126764.54** | **606264.94** | **583126.72** |

## 7. Explanation of Key variances

**Regeneration Management**

2005/06

- £46, 387 (under)spend - use of external funding

2006/07

- £20,899 (under) spend – use of LABGI not anticipated

2007/08

- £45,457 (under)spend relating to vacancy

**Strategic Regeneration**

2005/06

- £84,775 (under) spend – use of external funding and general efficiencies as required

2006/07

- £33,308 over spend – redundancy cost head of service and Christmas events 2006, £93,409 (under) spend use of external funding not originally anticipated

2007/08

- £32,055 over spend – expenditure that could not be capitalised

**Delivery & Development**

2005/06

- £17,807 (under) spend relating to savings made to minimise directorate overspend

2006/07

- £5,747over spend - running expenses overspend

2007/08

- £6,230 over spend – running expenses overspend

**Markets**

2005/06

- £242,499 over spend – under recovery of income and unexpected refurbishment costs

2006/07

- £125,186 over spend - under recovery of markets income

2007/08

- £165,214 over spend – under recovery of markets income

**Planning Services**

2005/06

- £10,192 (under) spend - relating to savings made to minimise directorate overspend

2006/07

- £203,729 over spend – under recovery of land charges income

2007/08

- £30,163 (under) spend – late filling of vacancies

**Externally Funded Cost Centres**

2005/06

- £46,387 (under) spend – over recovery of income not carried forward

2006/07

- £46,535 over spend – under recovery of income

2007/08

- £5,242 over spend – Learning Net under recovery of income

**Communications**

2005/06

- £28,219 (under) spend – to aid directorate position

2006/07

- £81,831 over spend – explanation required

2007/08

- £73,003 (under) spend - vacancies

**Property Services**

2005/06

- £154,503 overspend. External legal costs £183k, rates & demolition costs £43k, under-recovery of fees of £40k, offset by an underspend on repairs and maintenance and vacancy management.

2006/07

- £258,424 overspend. Of this, £155k relates to rates and security costs on buildings surplus to requirements, £91k under-recovery of income from Estates managed properties, and £12k under-recovery of fees.

2007/08

- £525,375 overspend. Of this, £137k overspend relates to the under-recovery of fees, £112k property management, and £300k Office Accommodation maintenance, offset by vacancy management savings within Estates and Schl Crossing Patrols

## 8. Key Service and Cost Drivers

**<u>Regeneration</u>**

**Strategic Regeneration**

**Delivery & development**

In order to deliver against the 11 Service Plan priorities, the Development and Delivery need to:

- Generate income to fund capital projects both from internal and external sources and service the delivery of corporate priorities – capital receipts, BSF, Leisure Centres Review
- Generate in the region of £800k revenue income to support the delivery of regeneration priorities (i.e. staff costs)
- Develop key partnerships to support delivery
- Delivery of National Indicators

**Planning & Building Control Services**
**Development Control**
There is no benchmarking available on the cost of the planning Service (per head of population) since the BVPI was stopped in 2005. However this information has been collated as a local Indicator since then. Ref L3 (formerly EL17 refers). I should be noted that the recovery of planning fees and therefore call on revenue influences the actual cost as can be seen in 2007/08

| | 2005/06 | 2006/07 | 2007/08 | Target 08/09 |
|---|---|---|---|---|
| Cost of the planning service per head of population | £8.51 | £9.03 | £8.91 | £9.10 |

**Local Land Charges**

Table 1 Local Land Charges Search Fee Income

| | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 |
|---|---|---|---|---|
| Actual Number of Full Searches | 3554 | 3702 | 3158 | 2112 (est) |
| Budget Income Target | -806,780 | -809,708 | -634,708 | -634,708 |
| Actual Income | -571,130 | -569,559 | -532,966 | -400,675 (est) |
| Under Recovery | 236,650 | 213,149 | 101,742 | 234,033 |
| Expenditure | 264,557 | 306,509* | 279,961.77 | 294,487 |
| Profit/Loss | 306,571 Profit | 290,050 Profit | 253,003 Profit | 106,188 Profit |

| | **Birmingham** | | **Leeds** | | **Newcastle** | | **Coventry** | | **Dudley** | | **Sandwell** | | **Walsall** | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2007/08** | Volume | Fee | Volume | Fee | Volume | Fee | Volume | Fee | Volume | Fee | Volume | Fee | Volume | Fee |
| Personal Searches | 2,363 | £11 | 15,167 | £11 | 4,032 | £11 | 6,098 | £11 | 4,347 | £11 | 3,363 | £11 | 3,222 | £11 |
| LLC1's only | 11,593 | £11 | 483 | £19 | 980 | £11.50 | 897 | £11 | 674 | £6 | 602 | £6 | 774 | £22.50 |
| CON29's and LLC1's | 15,674 | £75 | 8,595 | £120 | 3,824 | £139.50 | 2,431 | £116 | 3,979 | £119 | 3,496 | £136 | 3,158 | £124.50 |
| | 29,630 | | 24,245 | | 8,836 | | 9,426 | | 9,000 | | 7,461 | | 7,154 | |
| % private search companies | 47.1% | | 64.5% | | 56.7% | | 74.2% | | 55.8% | | 53.1% | | 55.9% | |
| **2008/09 (April to June)** | | | | | | | | | | | | | | |
| Personal Searches | 1,573 | £11 | 4,601 | £11 | 1,181 | £11 | 1,206 | £11 | 1,416 | £11 | 991 | £11 | 951 | £11 |
| LLC1's only | 2,739 | £11 | 73 | £19 | 404 | £11.50 | 60 | £11 | 137 | £6 | 193 | £6 | 282 | £22.50 |
| CON29's and LLC1's | 2,611 | £75 | 1,267 | £120 | 513 | £139.50 | 264 | £116 | 687 | £119 | 694 | £136 | 528 | £124.50 |
| | 6,923 | | 5,941 | | 2,098 | | 1,530 | | 2,240 | | 1,878 | | 1,761 | |
| % private search companies | 62.3% | | 78.7% | | 75.5% | | 82.7% | | 69.3% | | 63.0% | | 70.0% | |
| % personal searches | 22.7% | | 77.4% | | 56.3% | | 78.8% | | 63.2% | | 52.8% | | 54.0% | |
| Turnround time | 2 days | | | | 4/5 days | | 4/5 days | | 2/3 days | | 2/3 days | | 2/3 days | |

LLC comparative data Jul 08

## Property Services

**1. Making effective use of resources (Directorate plan)**
We need to demonstrate value for money and improve how resources are managed. The Directorate plan this year will focus on asset management.

**2. Delivering quality services and meeting customer expectations (Directorate plan)**
Property Services exists to serve its customers. We need to ensure that our service is properly informed by consultation with our customers

The Property Services transformation plan is now embedded in our service plan for our own service and there is now a need to support the transformation of other services including major strategic projects such as leisure centre and offices

**3. Responding to Climate Change**
The Council's needs to minimise the impact of its buildings on the environment, but also ensure its buildings are able to respond to any changes in climate which are likely over happen over the next few years

## <u>Communications</u>

### Key Service Drivers

There are three key plans that sit above the Communications Unit Plan: The Sustainable Community Strategy (SCS), The Council's Corporate Plan, and the Regeneration Directorate Plan. The SCS will be in place by April 2008. This document is produced in partnership and sets out a vision that the council, along with its partners, is committed to delivering. This will move the council forward from our vision 2008 and towards a shared vision for the borough which states:

"*Walsall will be a good place to live, work and invest, where………*

- *people get on well with each other*
- *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*
- *people consider the impact of what we do now on future generations*
- *people feel proud to live, having high quality distinctive design of buildings and spaces*
- *there is a wide range of facilities for people to use and enjoy*
- *everyone has the chance to live in a home fit for their purpose and for the future*
- *people can get around easily and safely*
- *there are more and better jobs for local people*
- *people support and look after each other*
- *people can live an independent and healthy life*"

The Council's corporate plan sets out a new outcomes framework and key organisational drivers for the council for 2008/09. It includes **seven citizen outcomes**, supportive of the new shared vision for the borough as set out in the SCS. These provide a tightly drawn framework through which this council can set out its priorities, and deliver the outcomes of the SCS.

These citizen outcomes are focussed on action to ensure that citizens are:

1. Healthy
2. Safe and secure
3. Aspiring and achieving
4. Enjoying a high quality of life – clean, green, and mobile
5. Active - contributing to their communities

6. Financially & materially secure - achieving economic well-being
7. Free from discrimination or harassment

These citizen outcomes are customer facing, and will be underpinned by **three internal drivers** to provide the momentum to deliver the council's commitment to the SCS, the shared vision, and our citizen outcomes. These are:

8. Effective use of resources
9. Delivering quality services and meeting customer expectations
10. Taking forward the transformation agenda

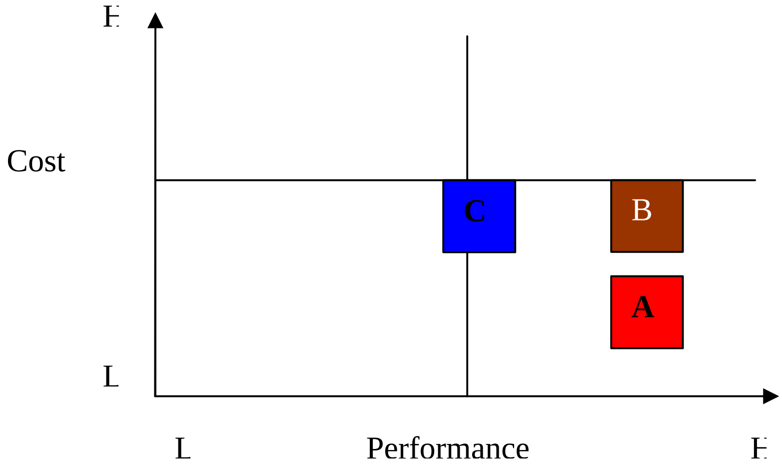
These 7 citizen outcomes and 3 organisational drivers are incorporated into our directorate plan and embedded into the communications unit plan – our key priorities and action plan for 2008/09 recognise and reflect these corporate priorities.

**Key Cost Drivers**

- ***£20k*** *per annum increase in the distribution costs of Walsall Pride (members asked for an improved distribution process for effectively delivering our civic magazine to all of our*
- *Internal increase in print and design costs equate to an increase of* ***£6k*** *per annum in the cost of Walsall Pride, and a* ***£3k*** *per annum increase to Team Spirit*
- ***£20k*** *per annum contribution from Walsall Partnership in 2007/08 and 2008/09. No confirmation that this will carry through 2009/10 and beyond causing a further potential budget pressure*
- *The communications unit budget may be hit by a early/ill health retirement pay-out to a long-term sick member of staff (TBC – costs and timings unknown)*
- *Reputation Project* - Resource-wise we have a problem in delivering against the second and fifth pillars and additional budget will need to be found (e.g. £80k per annum to deliver a comprehensive A-Z of services guide to all 109,000 homes in the borough) **See Appendix A for more information**
- *In general, costs are rising for the supplies and services we procure, at a time when budgets are reducing but service improvements are still required*

## 9. Cost and Performance Analysis

*Strategic Regeneration*
The service area is new as such there is no historic data available for much of the activities associated with it. However we have attempted to establish, much of which is however based on our knowledge of how the other borough's of the Black Country are delivering similar services, their staffing numbers in comparison and the ways in which they are structured etc. Together with the feedback we are getting in relation to the levels and quality of services received by key external




partners.

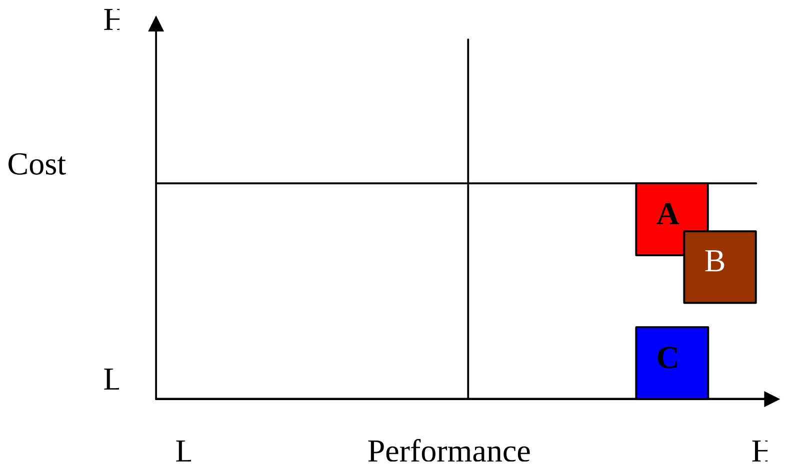
A — **The Economic Development Team** – In comparison to the other borough's, this is a small team of officers, which is currently out-performing many of the other Council's within the Black Country and indeed region.

B — **The Planning Policy and Transport Development & Delivery Team's -** In comparison to the other borough's, these are moderately small team's of officers, which are both currently out-performing many of the other Council's within the Black Country and indeed region.

C — **The Town Centre & Markets Management Team –** Is a small team in comparison with many other boroughs, and is beginning to perform well against a range of activities with adequate resources.

## Building Control

Building Control expenditure is expected to balance out over a rolling 3 year period and effectively any balance is held on the trading account and fees and charges are set accordingly. Therefore the budget is not one that the council can use for other purposes under existing financial audit requirements.




A Development Control

B Building Control

C Land Charges / LLPG and Technical Support

# APPENDIX A
# Demographics and Trends from 2005/06 to 2011/12

## Walsall
## WMRO Economic Assessment Version 1.1 (2008) – The Headlines

The following is in effect a summary of our Outline Economic Assessment for Walsall produced by the Regional Observatory in 2008. You will see the odious links with the service areas within this document and the challenges that arise, together with the opportunities to continue with the variety of improvements etc.

Walsall is a Metropolitan Borough, area of 41 sq miles that makes up one of the four 'Black Country' group situated in the Region (along with Wolverhampton, Dudley and Sandwell). It has a population of 254,500 (in 2006) equating to 4.74% of the regions total population.
**Total GVA per head** in Walsall (calculated with Wolverhampton combined) is 95% of the regional average, provisionally at £ 15,031, which although still below the regional average is a 15% improvement in the last three years.
Estimates show that GVA per employee in Walsall and Wolverhampton was £35,400 in 2005, a growth of 10% since 2003 when GVA per employee stood at £32,100. This compares to 8.9% growth regionally, suggesting that Walsall and Wolverhampton, while lower than regional averages are catching up with the rest of the region and may soon be contributing more than the regional average.

**Enterprise**, as measured by the number of new VAT registrations per 10,000 of the working age population is lower in Walsall than the regional average. In 2005 Walsall was just 28 per 10,000, compared to 34 per 10,000 regionally. This gap widened slightly in 2006 to 27 per 10,000 compared to 34.3 for the region.
Since 2003 Walsall has made significant steps forward in the percentage of employees working in knowledge intensive industries, from being 3.7% of the Region's Knowledge Intensive Services 2000 to 4.3% in 2005. The percent of people now working in knowledge intensive industries has reached at 42% as of 2006, showing a rise of over 11,500 people.
Since 1994, Walsall has attracted over 40 **inward investment** projects. During this time these overseas owned companies created over 2,500 new jobs and safeguarded nearly 5,000 more. This amounts to 3.5% of all investments, 4.5% of new and 3.5% of safeguarded jobs in the Region.

Walsall receives the third highest amount investment projects in the Black Country, at almost 22% just slightly ahead of Wolverhampton. Walsall has also received more new jobs than any other Black Country region but the least number of safeguarded jobs. This is largely due to the large number of jobs created in 2004/05 by TK Maxx's new distribution hub.

**Employees in Walsall** earn considerably less than those regionally. The median average weekly pay by workplace has increased steadily between 2002 and 2007, from £319 per week to £380 per week and, despite having risen faster than the Regional average, is still the lowest of any Black Country authority, and indeed, is the lowest in the Region
**Gross Disposable Household Income (GDHI)** per head is a measure of economic welfare. It takes into account not only wages and salaries but also other forms of income such as property income, pension income and social benefits. Payments of tax, social contributions, and certain other outgoings are deducted to arrive at disposable income. ONS publishes estimates of GDHI per head down to NUTS3 level. Since Walsall and Wolverhampton are combined at NUTS 3 level, it is only possible to present combined results for the two authorities.
The provisional estimate for Walsall and Wolverhampton's GDHI per head for 2006 was £11,152 which was approximately 11% below the regional average of £12,546 per head. However, the provisional

data also suggests that the growth of Walsall and Wolverhampton's GDHI per head between 2005 and 2006 was at around 3.2% somewhat higher than the corresponding regional growth rate of 3.0%.

The **transport infrastructure** of Walsall is required to play two quite different roles, firstly the usual need for the residents and workers to pass safely and effectively around the Borough and then the second which is the consequence of having a major motorway (M6) traversing the area with the resultant issues of traffic congestion and pollution from a user base who, in most cases, have no requirement or interest in visiting Walsall.
There were an estimated 6,170 vehicle kilometres per head travelled on the borough's roads in 2006, a 3% rise compared with 2002[2]. These figures are about two thirds of the regional average.
The median **house price** in Walsall has more than doubled between 2001 and 2006 to £123,500[3]. This median price is broadly in line with the other West Midlands conurbation areas (except for Solihull) and is slightly below the regional median.
Latest records show that Walsall achieved **housing 768 completions** in 2006-7, all on previously developed land, which exceeds the region by 19% and is the best regional record along with Wolverhampton[4]. This represents 100% of all completions in the borough.
**Commercial and Industrial Property Vacancy** ratios have changed in recent years; previously the Borough had more vacancies (in 2001) than the Regional or National averages but by March 2005 the level of vacancies had dropped below the Regional average and matched the national figure.
The number of **people who work** in Walsall borough is slightly higher than the number of people who live there who are in employment. Data from ONS from 2005[5] shows that the workplace based workforce of Walsall & Wolverhampton combined was 0.5% higher than the residence based workforce. This indicates a slight net in-commute of workers. Other regional authorities which receive in-commuters are Birmingham, Solihull and Coventry.
More detailed data about **travel to work patterns** is available from the 2001 Census. At this time there was a very low level of net out-commuting (approximately 800 people which is less than 0.8% of the resident workforce). Around 62% of working residents were employed in the borough, a comparable figure to other Black Country authorities. A similar proportion (62.5%) of the local workforce was also resident in the borough.
The largest **in-migration of workers** came from Wolverhampton (just under 8,200)[6]. Other large in-migration flows came from Sandwell, Birmingham, Cannock Chase and South Staffordshire (all neighbouring areas). The large out-migration flows from Walsall were to Birmingham (in excess of 14,000), Sandwell and Wolverhampton.
In 2005 the levels of **Carbon Dioxide per capita** in Walsall were below the regional average at 6.6 tonnes per capita. This is a reduction from 2004 when they were 8.2 tonnes per capita[7].
Walsall currently has five **Air Quality Management** Areas (AQMAs) where it needs to meet government targets for the improvement of Nitrous Oxide emissions in those AQMAs. Three are along sections of the M6 motorway with a designated corridor alongside the motorway, the other two are on busy roads (junctions) in the Borough.
In 2006-07, Walsall Council handled 144,500 tonnes of **municipal waste**, the vast majority of it household waste[8]. Of this, 26.5% was recycled or composted, below the regional average of

[2] Source: Department for Transport Road Traffic Statistics for Local Authorities
[3] Land Registry, 2007
[4] Regional Housing Land Availability Survey, 2007
[5] Regional economic indicators, May 2008, with a focus on differences in sub-regional economic performances http://www.statistics.gov.uk/elmr/05_08/
[6] ONS, Census 2001
[7] Per capita reduction in of Co2 emissions in the LA area, 2005 - www.defra.gov.uk/environment/statistics/globatmos/galocalghg.htm
[8] Defra, Municipal Waste Statistics 2007 - http://www.defra.gov.uk/environment/statistics/wastats/archive/mwb200607a.xls

28%, although better than the other metropolitan boroughs. No recent data is available about other forms of waste in the borough.

Walsall has a higher **rate of deprivation** than the Regional average when considering the major indices. The Borough has 33 LSOAs (lower level super output areas) in the deprived bottom 10% of the country, out of the Boroughs 169 areas this equates to nearly 20% of the total and is in excess of the 15% average for the Region.

Other factors that are used in monitoring deprivation such as **worklessness** – including numbers of people in work (only 67%), seeking work and job vacancies; access to affordable housing and transport; environmental issues and Job seekers allowances along with claimants of different benefits are all discussed in different section of this report.

In the Borough 19% of all people of working age are **claiming a benefit,** this is 3 percentage points above the regional average and 5 points above the national average. (Almost half are claiming incapacity benefit, which is probably to be expected in an area with high amount of old manufacturing industries).

Walsall is considered by many people to be a **green borough**, well served by parks and green spaces. Many visitors to the borough associate Walsall with the Arboretum, home to the ever-popular Walsall Illuminations, which is visited by around 250,000 people annually[9].

Other significant green spaces include Barr Beacon, visited by around 250,000 [10]people annually, Rough Wood, the largest area of oak woodland in the Black Country and the Airport Playing Fields, a popular green space for sporting and other events.

Willenhall Memorial Park and Palfrey Park are also popular formal parks and both have benefited from recent investment from the Heritage Lottery Fund. The Borough also contains significant areas of green space with high wildlife value including;

- 9 designated Local Nature Reserves;
- 7 Sites of Special Scientific Interest;
- 30 Sites of Importance for Nature Conservation;
- approximately 80 Sites of Local Importance for Nature Conservation.

Some of these green spaces are owned and managed by Walsall Council whilst others are in private ownership.

Similarly, parks and green spaces are some of the most frequently used cultural and leisure facilities in Walsall borough, with only 13% of members of Walsall Citizen's Panel indicating they do not visit these important assets. In addition, participants in this survey suggested that parks and green spaces were the most important form of leisure provision in the borough. Estimates of use of Walsall's parks and green spaces suggest over 3.3 million adult visits every year11.

**The population of Walsall** has declined in size by 4.9% between 1981 and 2006, while the Region as a whole has grown by 1.0% during this time. This amounts to a decrease of 12,800 living in the Borough while the Region as a whole has increased by over 180,000 persons.

The majority of the Borough remains White British (85%) with a further 10% having their origins on the Indian sub continent – 5.4 % Indian, 3.7% Pakistani and 1% from Bangladesh. The Black Caribbean and 'Mixed –white and black' Caribbean communities account for another 5,000 (2%). A significant number of Eastern/Central Europeans have arrived since 2004.

In 2006/7 the total of migrants who applied for NINO registrations (National Insurance Number) for Walsall was a modest 1,390 (West Midlands region was in excess 45,000 with Birmingham having 14,500). Poles and Slovaks accounted for 570 applications and Indians and Pakistanis

---

[9] Walsall Council Draft Greenspace Strategy. 2006-2011

[10] Based on vehicle counter recording undertaken by WMBC

[11] Walsall Council Draft Greenspace Strategy. 2006-2011

a further 370; no other nationality exceeded a hundred persons.

**Levels of worklessness** in Walsall are above average: 17% of working age people are claiming out of work benefits, compared with 13% across the Region[12].

The breakdown of types of benefit claimed is similar in Walsall to elsewhere in the Region: 28,900 people in the borough are claiming a benefit[13], of which 45% are claiming Incapacity Benefit. 20% of claimants are job-seekers.

**Skill levels**, as measured by qualifications, in Walsall are significantly lower than the Regional average.

| | Walsall (number) | Walsall % | West Midlands % | Great Britain % |
|---|---|---|---|---|
| NVQ4 and above | 23,500 | 16.0 | 23.9 | 27.4 |
| NVQ3 and above | 46,100 | 31.4 | 41.1 | 45.3 |
| NVQ2 and above | 75,900 | 51.8 | 60.5 | 63.8 |
| NVQ1 and above | 95,500 | 65.1 | 74.8 | 77.8 |
| other qualifications | 9,100 | 6.2 | 7.7 | 8.5 |
| No qualifications | 42,100 | 28.7 | 17.5 | 13.8 |
| % is a proportion of total working age population | | | | |

*Source: ONS annual population survey 2006*

All the levels of NVQ attainment are below the regional average. 28.7% of the working age population in Walsall have no qualifications, a significantly higher proportion than the regional figure of 17.5%.

**Health** - In the census 2001 the (self assessed) response to medical questions shows that 20.43% of residents had a limiting long term illness (over 51,000 people) compared with a Regional rate of only 18.86% and 17.93% for England.

Mortality rate is above the Regional average at 676 deaths per 100,000 population, compared with a regional rate of 621 per 100,000. Life expectancy for males is approximately one and half year less than the national average; female life expectancy is approximately 3 months below national averages and equal to regional rates.

Walsall has a **reported crime** rate slightly higher than the regional average, but below most of the large urban areas[14].

[12] Source: DWP working age client group benefits, ONS mid year population estimates, August 2006 – May 2007

[13] Refers to any benefit

[14] Source: Notifiable Offences Recorded by the Police, 2006/2007, 2006 mid-year population estimate

Within the different categories of crimes recorded nearly all are very similar to the other Black Country authorities and so very near the region norm. Only for the offence of “Robbery” did Walsall (and Dudley) have a much lower incidence of approximately half of that recorded for Wolverhampton and Sandwell.

There is a trend of rising racial incidents and violence against strangers but this is countered by a significant drop in domestic burglaries, violent offences in public place & licensed premises and vehicle crime.

**Planning & Building Control Services**

| | 05/06 | 06/07 | 07/08 | 08/09 | 09/10 | 10/11 | 11/12 |
|---|---|---|---|---|---|---|---|
| Planning Applications | 2066 | 1973 | 2161 | 1608* | ? | ? | ? |
| Building Regulation Applications | 3483 | 2840 | 3060 | 1736^ | ? | ? | ? |
| Full Local Authority Searches | 3554 | 3702 | 3158 | 2112* | ? | ? | ? |
| Personal Searches | 1769 | 2368 | 3222 | 3804* | ? | ? | ? |
| Searches of the Land Charges Register | 2109 | 2376 | 774 | 1128* | ? | ? | ? |

**Estimated projection based on pro rata figures from 1st Qrt*
*^Estimated projection based on pro rata figures from 1st Qrt minus expected down turn in Qrt 3 and 4 of 10%*

See also, Outline Economic Assessment for Walsall produced by the Regional Observatory in 2008. Refer to Delivery and Development and Regeneration Strategy Planning resource budget template submissions.

**Property Services**

**Office accommodation**
An increase in leased accommodation occupied by the Council was reversed in 07/08 and will continue to reduce with a pledge to reduce town centre accommodation by 20% by 2012
**Elderly care buildings**
This estate will be transferred to Housing 21 by 2012

**<u>Communications</u>**

**Delivering Best Practice Communications**

The Local Government Association (LGA) and I&DeA have compiled a wealth of case study evidence and research in the area of Local Authority communications, backed by national research undertaken by Ipsos MORI from hundreds of councils across the country. From this derived the ‘Reputation’ project, an initiative that well over 200 local authorities have signed up to.

**“The Reputation Project is about doing well on the liveability agenda and linking everything that you do for residents back to the council, rather than hoping residents assume that it was you. None of this means neglecting schools or the big ticket services. It does mean getting the credit for services which the whole population values most.”**

**Ben Page**
**Chairman of Ipsos MORI Research Institute**

Walsall Council is now signed up to the Reputation project.

In signing up, the authority makes a commitment to delivering against 12 central pillars, five of which are communications-led:

- manage the media effectively to promote and defend the council
- provide an A-Z guide to all council services
- publish a regular council magazine or newspaper to inform residents
- ensure the council brand is consistently linked to services
- good internal communications – make sure staff and members are informed

# APPENDIX B
## Analysis of Investment and Savings

| | Budget Category for Investment /Saving (see below) | 2005/06 £000 | 2006/07 £000 | 2007/08 £000 | 2008/09 £000 |
|---|---|---|---|---|---|
| **BASE BUDGET** | | 2164 | 2657 | 2838 | 3719 |
| **In year virements** | | 2157 | 1516.3 | -269 | -241 |
| INFLATION AND OTHER INCREASES: | | | | | |
| Employees | | | 92 | 153 | 293 |
| Other Costs | | | 76 | 35 | -181 |
| Income | | | | | |
| Removal of one off Items | | -95 | -11 | -273 | -124 |
| FYE of previous investment/savings | | | -188 | 272 | 137 |
| TOTAL INFLATION AND OTHER INCREASES: | | -95 | -31 | 187 | 125 |
| - | | | | | |
| INVESTMENTS (list detail) | * | | | | |
| Fall out of ERDF/ESF - Urban Regeneration | G | 45 | | | |
| Black Country Study | O | 188 | | | |
| Town Centre Management | D | | 50 | | |
| Walsall Markets 1st revision to income targets | N | | 110 | | |
| Land Charges - revision to income targets | N | | | 175 | |
| Planning fees - reviision to income targets | N | | | 60 | |
| Markets - revision to income targets | N | | | | 185 |
| Central Investment – Redundant Buildings | I | 0 | 0 | 0 | 50 |
| TOTAL INVESTMENTS | | 233 | 160 | 235 | 235 |
| SAVINGS (list Detail) | ** | | | | |
| UDP | CRE | -35 | | | |
| Vacancy Management | CRE | -31 | | | |
| Inflation reductions | CRE | -10 | | | |
| Project reductions | CRE | -5 | | | |
| Reduction in staff advertising | CRE | -1 | | | |
| Markets Security Staff | SR | | -20 | | |
| Reduction in Supplies & Services | CRE | | -33.5 | | |
| Regeneration officer business support | V | | -36 | | |
| Reduction in Support for WBSP | SR | | -85 | | |
| Increase fee income - Landscape Design | FC | | -10 | | |
| reduction in support to BCC | O | | -282 | | |
| Revised approach to the funding of the External funding function | CS | | -43 | | |
| General efficiencies | CRE | | | -62 | |
| Increased landscaping fees | FC | | | -30 | |
| Reduction in support to BCC | SR | | | -60 | |

| | | | | | |
|---|---|---|---|---|---|
| Supplies & Services reductions | CRE | | | -36 | |
| Deletion of post in Physical Regeneration | SR | | | -40 | |
| Alternate funding for two planning posts | AG | | | -55 | |
| Reduction in support for WRC | SR | | | -25 | |
| Delete External Funding Team | SR | | | -50 | |
| Externally provided archaeological services | SR | | | | -25 |
| Consultants fees - corporate | SR | | | | -11 |
| Professional fees and services | SR | | | | -12 |
| Deletion of Information Support Officer post | SR | | | | -16 |
| Reduction in Supplies & services | CRE | | | | -25 |
| Trf of contn for BC Consortium to LABGI (one off) | CRE | | | | -50 |
| Trf of contn for Walsall Regn Co. to LABGI (one off) | CRE | | | | -50 |
| Property Services | | | | | |
| Review of lease concessions | CRE | -20 | 0 | 0 | 0 |
| Estates Management - general efficiencies | CRE | 0 | -69 | 0 | 0 |
| Facilities Management - general efficiencies | CRE | 0 | -40 | 0 | 0 |
| Efficiency savings – removal of inflation | CRE | 0 | 0 | -119 | 0 |
| Efficiency savings – reduction in running expenses | CRE | 0 | 0 | -66 | 0 |
| Energy savings as a result of investment in energy mgt | V | 0 | 0 | -150 | 0 |
| Reduction in Property Maintenance due to capital inv | SR | 0 | 0 | -110 | 0 |
| School Crossing Staffing | SR | 0 | 0 | -20 | 0 |
| Cleaning & School Crossing efficiencies | CRE | 0 | 0 | -4 | 0 |
| School Crossing advertising | CRE | 0 | 0 | -5 | 0 |
| Cleaning equipment | CRE | 0 | 0 | -20 | 0 |
| Reduction in non-essential cleaning of staff areas | SR | 0 | 0 | -30 | 0 |
| Energy savings from good housekeeping | V | 0 | 0 | 0 | -40 |
| Maintenance of buildings | SR | 0 | 0 | 0 | -50 |
| Foregoing inflation increases and minor staff changes | SR | 0 | 0 | 0 | -104 |
| Office rationalisation | V | 0 | 0 | 0 | -225 |
| Energy savings – capital investment | V | 0 | 0 | 0 | -50 |
| TOTAL SAVINGS | | -102 | -618.5 | -882 | -658 |
| | | | | | |
| **APPROVED BUDGET** | | 4357 | 3683.8 | 2109 | 3180 |

**FTE Numbers per Service:**

**List services and FTE Nos for each one:**

| | |
|---|---|
| **Strategic Regeneration** | 21.36 |
| **Delivery & development** | 42.71 |
| **Regeneration Management** | 2 |
| **Planning Services** | 56.82 |
| **Property Services** | 381 |
| **Communications** | 7 |

**Budget Categories for Investment**

* Please Select category from list below :

**Plus Investment**

| | |
|---|---|
| Additional services i.e. increase in demand | D |
| Additional services i.e. changes in legislation | L |
| Additional services i.e. other (new) | N |
| Quality Improvement i.e. investment to improve service delivery | Q |
| Fall out of Grant | G |
| Revenue Effects of Capital Programme | C |
| Invest To Save | I |
| Pump priming/One off investment | O |
| Virements to other services | V |

**Budget Categories for Savings / Efficiencies**

** Please Select category from list below :

**Minus Saving / Efficiency**

| | |
|---|---|
| Contractual / Procurement | CP |
| Cash Releasing Efficiencies | CRE |
| Additional Fees and Charges | FC |
| Additional Grant | AG |
| Contribution from other Stakeholders | CS |
| Service Reductions | SR |
| Other | O |
| Virements to other services | V |

**APPENDIX C**
**Key Pressures and Invest to Save Opportunities – 3 Year Forecast**

| SERVICE NAME | CAUSE OF PRESSURE | DESCRIPTION OF PRESSURE | POTENTIAL REVENUE IMPLICATION 2009/10 £ | POTENTIAL REVENUE IMPLICATION 2010/11 £ | POTENTIAL REVENUE IMPLICATION 2011/12 £ | POTENTIAL CAPITAL IMPLICATION 2009/10 £ | POTENTIAL CAPITAL IMPLICATION 2010/11 £ | POTENTIAL CAPITAL IMPLICATION 2011/12 £ |
|---|---|---|---|---|---|---|---|---|
| **Delivery & Development** | | | | | | | | |
| Climate Change Team | L | Revenue resource required to mainstream Climate Change Team in order to support the delivery of Council priorities against National Indicator Set Targets and duty upon Local Authorities to drive the climate Change Agenda (Including staff and operational budget) | 39,000 | 100,000 | 100,000 | 0 | 0 | 0 |
| Planning Delivery Grant Funded Posts (I) Tree Officer (ii) Conservation Officer (iii) Natural Environment Officer (iv) SRF Officer | G | Four posts currently funded from Planning Delivery Grant until 2010 with no guarantee of funding beyond this date. Impact will hamper severely the ability of the service to deliver against regeneration priorities | N/A | 148,000 | 152,000 | 0 | 0 | 0 |
| VIEW Funded Post (I) SRF Officer | G | Post may be funded beyond 2010 impacting on delivery of regeneration service priorities. | N/A | 39,000 | 40,000 | 0 | 0 | 0 |
| LABGI Funded Post (I) WRC Officer | G | Post may be funded beyond 2010 impacting on delivery of regeneration service priorities. | N/A | 30,000 | 31,000 | 0 | 0 | 0 |
| Archaeological Service | L | Legislation that requires additional archaeological support | 27,000 | 28,000 | 29,000 | 0 | 0 | 0 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Team Leader Project Development | D / I | To support the development of strategic priorities and lead on identifying and securing additional resources to aid the delivery of strategic regeneration priorities | 46,000 | 48,000 | 50,000 | 0 | 0 | 0 |
| Officer on costs (Transport / Phone) | Q | Additional costs to service delivery that are not accommodated within existing revenue expenditure (Costs that have not been incrementally increased as new staff have been recruited into the service) | 10,000 | 11,000 | 120,000 | 0 | 0 | 0 |
| Monitoring Officer | G | Currently funded from ERDF which ceases in December 2008. There is a fundamental requirement to maintain this post within the service | 35,000 | 36,000 | 37,000 | 0 | 0 | 0 |
| **Strategic Regeneration** | | | | | | | | |
| Strategic Regeneration - Economic Development | G | Loss of LABGI Support Available to support key staff central to the delivery of services for both the council and key partners | 125,000 | 170,000 | 180,000 | | | |
| Strategic Regeneration - ED Team | D | Previous income targets set for ED team for which there is no identified resource | 59,000 | 59,000 | 59,000 | | | |
| Strategic Regeneration - ED Team | L | Additional management / reporting and data functions associated with a range of new duties included in the Economic Assessment for Walsall | 200,000 | 205,000 | 210,000 | | | |
| Strategic Regeneration - Planning Policy Team | L | Funding to support the PP team's role in the production of the Joint Core Strategy/regional Spatial Strategy/SIRS | 250,000 | 150,000 | 150,000 | | | |
| Strategic Regeneration - Town Centre Team | G | Loss of LABGI contributions towards the Town Centre Management Team and | 180,000 | 185,000 | 190,000 | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Partnership | | | | | | |
| Strategic Regeneration - District Centres Team | Q | Maintenance, following the loss of LABGI of the development of the district centres | 180,000 | 185,000 | 190,000 | 50,000 | 50,000 | 50,000 |
| Strategic Regeneration - Management | Q | Delivery of a new pledge (the Think Walsall Pledge) through a new corporate provision to sponsor a range of activities through a number of directorates of the council | 300,000 | 300,000 | 300,000 | | | |
| **Planning & Building Control** | | | | | | | | |
| Planning and Building Control Combined Services | Software supplier increasing maintenance costs by RPI (predicted 5.5% for 09/10) difference of 2.5% of council allocated inflation | ICT budgets to be increased not only to meet current demands, including increased RPI, but to accommodate business development and government initiatives together with replenishment of hardware. The overall budget allocation for software maintenance and replenishment for Planning and Building Control is £34k actual costs of maintenance alone are £63k | 29,000 | 29,725 | 30,450 | 0 | 0 | 0 |
| | Insufficient capacity on existing server and maintenance costs on subsequent years | Replacement server to accommodate Planning, Building Control and Land Charges MIS Headway software. £12k | 12,000 | 1,000 | 1,000 | 0 | 0 | 0 |
| Development Control | Lack of corporate document management system requiring PDF scanning in order to facilitate our interactive website | Reduction of storage space and to improve available information for accessible via the planning website requires a £5k per annum investment to scan PDF images. | 5,000 | 5,000 | 5,000 | 0 | 0 | 0 |
| | Un planned spending requirements to facilitate public local enquiries and award of costs against the council | Contracted services for Development Control, current budget of £40,476 is likely to be exceeded due to payment of costs awarded against the council of £13k for judicial review of Bank's Stadium sign by government treasurer; payment of legal and consultants fees for Bliss public enquiry (call in); Cartbridge Lane public enquiry and other Counsel engagement. Estimate £10k overspend | 10,000 | 10,000 | 10,000 | 0 | 0 | 0 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Cost allocation set against planning application income as a previous cost saving commitment at the same time as planning fee income is decreased due to decline in number of applications received | £53k historical income budget around PDG that is unachievable for Development Control which is highlighted in the first quarter financial monitoring report 2008/09, together with £100,693 under achievement of income planning applications, total £153,632. | 153,000 | ? | ? | 0 | 0 | 0 |
| Building Control | Expected decline in fee income from building regulation applications due to decline in number of applications received | Reduction in applications received due to eonomic down turn in activity. Expected to decrease in Q 3&4 | 30,000 | ? | ? | 0 | 0 | 0 |
| Local Land Charges/ LLPG/Technical Support | Expected decline in fee income from searches due to decline in number of requests received | Realignment of expected Land Charge income, as per briefing note dated 25th July 2008, to set a realistic budget income target of approximately £425k based upon projected under recovery of fees of £250k | 250,000 | 250,000 | 250,000 | 0 | 0 | 0 |
| **Property Services** | O | National Energy increases (10 - 20% pa | | | | | | |
| | Q | Day to day property maintenance | 100,000 | 100,000 | 100,000 | | | |
| | I | Reducing leased office accomm | 100,000 | 100,000 | 100,000 | 300,000 | 200,000 | 100,000 |
| | O | Modernising Civic air con H&S req | | | | 400,000 | | |
| | I | Office rationalisation | 200,000 | 200,000 | 200,000 | 300,000 | tbc | tbc |
| | L | Carbon trading | 450,000 | 500,000 | | | | |
| | Q | Statutory testing of buildings | | | | 200,000 | 200,000 | 200,000 |
| | I | Combined Heat & Power | 100,000 | 100,000 | 100,000 | | 100,000 | tbc |
| | G | Shop maintenance | | | | 117,000 | 117,000 | 117,000 |
| | I | Strategic asset management | 60,000 | 60,000 | 60,000 | | | |
| | I | Energy saving measures | | | | 500,000 | 500,000 | 500,000 |
| | I | Cleaning & Caretaking transformtn | 300,000 | 200,000 | 100,000 | | | |
| | L | Legal services | 100,000 | 100,000 | 100,000 | | | |
| | Q | FM help desk | 80,000 | | | | | |
| | Q | Venue improvement | 80,000 | | | | 500,000 | 500,000 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Communications** | Q | Increased distribution costs for Walsall Pride to ensure effective delivery to all 109000 homes in the brough | 20,000 | 20,000 | 20,000 | | | |
| | | Increased internal design and print costs for Team Spirit, Walsall Pride and other design and print collateral | 10,000 | 11,000 | 12,000 | | | |
| | G | £20k per annum contribution from Walsall Partnersip which drops out in 09/10 | 20,000 | 20,000 | 20,000 | | | |
| | Q | Need to deliver a comprehensive A-Z guide to services to every home, annually | 80,000 | 85,000 | 90,000 | | | |
| | | | 3,640,000 | 1,496,000 | 902,000 | 1,817,000 | 1,617,000 | 1,417,000 |

**Cause of Pressure Categories are:**

| | |
|---|---|
| Additional services i.e. increase in demand | D |
| Additional services i.e. changes in legislation | L |
| Additional services i.e. other (new) | N |
| Quality Improvement i.e. investment to improve service delivery | Q |
| Fall out of Grant | G |
| Revenue Effects of Capital Programme | C |
| Invest to Save | I |

***Please note that this is the first stage of identifying the potential future pressures and invest to save and should be at high level.***
***Stage 2 of the process will cover a more detailed investment/saving exercise. Stage one will allow us to update our medium term financial plan and brief CMT and Cabinet on potential future cost pressures and funding opportunities.***

## APPENDIX C
## External Funding Opportunities

**Delivery & Development**

**Grant Fall Out – Revenue**

<u>European Regional Development Fund</u>

- <u>Regeneration Co-ordinator – Post is currently funded from ERDF which ceases in December 2008.</u>

<u>Funding Opportunities - Revenue</u>

- <u>Willenhall THI (HLF / VIEW) – Creation of 1 new post - Bid expected to be approved August 2008</u>

<u>Funding Opportunities - Capital</u>

- Strategic Partnering Arrangement – Investment opportunities through SPA in Goscote, Brownhills and Moxley involving private sector and possible support from EP and HC ( HACA )
- Willenhall THI (HLF / VIEW) – Grant aid toward heritage improvements - Bid expected to be approved August 2008
- EVOLVE – Bids to the Regional Housing Board
- SUD – Development of Priority 3 Package Plan
- AWM - Strategic investment in WRC, SRF and Strategic corridors
- Section 106 – SPD compliant
- BLF / HLF – Specific funding bids being developed
- Myplace – Fasttrack bids outcome known in October 08
- GOWM – Recycling of resale of gigaport acquisitions

**Strategic Regeneration**

There are a variety of external funding opportunities which may be able to mitigate the requirement for mainstream funding in the short term 1 – 2 years, these include;

- **Working Neighbourhood Fund -** we are working to secure resources for the management of initiatives associated with this programme, to support the Economic Development Team

- **Local Area Agreement (LAA) –** as many teams possess responsibilities associated with the management or co-ordination of LAA targets, or make contributions towards their achievement we will be seeking contributions from the LAA reward pot to support the appropriate services.
- **ERDF** – we are working to secure some objective 3 ERDF resources to support the management of a new SUD programme, these details are not included within this form, as without these resources we will not establish the service.
- **LABGI –** If continued, we will seek and utilise any future allocations towards our activities, focussing on the ED and Town Centre Teams.
- **Housing & Planning Delivery Grant –** we have allocations each years and we have factored these into the calculations to support the Planning Policy Team.

**Planning & Development Control**

**Housing & Planning Delivery Grant –** we have allocations for each of these years. The level of grant is based on performance in housing land supply, planning policy development and net housing development. Importantly it should be noted that performance in the determination of planning applications below the government set targets (currently 60%, 65% and 80% for major, minor and other application types) will result in abatement on the level of grant.

Following development of funding streams from Section 106 the only posts that are financed from HPDG (formerly PDG) in Planning and Building Control are the two Trainee Planning Officers. We are currently in the process of appointing to these posts as the two previous incumbents have successfully secured other posts internally following their successful two years in the trainee positions. This highlights the value of these posts and the strong evidential work force succession planning that they represent. These posts would have to be removed from establishment if HPDG funding was removed.

In addition the Chartered planning officer's loyalty payments and annual subscriptions are paid for from HPDG. This has proven to be highly successful and good value for money as Walsall has retained its qualified planning staff since its introduction three years ago. During this period there has been great stability and unlike the national position Walsall has had no vacancies enabling high performance and continued growth in service provision.  The vast majority of loyalty payments have been paid for this year already and without HPDG no further payments could be made in 2009/10. However, those that receive the payment are effectively secured for two years unless they repay the amount outstanding (reduces by 1 x $24^{th}$ per month).

**APPENDIX D**
**Capital Asset Assessment**

| SERVICE | DESCRIPTION OF ASSET | PURPOSE OF ASSET | NUMBER |
|---|---|---|---|
| Strategic Regeneration: | | | |
| Markets | Bath Street Depot | | 1 |
| | Market Buildings, Bloxwich Town Centre | | 1 |
| | Outdoor Market, Digbeth, Walsall | | 1 |
| | Outdoor Market, King Street, Darlaston | | 1 |
| | Outdoor Market, Market Place, Willenhall | | 1 |
| Property Services | *Land & Buildings :* | | |
| | Challenge Building | Office Accommodation | 1 |
| | Civic Centre | Office Accommodation | 1 |
| | Community Meeting Halls | | 1 |
| | Neighbourhood Offices | | 17 |
| | Tenanted Farms | | 11 |
| | Town Halls | | 2 |
| Delivery and Development | | | |
| Development Team | 58 Hilldicks Crescent | To deliver the regeneration of the Goscote Estate. | 1 |
| | 99 Hilldicks Crescent | | 1 |
| | 74 Hildicks Crescent | | 1 |
| | 76 Hildicks Crescent | | 1 |
| | 78 Hildicks Crescent | | 1 |
| | 80 Goscote Lodge Crescent | | 1 |
| | 6 Goscote Lodge Crescent | | 1 |
| | 35 Goscote Lodge Crescent | | 1 |
| | 84 Goscote Lodge Crescent | | 1 |
| | 92 Goscote Lodge Crescent | | 1 |
| | 108 Goscote Lodge Crescent | | 1 |
| | 119 Hildicks Crescent | | 1 |
| | 59 Hildicks Crescent | | 1 |

## APPENDIX D continued
## Capital Asset Assessment

**Regeneration**

**Strategic Regeneration**

Major capital investment within the Town centre of Walsall will result in a move of the market service temporarily to the bridge and a subsequent move back. This will result in some use of capital spend to support these activities, which will be included within the associated budgets.

The district centres markets are in a generally poor condition and we are looking at the possibilities of improvements to sustain these services post move of the Walsall market into its new development.

This annual investment would look to improve and increase the range, size and scope of the District centres markets, with the financial aim of increasing their earnings capacity, and so their long term viability, particularly as they may need to become independent of the Walsall Town Centre market.

**Delivery & development**

**Planning & Building Control Services**

**Property Services**

There is a significant opportunity for office rationalisation. The Council has pledged to reduce Town Centre accommodation by 20% by 2012. Leased accommodation has already been released in 08/09 and further release will take place from 10/11 onwards

A strategic project is being moved forward as part of the agile working agenda, and a feasibility study is being undertaken in 08/09 investigation the options for long term rationalisation of the office estate

Venues, particularly Walsall Town Hall have an opportunity for further use and income generation and a study is planned in 09/10

Regarding the remainder of the estate this is covered in the Corporate Asset management plan

# Regeneration Scrutiny Panel 2009/10 – 2011/12 Budget Process Stage 1 Resource Pack Summary

Alison Jarrett

2nd October 2008

Walsall Council

# Resource Planning 2009/10–2011/12

- Information packs circulated August 2008
- Details per service of:
  - Service objectives
  - Service priorities
  - Key performance indicators
  - Outturn and 2008/09 budget
  - Past 3 years variance analysis
  - Key service and cost drivers
  - Cost and performance
  - Demographic trends
  - Past investments and savings
  - Headline pressures/opportunities
  - Capital asset assessment

Walsall Council

# Summary per service

- Key performance
- Financial performance
- Revenue pressures / challenges
- Investment/saving history

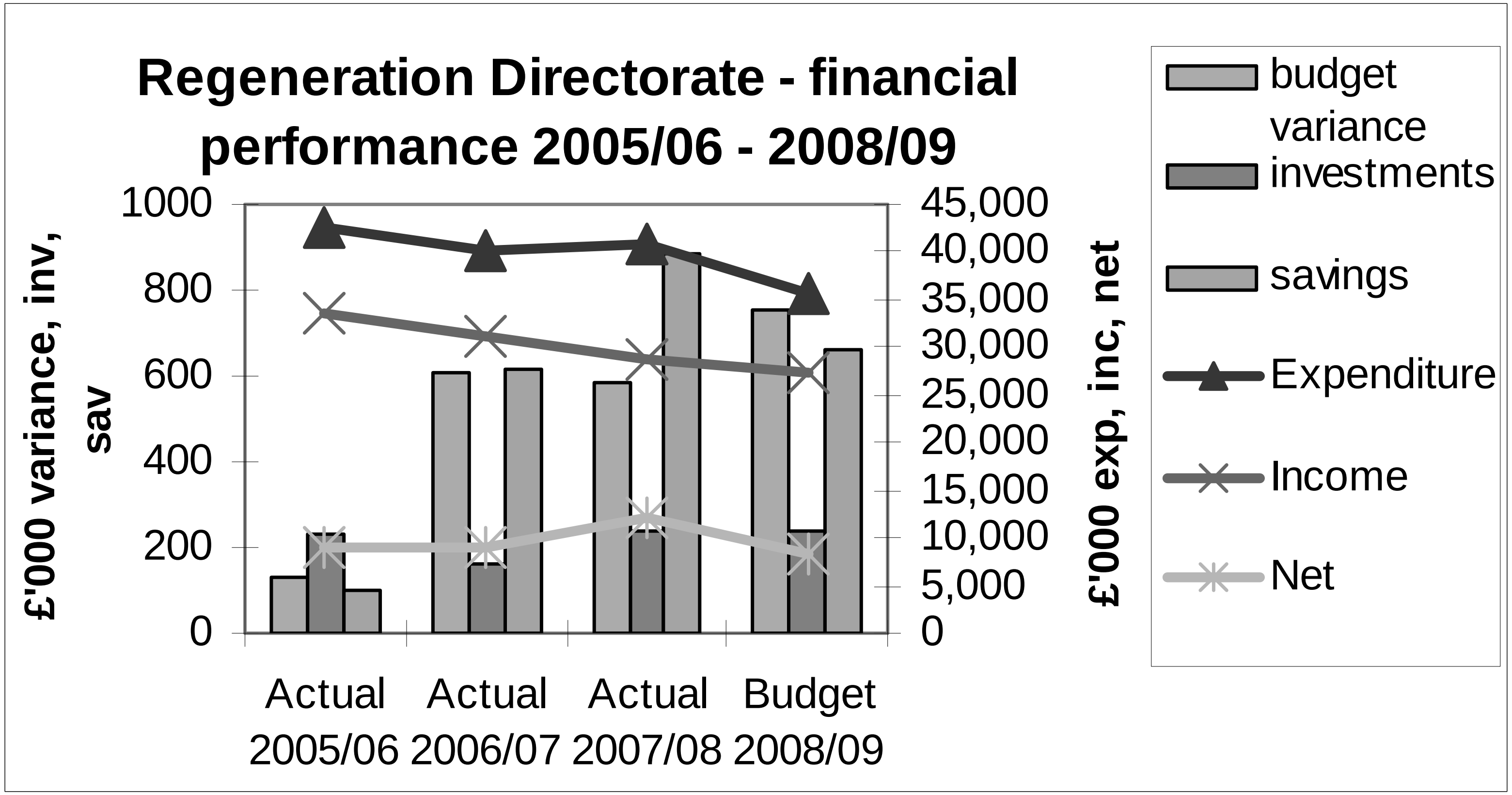
- All other detail within pack to support any discussions and recommendations

Walsall Council

# Regeneration – net £9,912k

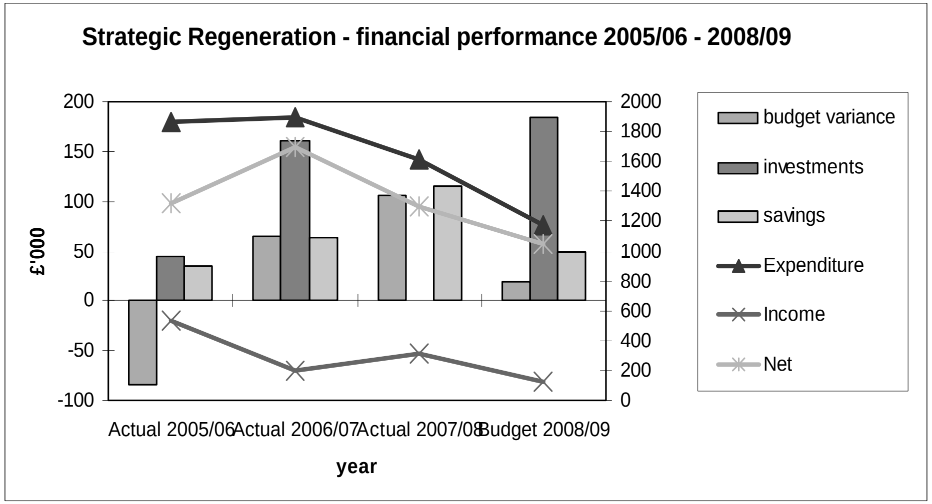
- Strategic regeneration
- Delivery and development
- Planning and building control
- Property services
- Communication

| Service | FTE |
|---|---|
| Strategic Regeneration | 21.36 |
| Delivery and Development | 42.71 |
| Regeneration Mgt | 2 |
| Planning & Bldg Control | 56.82 |
| Property Services | 381 |
| Communications | 7 |

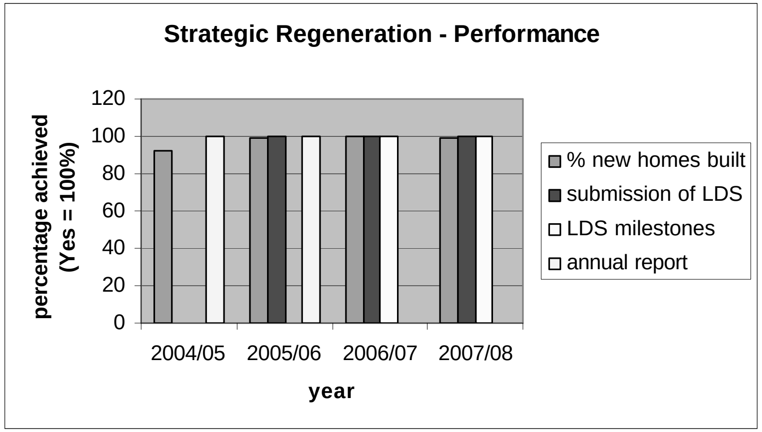


# Strategic Regeneration – net £950k

- **Economic development team** – small team of officers, currently outperforming Black Country and regional neighbours
- **Planning policy development & delivery team and Transport planning & policy team** – moderately small teams both currently out-performing Black Country and regional neighbours
- **Town centre and Markets management** – small in comparison to other boroughs, beginning to perform well with adequate resources



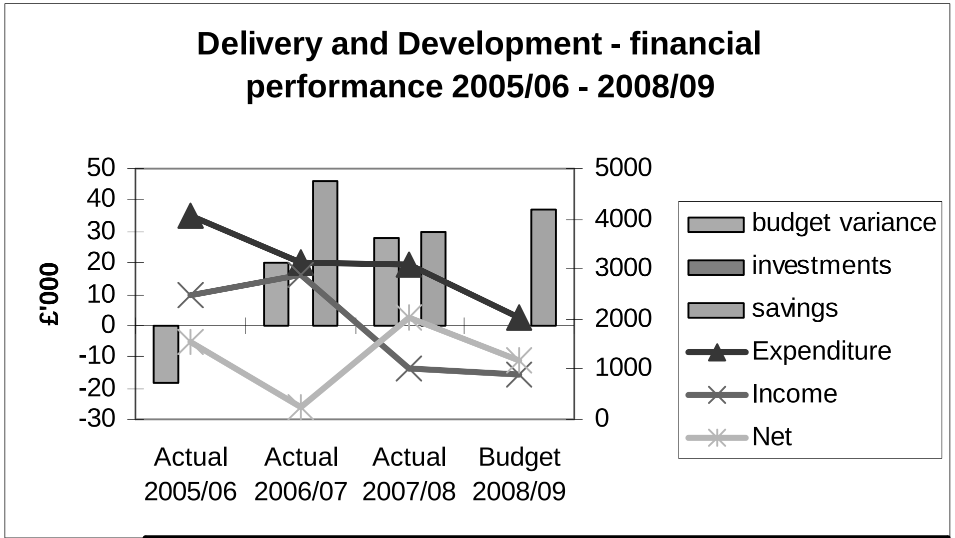

| **3 yr revenue pressures:** | 2009/ 10 - £'000 | 2010/ 11 - £'000 | 2011/ 12 - £'000 |
|---|---|---|---|
| Loss of LABGI funding | 485 | 540 | 560 |
| Income target – no source | 59 | 59 | 59 |
| New mgt reporting/data | 200 | 205 | 210 |
| Production Jnt Core Strategy | 250 | 150 | 150 |
| Think Walsall pledge | 300 | 300 | 300 |




Walsall Council

# Delivery and Development – net £1,162k

- •Conservation and Nature
- •Sustainability Team
- •Feasibility and Project Development
- •External funding
- •Corridors/ SRF Projects
- •Landscape Design
- •Site Acquisitions
- •Coordinating SRF Governance




## Core Activity

**Walsall Town Centre**

- 8 transformational projects with WRC.
- 2008/09 Gigaport, St Matthews Qtr, Waterfront, Darlaston SDA, Birchills, Strategic Public Realm framework

**District, Local Centres & Neighbourhoods**

•Framework plans - Willenhall, Moxley, Bentley, Goscote, Brownhills

•2008/09 framework plan - Darlaston, env improvements Pleck. AAP & THI in Willenhall, Darlaston SRF, Bentley Library, development partner for Moxley, Goscote, Brownhills

**Strategic Corridors**

2007/08 – A461 / A454

2008/09 – Walsall Wood, A454 –J10 to Town Centre

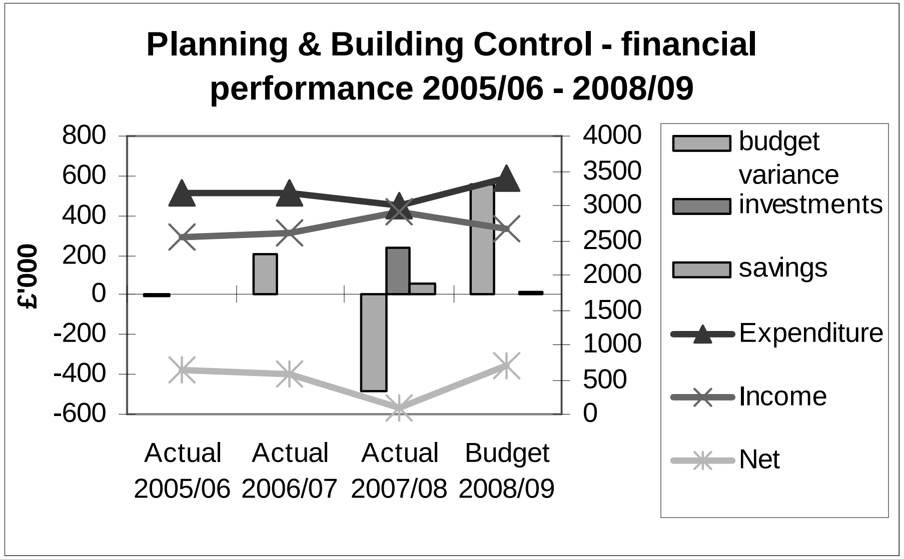
| 3 yr revenue pressures | 2009/ 10 - £'000 | 2010/ 11 - £'000 | 2011/ 12 - £'000 |
|---|---|---|---|
| Climate change team | 39 | 100 | 100 |
| 4 officers – tree, conservation, nat env, SRF (Prev PDG) | 0 | 148 | 152 |
| VIEW funded – SRF post | 0 | 39 | 40 |
| WRC officer (LABGI) | 0 | 30 | 31 |
| Archaeological service | 27 | 28 | 29 |
| Project Devt team leader | 46 | 48 | 50 |
| Gen supplies/services | 10 | 11 | 12 |
| Monitoring officer | 35 | 36 | 37 |

Walsall Council

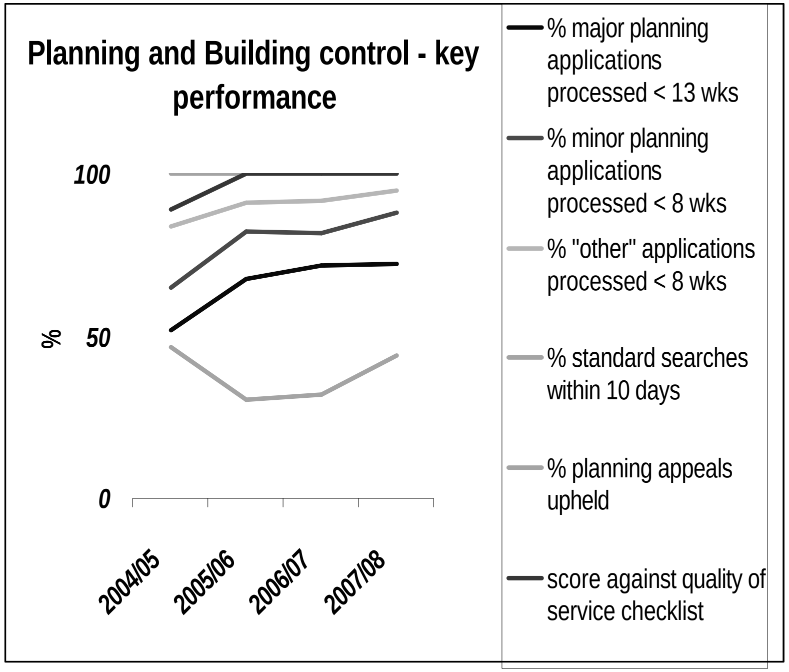
# Planning and Building Control – net £709k

Planning Services - Planning Applications - Land Charges - Building Control

| 3 yr revenue pressures | 2009/10 - £'000 | 2010/11 - £'000 | 2011/12 - £'000 |
|---|---|---|---|
| Software maintenance | 29 | 30 | 30 |
| Replacement server | 12 | 1 | 1 |
| PDF scanner | 5 | 5 | 5 |
| local enquiries legal costs | 10 | 10 | 10 |
| Unachievable PDG income | 53 | 53 | 53 |
| Decline planning fees | 100 | ? | ? |
| Decline building regs fees | 30 | ? | ? |
| Decline land charges | 250 | 250 | 250 |

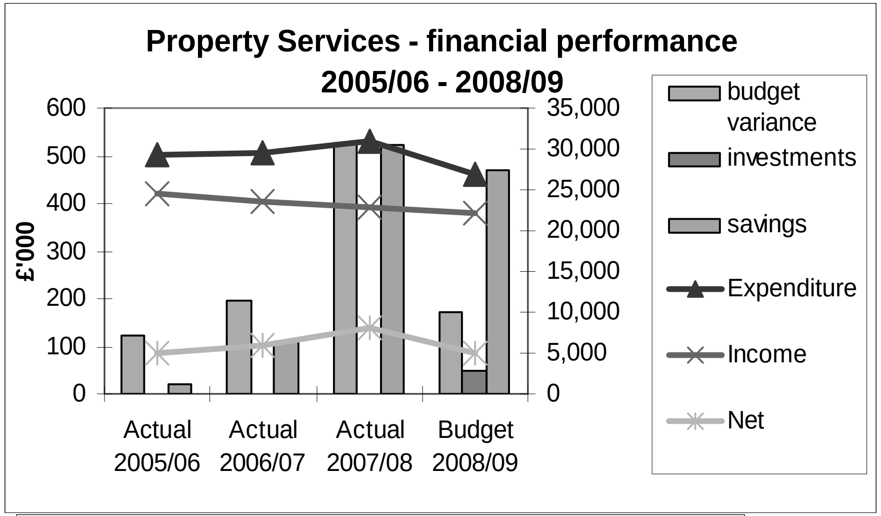


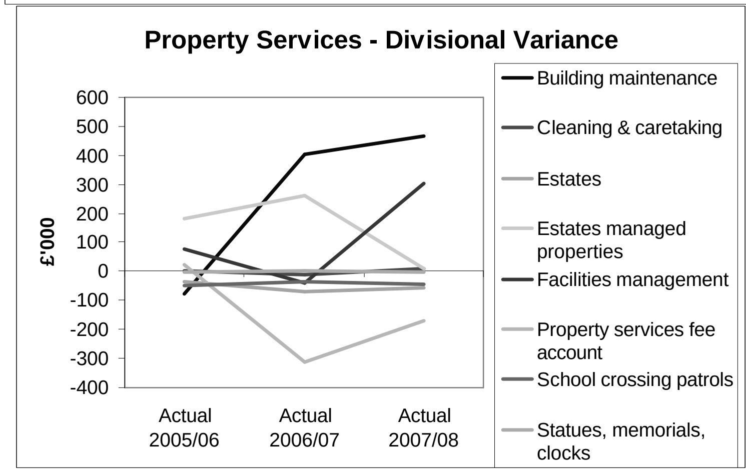

| 2008/09 Apr-Jun | Walsall | | Sandwell | | Dudley | | B'ham | |
|---|---|---|---|---|---|---|---|---|
| | vol | fee | vol | fee | vol | fee | vol | fee |
| Personal search | 951 | £11 | 991 | £11 | 1416 | £11 | 1573 | £11 |
| LLC1 | 282 | £22.50 | 193 | £6 | 137 | £6 | 2739 | £11 |
| CON29 + LLC1 | 528 | £124.50 | 694 | £136 | 687 | £119 | 2611 | £75 |



# Property Services

- Building maintenance, building design – net £2,476k
- Cleaning, caretaking & school crossing patrol service – net £1,651k
- Estates, land terrier, estates managed properties – net £336k
- Facilities management, curatorial, plant maintenance – net £774k
- Property Services fee account – net -£331k
- Statues, memorials & clocks – net £17k




| **3 yr revenue pressures** | 2009/ 10 - £'000 | 2010/ 11 - £'000 | 2011/ 12 - £'000 |
|---|---|---|---|
| Property maintenance | 100 | 100 | 100 |
| Enabling reduction in leased office accomm | 100 | 100 | 100 |
| Office rationalisation | 200 | 200 | 200 |
| Carbon trading | 450 | 500 | |
| Combined heat & power | 100 | 100 | 100 |
| Strategic asset mgt | 60 | 60 | 60 |
| Cleaning & caretaking transformation | 300 | 200 | 100 |
| Legal services | 100 | 100 | 100 |
| FM help desk | 80 | | |
| Venue improvement | 80 | | |

| | 0405 % | 0506 % | 0607 % | 0708 % | 0809 Target |
|---|---|---|---|---|---|
| % public bldgs /disabled access | 18 | 31.5 | 83.67 | 95.6 | 97 |

Walsall Council

# Communications – net £113k

**Key activity for 2009/10:**

The Reputation Project – Walsall signed up to delivery, 12 central pillars, 5 of which communications-led.

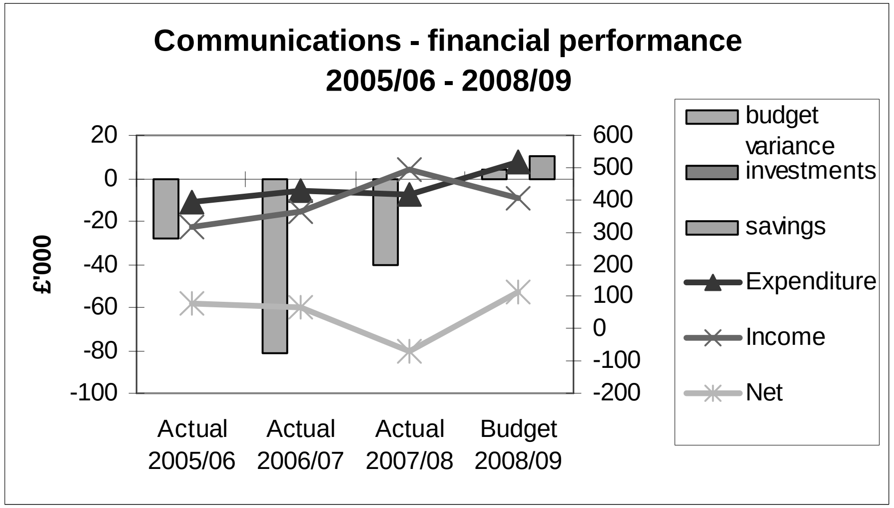
•Manage the media effectively to promote and defend the council

•Provide an A-Z guide to all council services

•Publish a regular council magazine or newspaper to inform residents

•Ensure the council brand is consistently linked to services

•Good internal communications – make sure staff and members are informed




| **3 yr revenue pressures** | 2009/ 10 - £'000 | 2010/ 11 - £'000 | 2011/ 12 - £'000 |
|---|---|---|---|
| Increased distribution costs – Walsall Pride | 20 | 20 | 20 |
| Increased internal design & print costs – Team Spirit, Walsall Pride etc | 10 | 11 | 12 |
| Loss of contribution from WBSP | 20 | 20 | 20 |
| Annual delivery of A-Z guide of services to every home | 80 | 80 | 80 |

Walsall Council