

BLACK COUNTRY STRATEGY

**DELIVERY PLAN
FRAMEWORK**

JULY 2006

CONTENTS:

1. TOWARDS A DELIVERY STRATEGY
2. THE TASK – TRANSFORMATIONAL CHANGE
3. THE FRAMEWORK
4. HOW – THE DELIVERY STRUCTURE
5. MONITORING
6. NEXT STEPS

APPENDICES:

- A – SPATIAL CHANGE TO 2021 AND 2031: MAPS & SCHEDULES
- B – HEADLINE INDICATORS
- C – FRAMEWORK FOR URBAN RENAISSANCE
- D – DELIVERY SCHEDULE PHASE I: SIGNALS OF CHANGE
- E – DELIVERY STRUCTURE
- F – MONITORING AND EVALUATION FRAMEWORK

1. TOWARDS A DELIVERY STRATEGY

Introduction

1.1 The Black Country Consortium's approach to delivering the Black Country Strategy for urban renaissance led growth and competitiveness and priorities for action is set out in this emerging Black Country Strategy Delivery Plan. In developing our approach to delivery we have highlighted the critical issues under consideration in establishing a delivery framework for the Black Country Strategy. The development of this framework is set against a background of:

- The context for strategy delivery, with reference to the preferred spatial option of centres and corridors as a focus for population and economic growth.
- The potential sequencing of intervention, recognising the need to accelerate the rate and quality of public and private sector investment activity, and;
- Establishing our principles regarding the governance arrangements for delivery.

Components of 'delivery'

1.2 The Black Country Vision to 2031 is wide ranging in its coverage, with spatial and non-spatial components. Successful delivery of the Black Country Strategy for urban renaissance depends upon the seamless co-ordination and committed linkage of a wide range of potential activities across an equally wide range of stakeholder groups. The key components of Delivery consist of:

Delivery Components

1. Physical and non spatial action: **the TASK**
2. The mechanisms by which change will be achieved: **the FRAMEWORK**
3. The agencies included in delivery and their relationship: **the HOW.**

2. THE TASK - TRANSFORMATIONAL CHANGE

2.1 In terms of delivering an urban renaissance for the Black Country, the main focus of delivery will need to be on the creation of a quality environment (across all facets, physical and cultural) and providing a step change in educational and skills attainment: these two drivers will lead our transformation.

2.2 With respect to the physical environment the Black Country Study has set out the outputs that are necessary for successful achievement of Draft RSS Phase One Revision change proposals to 2021 and the continuation of this momentum at least to 2031.

2.3 **Appendix A** summarises and quantifies the scale and nature and indicative distribution of spatial change to fulfil the 2021 and 2031 requirements to achieve the Black Country Vision presenting **the maps and schedules set out in the Black Country Study report.**

Delivery equally involves other key aspects of process and achievement, namely:-

- Acceleration of delivery outputs – increase in the rate of housing provision, housing choice, jobs, job diversification, retail expansion and quality enhancement of our town centres, transport investment and environmental improvement.
- Achievement of material quality improvements across all areas of initiative and change.
- Compatibility of planning and economic policy between the sub-region and the West Midlands Region as a whole. Excessive or under-performance in meeting housing, economic or retail targets in one or the other will have knock-on effects which could prejudice fulfilment of regional and sub-regional strategies.
- Sufficient levels of durable commercial confidence in both the achievement of outputs and certainty/sustainability of planning policy.
- Full integration of the programme of land use change and transport infrastructure upon which land use transformation depends, in order to achieve workable and sustainable operation of the Black Country in a period of massive change.
- Early resurgence of the 4 key Black Country Centres as focal points of investment, economic change and growth,

sustainable travel and connectivity between working, living, leisure and learning environments.

- Appropriate reflection of the Black Country Strategy in the development of forthcoming phases of RSS Revision and the progression of City-Region thinking and action.

2.4 To these spatial imperatives must be added the complementary developments of education, skills, job diversification, housing renewal and enhancement of personal incomes which are essential to achieve comprehensive revival of the Black Country. Many of the outcomes, aspirations and indicators for Vision achievement at 2031 are set out in **Appendix B** and **Appendix F**.

3. THE FRAMEWORK

3.1 The Framework for the task and agreeing the structure for delivery of urban renaissance in the Black Country is set out in **Appendix C**.

3.2 *Working towards a 'polycentric' outcome*

The Black Country has benefited from a package of mechanisms for implementing change, endorsed by both public and private sectors. In this, Regenco in West Bromwich, the Walsall Regeneration Company, Brierley Hill Strategic Partnership in Dudley and the emerging Wolverhampton City Development Agency have central delivery functions in contributing to the process of change and an acceleration of development.

3.3 A co-ordinated provision of holistic **Investment Plans** to guide the shape, timing and resourcing of development to 2031 is a key delivery proposal, whereby early delivery priority action will be set out. This will set out:

- Clear definition of the roles and functions of different parts of the sub-region, in particular the main urban centres with agreement between key partners e.g. Dudley – Regional Centre for tourism;
- The importance of accentuating the differences and complementarities between centres;
- Districts/Boroughs working together to address external competitive threats and exploit opportunities;
- New forms of governance that enable decision making to take full account of reciprocal impacts across the sub-region.

3.4 The four local planning authorities have come together to form a Black Country Planning Joint Advisory Group of the Cabinet Planning leads to agree joint and co-ordinated strategic

planning activities arising from the Black Country Study. An officer task group has been established to pursue the preparation of a Joint Core Strategy for the Black Country and to co-ordinate preparation of Action Plans.

3.5 Much progress has been made on these issues, in particular through the plans of partnerships and urban regeneration companies, but we recognise that further refinement is required through our Investment Plan process.

3.6 Spatial Investment Plans are proposed to guide future investment, development frameworks, regeneration programmes, plans and policy making for:

- The Black Country's four Strategic Centres (Wolverhampton City Centre, the town centres of Walsall and West Bromwich, and the proposed new strategic Centre of Brierley Hill/Merry Hill).
- Dudley Town Centre and environs as sub-regional foci for tourism and urban living.
- The four proposed Employment Land Investment Corridors (Enterprise Black Country North, Central, West and East).
- Proposed Corridors for Housing Growth (including existing railway corridors, existing and planned metro lines and other potential high volume public transport corridors).
- Proposed Housing Market Key Intervention Areas.
- Black Country Landscape Action Plan.
- Black Country Transport Network Investment Plan.

3.7 Many of these Investment Plans will be multi-faceted, for instance, combining proposals for housing growth and employment land provision in new environments where the Housing and Employment Corridors coincide, and incorporating key Landscape Corridors and Beacons and major proposals of the integrated transport network.

3.8 The Investment Plans will also be supported by a range of other Action Plans encompassing, for example, Education, Skills, Incubation, Waste Management, Sports Facilities, Living Landscapes and Geodiversity Action Plan.

3.9 We will prioritise action for the preparation of these Investment Plans in an integrated manner, namely,

- Plans for the four proposed Strategic Centres are a key priority to spearhead urban renaissance. Much of this is in place for the short to medium term but further work is required to guide development of scale and quality required by the Black Country Study.
- New plans are required for each of the four Employment Land Investment Corridors to bring forward creation of

quality employment land to serve knowledge businesses and facilitate sustainable employment land restructuring in the Housing Growth Corridors. Key initial development proposals already exist led by the two Urban Regeneration Companies extant in the Black Country. Their implementation is a priority.

- New plans are required to ensure that the current private sector interest in house building in existing high volume public transport corridors (rail and metro) is harnessed to create new landscape led residential environments of the quality required to deliver the Black Country knowledge economy.

3.10 However, the overall spatial distribution of the step change to achieve both RSS Revision targets to 2021 and the longer term Vision for the Black Country, do not neatly correspond with, for example, current areas of responsibility and definition of Regeneration Zones and the Technology Corridor, nor current priorities from English Partnerships.

3.11 The Black Country Consortium (The Consortium) is mindful of existing powers of land assembly and other forms of delivery. Equally, there is awareness of the Government's enthusiasm for speeding up delivery of both planning certainty and action on the ground towards regeneration.

3.12 The Consortium believes that the scale and rate of acceleration in delivery must commence immediately. As a consequence existing powers and agencies must be used in the short term to achieve this enhanced performance.

3.13 However, the medium to long term scale and spatial distribution of land use and transport change, arising from the evidence base of the Economic, Centres and Land Capacity studies, will require a concerted multi-agency commitment across the sub-region as a whole, and in particular the in the Corridors of growth which transcend local authority boundaries. Thus there is a need to develop a level of co-ordination across the Black Country on and between delivery arrangements not previously encountered.

3.14 Equally, the Consortium recognises the need to speed up delivery of regeneration and is enthusiastic to consider any additional mechanisms and powers which will assist in driving forward the scale and pace of change.

3.15 In establishing these arrangements, the Consortium emphasises the organisational brief needs to recognise fundamentals of change which include:-

- The reversal of past detrimental trends;

- The elimination of negative factors which prejudice the positive image the area must convey to residents, employees and investors;
- The scale of output and impact needed from the required action;
- The inter-connectivity between land use, transport and socio-economic initiatives, and between sub-areas of the Black Country in need of change;
- The need to achieve sustainable outcomes (in this respect the Consortium have appreciated the positive endorsement given to the strategy by the independent Sustainability Appraisal Project Steering Group);
- The need to maintain the principles of diversity of people and place which add strength to the vitality of the Black Country;
- To plan, promote and market the Black Country as far as practicable with one multi-agency voice;
- To provide the private sector, whose investment will play a pivotal role in achieving transformation, with clarity, certainty, investment confidence and public sector leverage and support by whatever means are appropriate.
- The need for a quality product in both spatial and non-spatial terms;
- Early evidence that reflects the success of accelerated area performance.

3.16 The Consortium thus seeks to adopt a framework of decision-making that will follow a sequential route as follows:-

Delivery Phase 1 - 'Key Signals of Change'

3.17 This initial 5 year phase reflects the need to deliver an early shift in the external perception of the Black Country. This will require key public sector led initiatives that serve to 're-brand' the area as an investment location, with an emphasis on urban centre renaissance captured through the jointly agreed Consortium branding '*Black Country See it in Colour*'. Targeted enhancement to key assets, including cultural, sport and learning facilities in the urban centres, alongside high quality interventions in public realm and gateways are identified as critical elements within this stage to raise the profile and image of the Black Country. **Appendix D** sets out key activities underway, including recent new Commissions emanating from

the Black Country Study. The activities listed are illustrative and include much which is already underway, for instance led by Regenco Sandwell, Walsall Regeneration Company, the Brierley Hill Partnership and the private sector.

Delivery Phase 2 - 'Investment De-risking'

- 3.18 This phase (5 to 10 years) follows the process of perceptual change and a consequential increase in development / investment interest in the Black Country. The role of the public sector moves to one of 'de-risking' investment propositions for the private sector through a combination of policy and intervention priorities. The importance of a clear and positive planning policy framework cannot be under-estimated as a delivery tool where building investor confidence is paramount.
- 3.19 This phase will involve increased levels of public/private sector partnering, with the public sector playing a key role in land assembly/site preparation in targeted locations and promoting exemplar projects to demonstrate the application of higher design standards.

Delivery Phase 3 - 'Advanced Urban Management'

- 3.20 This phase of delivery (post 10 years) reflects a tapering involvement of the public sector in terms of development/investment delivery and a shift in emphasis towards **pro-active urban management**. It will be essential to put in place mechanisms to secure the long-term quality and management of new assets created through the regeneration process. Moreover, the sustainability of private sector activity/markets will require effective long-term governance structures to be in place through which the local authorities can continue to collaborate. This gives ongoing confidence to the private sector about the long-term management of the renewed Black Country.
- 3.21 The Consortium believes that investment value can only be secured by long-term and continuing management of the urban fabric and its supporting transportation infrastructure.

4. HOW – THE DELIVERY STRUCTURE

- 4.1 The driving force for establishing a durable but adaptable delivery structure is the inter-connected package of outputs set out in **Appendices A and B**.
- 4.2 Whilst the Black Country Study has been driven to date by a commitment of stakeholders to participate in formulating the strategy, it is now essential to develop the structure by which outcomes and outputs can be delivered.

- 4.3 The urgency of establishing structures is driven by the scale of acceleration and multi-organisation involvement now required if the strategy is to achieve both early success and credibility.
- 4.4 Some components of delivery structure are in a process of change; for example the establishment of one Regeneration Zone (RZ) Board to replace two existing RZ operations.
- 4.5 However, successful objective-setting, prioritisation of action and investment, and programmes and commitments to delivery, now require a WIDER, multi-agency approach.
- 4.6 This will critically involve a range of Government Departments. Since the achievement of a seamless spatial, social and economic transformation is essential, the involvement of Government Departments necessarily involves representation from Planning, Transport, Health, Employment, Education and Skills, Housing, Community Security, Environment and Social Support.
- 4.7 A new **Delivery Board** is proposed, the structure of which is set out as **Appendix E** and indicates the appropriate network of multi-organisation commitment and liaison. This builds on the existing Consortium structures and collaboration, notably the 4 Local Authorities, private sector, statutory bodies (LSC and AWM for example) and the voluntary sector. The strength of existing long term commitment is apparent from the joint preparation of the Black Country Study and the consensus achieved from such organisations on the strategy to achieve change in the Black Country.
- 4.8 There will be ongoing dialogue with Government Office as to the refinement of this framework, such that the Examination in Public in January 2007 will be presented with:-
- A more detailed programme of sequential action and priorities as task outputs;
 - The results of initial dialogue and meeting of the agencies set out in **Appendix E**;
 - A mechanism by which the agencies will translate corporate organisation into delivery.
- 4.9 By the nature of the task, spatial and non-spatial outputs will change in balance and priority during the period to 2031. Structures designed to achieve outputs will thus necessarily change and adapt in this process.
- 4.10 The structures will seek to ensure a proactive approach. This will involve seeking ways by which the plan-led system can

adapt, accelerate and develop flexibility whilst maintaining certainty of direction for the community, investors and other action agencies.

- 4.11 The delivery structure will focus on “strategic delivery”, setting priorities and programmes. Local authorities and other agencies are likely to be project leads for key schemes, and in some instances, the private sector.

5. MONITORING

- 5.1 The Black Country Study is deliberately a non-statutory process. It sets a Vision, and the Delivery Plan will reflect a 25-year sequential programme of action to fulfil BCS targets. It has informed the preparation of the Draft RSS Phase One Revision which is the statutory process that sets out the spatial land use and transport strategy to support the achievement of the Black Country Vision.
- 5.2 The non-statutory status of the Black Country Study allows for regular, and if necessary, rapid programme response to changing national economic or political, as well as more local circumstances. It is important that the long term aspirational Vision is held constant, although the Strategy may require review from time to time in the light of evidence emanating from monitoring.
- 5.3 Regular monitoring of performance to fulfil targets will be a central role for delivery partners, to thus help in agreeing priority and programme changes. This will be led by the Black Country Observatory the well established joint intelligence unit of the Black Country Consortium. The Observatory has already played a significant role in bringing evidence for the collective attention of Consortium partners and thereby steering the development of the Black Country Strategy. **Appendix F** illustrates the framework to be used (and developed) for monitoring.
- 5.4 The role of the four Local Planning Authorities and the Joint Core Strategy will thus be instrumental in facilitating the process of change and security of investment with the support of a dynamic and proactive local planning framework.

6. NEXT STEPS

- 6.1 The Consortium are acutely aware of the Government’s expectation that, at the least as a first step, the RSS Phase One Revision for the Black Country will be supported by an agreed Delivery Structure.

- 6.2 During formulation of the Revision, the Regional Assembly and the Consortium have consulted widely, as have their consultants, with private and public sector deliverers and others upon whom there is reliance for delivery. To this extent there is a shared understanding of the rationale and objectives, within the respective local authorities. In practical terms, it is essential that the Black Country Strategy becomes the subject of an extended engagement process that leads to widespread understanding of its rationale, implications and potential benefits at sub-regional and regional level. Promoting the Black Country Strategy as a 'regional project' aligned to Regional Economic and Regional Spatial Strategy objectives is a key outcome.
- 6.3 This initial dialogue will be consolidated in the period from RSS Phase One Revision submission in May 2006 to the Examination in Public in January 2007 in order that Government can have further confidence that the strategy achievement has a solid foundation through the involvement of key agencies involved in its implementation.
- 6.4 The Delivery, however, goes beyond the RSS Phase One Revision including non-spatial transformations in the Black Country. In this respect, aspects of delivery will be adaptive and continue to be inclusive of a wide range of community engagement processes for securing commitment and confidence.

A 'Concordat' between Black Country local authorities

- 6.5 Long-term visions require more than present day political support. Delivery of the Black Country Strategy relies fundamentally on a long-term political collaboration between the local authorities. The collaboration will be placed on a formal footing which will also provide a degree of certainty to other stakeholders and confidence to the private sector. A formal 'concordat' is being planned together with a 'sign-up' to be by the four authorities, as a signed Memorandum of Understanding of Joint Working. The symbolic nature of this 'concordat' will provide an important 'key signal of change' to the market and the Government.
- 6.6 This '**Concordat**' will be well publicised setting out the collaborative principles that will govern working arrangements between the local authorities and potentially the Local Strategic Partnerships, such as:
- Collaborative strategy development arrangements;
 - Communication/consultation protocols;
 - Resource sharing, and;
 - Decision making frameworks.
 - Preparation and maintenance of our 'Delivery Plan'.

- 6.7 The Consortium is proud of its existing track record of promoting joint work over several years between the four Local Authorities and other organisations – its ‘Four working as One’ approach. In addition to the Black Country Study, examples of successful joint working led through the Consortium include the establishment of the Black Country Observatory, Black Country Knowledge Society, Black Country Investment, Black Country Tourism, creation of a Black Country single brand – ‘See it in Colour’ and Black Country European liaison. These demonstrate the ability of the Black Country to put into practice the Concordat principles set out above.
- 6.8 The Concordat will focus on Black Country Strategy Delivery and to this effect, we can demonstrate that some specific elements are already in place, namely;
- Black Country Planning Joint Advisory Group (Joint meeting of four LPA Cabinet Leads for planning).
 - Black Country Joint Core Strategy Group (officers) working towards the Joint Core Strategy.
 - Preparation of joint statements for the EiP.
 - Black Country Education and Skills Task Group (Directors of Childrens Services, LSC and University of Wolverhampton) and Action Plan.
 - Black Country Delivery Task Group (LA Regeneration Directors) working towards Investment Plans, including some joint cross boundary Plans.
 - Joint Waste Management Study (which reflects the BCS growth strategy) leading towards establishment of a legally binding Inter – Authority Agreement on waste minimisation and management throughout the Black Country.
 - Joint Black Country LEGI bid.
- 6.9 In conclusion we believe that the presence of the Black Country Consortium provides the basis for the successful delivery of the Black Country Strategy for urban renaissance set out in the Black Country Study. It provides a strong and mature partnership that has delivered the ground breaking Black Country Study and, working with the West Midlands Regional Assembly, has delivered the submission of the Draft RSS Phase One Revision on time.
- 6.10 The Consortium provides the means by which individual local authorities, other public agencies and the private sector have established a ‘common purpose’ regarding the future direction of growth and competitiveness of the Black Country. It has the mechanisms and technical support to carry that forward to implementation and to continue to take informed decisions on the future choices. Its Intelligence Unit, the Black Country Observatory, will continue to provide the robust evidence and monitoring which has underpinned our work thus far –

presenting the challenges and providing the evidence to enable the leaders (who make up the public/private partnership that is the Consortium) to take hard decisions and provide joint steers to their respective organisations.

- 6.11 We have a network of established delivery agencies already in place which are delivering the transformational agenda on the ground – these are themselves partnership based and include the Urban Regeneration Companies established in Sandwell and Walsall and the public/private Brierley Hill Partnership. We recognise that we will need to build upon further these mechanisms as our new Investment Plans are brought forward, notably to guide development of quality environments in our proposed housing and employment corridors, many of which will require close cross-boundary working. We will ensure that the right delivery mechanisms will be in place (either through development of existing and/or through establishment of new public/private partnering arrangements) to deliver the outcomes and outputs set out in the Study. We believe that, with the right delivery mechanisms in place, we might be able to even accelerate the delivery of housing growth bringing forward housing capacity identified in the Black Country Study for development beyond 2026 into earlier years.

Diagram 2 – Level 1 – Headline Indicators

Black Country Urban Renaissance – Overall Aspirations

Outcomes → Related Indicators → Baseline → Vision at 2031

Outcomes	Related Indicators	Baseline	Vision at 2031	
<p>Reversal of Net Outward Migration</p> <ul style="list-style-type: none"> ➤ Raise Population Levels ➤ Net Outward Migration 	Total Population	1.08m	1.2m +120,000 people	
	Net Outward Migration	-1.8%	0% 0%	
	Raised Incomes & Employment Levels	Average annual wages per head, Eng. =100	85 £20,000	90 +£3,500
		Employment rate	70.2%	80% +63,000 people
	Change the Socio-Economic Mix	% of population classified as 'AB's'	14.8%	22% +63,000 people
		% working age population qualified to NVQ level 4 or above	16.8%	25% +52,000 people
Improved Environment				

Diagram 3 – Level 2 – Headline Indicators

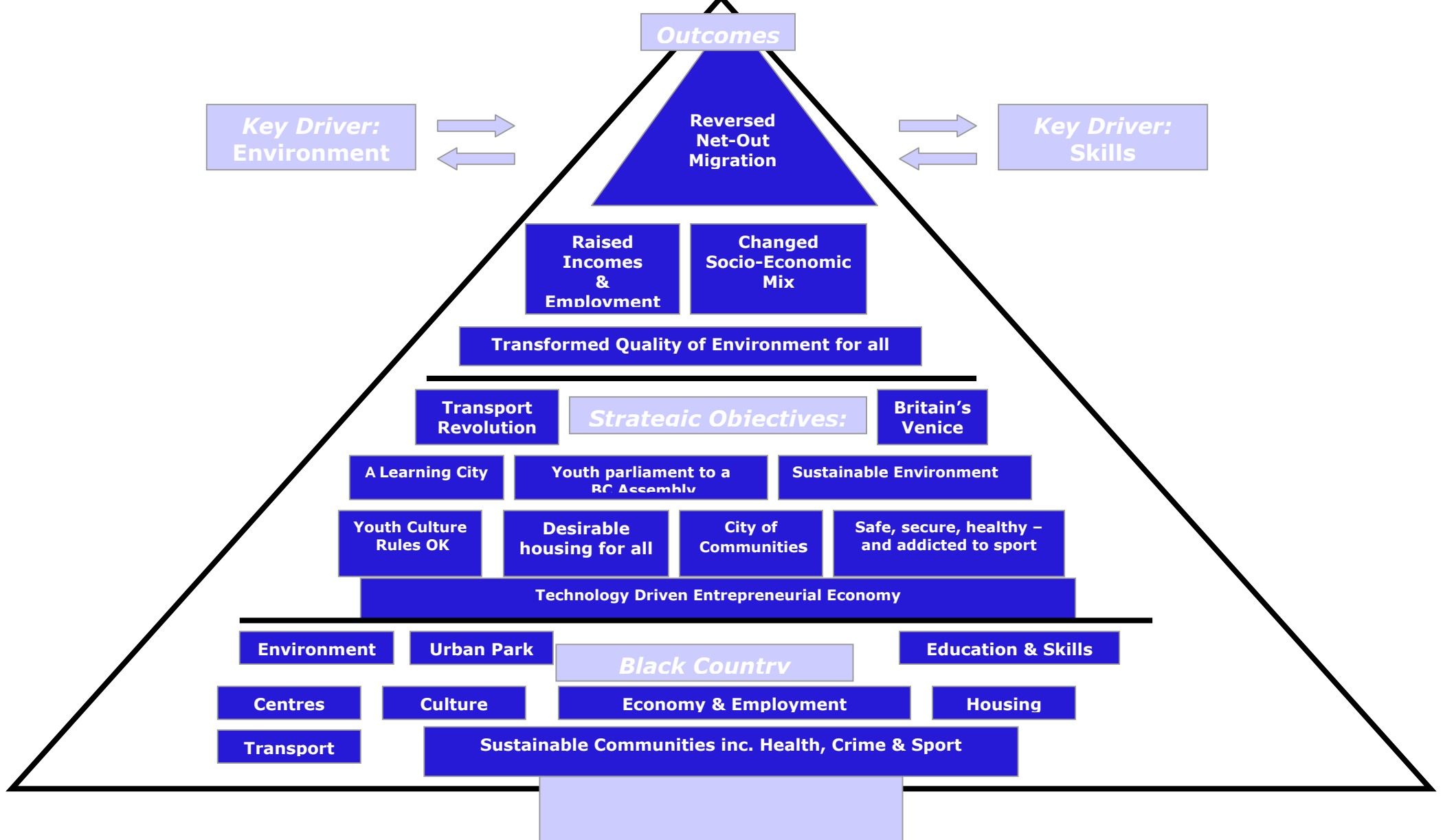
“We will pursue an ECONOMY STRATEGY based on: Sectoral, Occupational & Skills Change.”

Outcomes → Related Indicators → Current Position → Vision at 2031



VISION: "In 2033 the Black Country is a confident, " we can do it" place. We are proud of our skills, our proficiency and our work ethic – these are key to our prosperity."

Diagram 1: The Black Country Framework for Urban Renaissance: Shaping the Future



DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)	TASKS UNDERWAY	PARTNER LEAD
ACCELERATING GROWTH OF THE KNOWLEDGE ECONOMY		
<p>Developing a modern economy – provision of quality employment land: The four proposed Employment Land Investment Corridors.</p> <ul style="list-style-type: none"> ▪ Enterprise Black Country North: Wolverhampton Centre – Stafford Road Corridor (incorporating Wolverhampton Science Park & Wobaston Rd i54/MIS). ▪ Enterprise Black Country Central: Walsall Centre – Darlaston – Wednesbury Corridor (incorporating Darlaston SDA, Hill Top, the Black Country Route, and Wednesfield Way, Wolverhampton). ▪ Enterprise Black Country West: Pensnett – Brierley Hill Centre – Dudley Town Centre – Dudley Port Corridor (incorporating Pensnett Estate). 	<p>General Development of holistic Investment Plans for each Corridor</p> <p>New Commission: BC North Investment Plan (incorporating A449 Housing Growth Corridor)</p> <p>Wolverhampton Science Park Phase 4</p> <p>i54 Technology Park Masterplan implementation</p> <p>Darlaston SDA Plan implementation (high value Logistics Park)</p> <p>Hill Top Regeneration (commercial & environmental industries park)</p> <p>New Commission – BC West Investment Plan (incorporating Metro Line 2 Housing Growth Corridor)</p> <p>Innovation, Incubation & Enterprise Centre, Dudley</p>	<p>Wolverhampton CC</p> <p>WSP Ltd</p> <p>AWM</p> <p>Walsall URC</p> <p>Regenco Sandwell</p> <p>Dudley MBC</p> <p>Dudley MBC</p>

DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)	TASKS UNDERWAY	PARTNER LEAD
<ul style="list-style-type: none"> ▪ Enterprise Black Country East: Oldbury – West Bromwich Corridor (incorporating M5 Jcts 1 & 2 and Sandwell & Dudley Station). 	Junction One Business Park	Regenco Sandwell
Closing the £2.6bn output gap: <ul style="list-style-type: none"> ▪ Black Country Incubation Strategy ▪ Black Country LEGI 	BCIS Action Plan Building Futures II (bringing forward high quality employment space for SME's) Joint Black Country Programme	Black Country Consortium Black Country Investment Black Country Consortium
Raising Income levels equivalent to the rest of the country (excluding London and the South East). <i>See Creating a Workforce for the 21st Century</i>		
EXPANDING FOUR STRATEGIC TOWN AND CITY CENTRES		
Wolverhampton	New Commission: City Centre Strategic Investment Plan.	Wolverhampton City Council

<p>DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)</p>	<p>TASKS UNDERWAY</p>	<p>PARTNER LEAD</p>
	<p>Retail Core Expansion implementation</p> <p>Canalside Quarter – city living & mixed use</p> <p>University Wolverhampton Investment Programme</p> <p>Learning Quarter Metro One</p> <p>Wolverhampton Station Public Transport Interchange</p>	<p>Wolverhampton City Council</p> <p>Wolverhampton City Council</p> <p>University of Wolverhampton</p> <p>Wolverhampton College</p> <p>Wolverhampton City Council</p>
<p>Brierley Hill/Merry Hill</p>	<p>Brierley Hill Masterplan (retail, office, residential and cultural development)</p> <p>New Commission: Brierley Hill Action Plan (LDF)</p>	<p>Brierley Hill Regeneration Partnership</p> <p>Dudley MBC</p>
<p>West Bromwich</p>	<p>West Bromwich Masterplan implementation including retail expansion, offices, town centre living, new Learning Village/Innovation Quarter and sports and leisure quarter.</p>	<p>Regenco & Sandwell MBC</p>

DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)	TASKS UNDERWAY	PARTNER LEAD
	'The Public' Arts, Culture & Learning Centre New Town Square	Sandwell MBC Sandwell MBC
Walsall	Walsall Town Centre Plan implementation (including retail, office, residential development and transport investment, e.g. the Waterfront) Walsall Business & Learning Campus Black Country Performance Centre (creative industries)	Walsall URC & Walsall MBC Walsall URC University of Wolverhampton
BUILDING QUALITY HOUSING—OFFERING MORE CHOICE		
<ul style="list-style-type: none"> ▪ Creation of new residential environments 	Bilston Urban Village (1,000 new homes in mixed use development on former steel works adjacent to Metro Line 1) Wolverhampton Canalside Quarter (700 new homes in mixed use developments)	AWM Wolverhampton City Council & private sector

DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)	TASKS UNDERWAY	PARTNER LEAD
<ul style="list-style-type: none"> ▪ Tackling housing stress 	<p>A449 Corridor Investment Plan – creation of new knowledge worker environments (including 700 new homes on Goodyear site)</p> <p>Metro Extension Investment Plan - creation of new knowledge worker environments including implementation of Dudley Town Centre Plan.</p> <p>Cape Hill Brewery redevelopment for 600 new homes in high quality environment</p> <p>North Smethwick Canalside (1,500 new homes in mixed use environment adjacent to railway station)</p> <p>The Black Country & Telford Housing Market Area Outline Investment Plan – four area investment frameworks</p> <p>Sandwell - Birmingham Housing Market Renewal Programme implementation of residential remodelling and housing improvement</p>	<p>Wolverhampton City Council & private sector</p> <p>Dudley MBC</p> <p>Private sector & Sandwell MBC</p> <p>Regenco</p> <p>Evolve</p> <p>Urban Living</p>

<p>DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)</p>	<p>TASKS UNDERWAY</p>	<p>PARTNER LEAD</p>
	<p>in parts of three housing growth corridors (Wolverhampton to Birmingham Mainline; Jewellery Line; Metro Line 1) (5,700 new dwellings, 3,800 net of demolitions)</p>	
<p>CREATING A WORKFORCE FOR THE 21ST CENTURY</p>		
<p>Black Country Education & Skills Strategy:</p> <ul style="list-style-type: none"> ▪ 'Enjoy and Achieve', setting out priorities for early years development through the critical 14-19 period; and ▪ 'Every Adult and Business Matters' covering adult learning and how learning in the Black Country will be more demand-led. 	<p>Task Force created to prepare Three Year Education and Skills Plan with agreed focus areas.</p> <p>Government Advocate and Champion identified.</p> <p>Establish Black Country Consortium Education & Skills Programme Board</p> <p>Black Country Digital Challenge</p> <p>Microsoft.com compact to support SMEs knowledge, community skills development and provide a Black Country education IT-based infrastructure platform</p>	<p>University of Wolverhampton</p> <p>University of Wolverhampton</p> <p>Black Country Consortium</p> <p>Black Country Consortium</p> <p>Black Country Consortium</p>

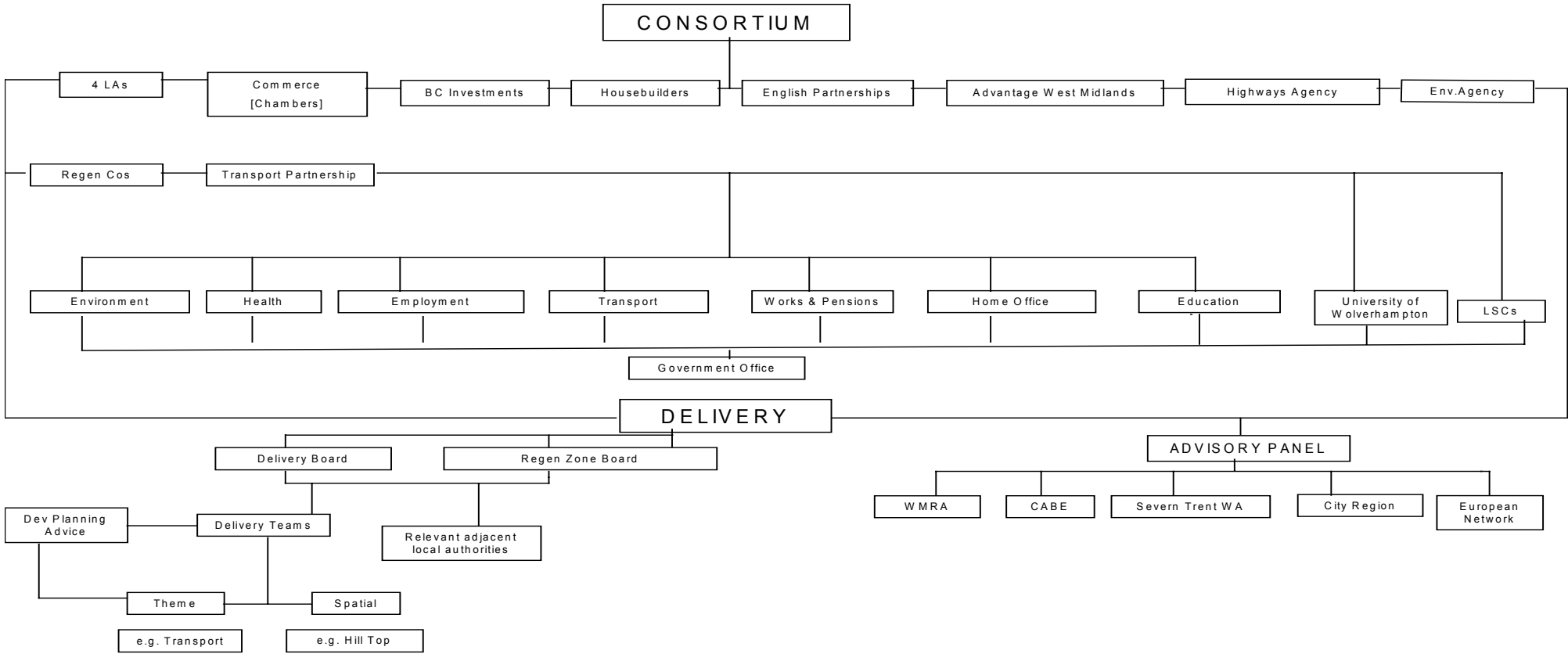
<p>DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)</p>	<p>TASKS UNDERWAY</p>	<p>PARTNER LEAD</p>
<p>CREATING PROSPEROUS, DIVERSE AND HARMONIOUS COMMUNITIES</p>		
<ul style="list-style-type: none"> ▪ Promoting Social Cohesion and Tackling Poverty as themes in their own right 	<p>New Commission: Preparation of Diversity Action Plan which treats diversity as an opportunity and action programme to build cohesive communities: Phase One establishment of Diversity Assessment Scrutiny Panel to enhance action to maximise potential of all communities to create a competitive Black Country, and dismantle barriers to equal and fair participation in society and the economy.</p>	<p>Black Country Consortium</p>
<p>TRANSFORMING THE ENVIRONMENT: 'BLACK COUNTRY AS AN URBAN PARK'</p>		
<ul style="list-style-type: none"> ▪ Black Country as Urban Park 	<p>'A Million People – Black Country as Urban Park' (Black Country Living Landmarks - Big Lottery Fund Bid)</p>	<p>Black Country Consortium</p>

<p>DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)</p>	<p>TASKS UNDERWAY</p>	<p>PARTNER LEAD</p>
<ul style="list-style-type: none"> ▪ Black Country Canals and Environs World Heritage Status Bid 	<p>Creating Cultural Opportunities Toolkit: Black Country Action Research Programme</p> <p>Black Country Festival (integrated programme of festivals and events in the Black Country)</p> <p>Black Country Geodiversity Action Plan (making the Black Country's special geological heritage accessible and enjoyable across the four Boroughs)</p> <p>New Commission: Black Country Joint Sports Facilities Plan</p> <p>New Commission: Black Country Landscape Action Plan to define the physical form of the Black Country.</p> <p>Canals Management Development Plan</p>	<p>Black Country Consortium (with Arts Council)</p> <p>Black Country Arts Partnership</p> <p>Black Country Geodiversity Partnership</p> <p>Black Country Sports Partnership</p> <p>Black Country Consortium</p> <p>Dudley MBC</p>
<p>DEVELOPING AN INTEGRATED TRANSPORT NETWORK</p>		

<p>DELIVERY PHASE 1 (5 Years): 'SIGNALS OF CHANGE' (Illustration of Actions in Hand - Schedule Under Continuous Development)</p>	<p>TASKS UNDERWAY</p>	<p>PARTNER LEAD</p>
<ul style="list-style-type: none"> ▪ Local Transport Plan • Black Country Preferred Transport Network 	<p>Delivery of projects set out in Regional Funding Allocation</p> <p>Development and costing of schemes and further testing through the application of the PRISM model</p>	<p>BC Local Authorities</p> <p>Black Country Consortium</p>

APPENDIX E

**BLACK COUNTRY STUDY
DELIVERY STRUCTURE**



BLACK COUNTRY FRAMEWORK FOR URBAN RENAISSANCE MONITORING & EVALUATION FRAMEWORK”

BACKGROUND AND CURRENT FRAMEWORK

Since its inception in 1999 the Black Country Consortium (BCC) has had responsibility for developing the overarching regeneration framework for the Black Country. This framework is continually developing and the current Framework, the Black Country **Framework for Urban Renaissance** (BC FUR) will act as the overarching strategy through which BCC will monitor achievements against the thirty-year vision. BC FUR helpfully brings together, builds upon and reinforces existing strategic commitments, providing a Vision and a suite of strategic ambitions and values to shape and guide collective regeneration efforts over the coming decades. The robust **monitoring and evaluation** of this framework will be provided through the **Black Country Observatory**, working with the four Borough Councils it is able to provide intelligence, both real time, and in retrospect, on the changing strategic context and on the differences that BC FUR is leveraging. It is imperative that stakeholders from across the Black Country are able to accurately measure and share their successes.

As BCC takes the next level of development forward an increasing stronger relationship is required with other frameworks and master plans to more readily understand the contribution our collection actions are making.

THE FRAMEWORK (FIGURE 1)

BC FUR is an ambitious, but challenging agenda that will drive real and lasting change to business, community, skills and infrastructure assets towards embracing and unlocking the future potential of the knowledge economy.

As shown in diagram one, the **30-year Vision** is our guiding principle. At the top level, the 4 main **outcomes of Urban Renaissance** are:

- Reversing Net Out-Migration
- Raising Incomes and Employment rates
- Changing Socio-Economic Mix
- Transformed Quality of Environment for all

These in turn are realised through the strategic ambitions of the Vision which are captured through the following:

1. A Technology Driven Entrepreneurial Economy
2. Safe, Secure, Healthy and Addicted to Sport

3. City of Communities, from Youth Parliament to Black Country Assembly
4. A 21st Century Infrastructure – Transport and Housing
5. Sustainable Environment, Britain's Venice
6. A Learning City and Youth Culture rules OK

To support these delivery ambitions, BCC has defined **five core values**:

1. Committed to knowledge
2. Innovative leadership
3. Sustainability and quality of life
4. Internal pride and external promotion
5. Maximising linkages and synergies

Underpinning these ambitions are a range of **strategies** that have emerged from the Black Country Study covering:

- **Economy & Employment**
- **Education & Skills**
- **Centres**
- **Housing**
- **Urban Park**
- **Transport**
- **Culture**
- **Sustainable Communities inc. Health, Crime & Sport**
- **Environment**
- **Spatial Framework**

MONITORING & EVALUATION

The **Black Country Observatory** is in the process of developing detailed indicator-based **Monitoring and Evaluation Frameworks** which will underpin each of these strategies. This will be required at various levels:

Level 1 – Overall Aspirations (2)

As part of the overall BC Study a range of headline indicators, which indicate the overall aspirations of the sub-region, has been developed and 30-year targets set. These are illustrated in 2.

Level 2 – Individual Strategies (3)

- The **Economic and Employment Strategy** was one of the first strands of work undertaken by the Black Country Study. Based on the Economic Model the monitoring and evaluation framework illustrated in 3 was developed.
- The **Education and Skills Strategy** has a detailed set of indicators that will be used to monitor and evaluate progress. More details on this are contained in the latest Black Country

Observatory “**Black Country Education Strategy Monitoring & Evaluation Framework Report, May 2006**”.

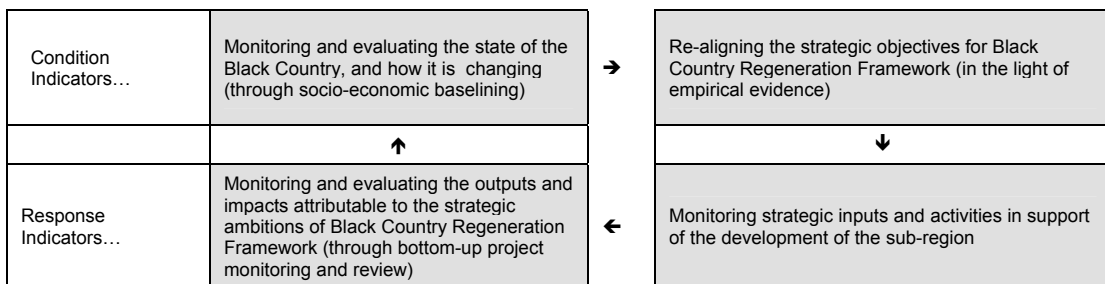
➤ Monitoring frameworks to underpin the **other strategies** (Centres, Housing, Urban Park, Transport, Culture, Sustainable Communities, Environment and Spatial Framework) will need to be developed in conjunction with partners, in conjunction with the Annual Monitoring Reports that each Council is required to produce in December of each year to underpin their Local Development Frameworks. This will help to ensure compatibility of method measurement and outputs.

➤ **Extract from SQW strategic framework report:**

“Component parts of the Framework

In order to meet the above requirements, the monitoring and evaluation framework will need two parts. A top-down component will monitor the changing state of conditions in the Black Country, requiring the use of condition indicators. The second component will be bottom-up, and will enable the BCRF’s activities, outputs, and impacts to be assessed using appropriate response indicators.

When taken together, the two components should provide a clear and robust insight into the Black Country Consortium and partners’ efficiency and effectiveness in bringing about desired changes in the state of the sub-region. The use and development of the framework will of course be iterative. Over time, as operating evidence and experience grows, the monitoring and evaluation framework will yield information on activities that are more effective and efficient than others, allowing strategic and operational priorities to be reshaped accordingly.”



Source: The Black Country Regeneration Framework, Shaping the Future, SQW, 2004

Level 3 – Detail

Black Country Knowledge (www.blackcountryknowledge.co.uk) is home to over 120 time series data sets and is updated and monitored on a daily basis to ensure the most up to date and accurate supply of information is available to inform based decision making.

These three levels are illustrated for the Black Country Education Strategy in Figure 2.

REPORTING

The Black Country produced a range of regular intelligence reports called 'Barometers'. Figure 3 illustrates the linkages of the monitoring frameworks with policies and how the reporting mechanism currently operates.

INTEGRATION

The key to the whole 30-year vision is the relationship with other frameworks and master plans so that BCC can really understand the contribution collective actions are making. The Observatory has been working with local partners to ensure a more joined up monitoring and evaluation framework. The concept is illustrated in **Figure 1**.

To date this has been achieved for the Black Country Economy strategy – reviewing the four Local Economic strategies the indicators illustrated in **Figure 3** should be evident in each. Work is ongoing to ensure greater integration with all strategies.

Figure 1- Integration of the Black Country Economy Strategy

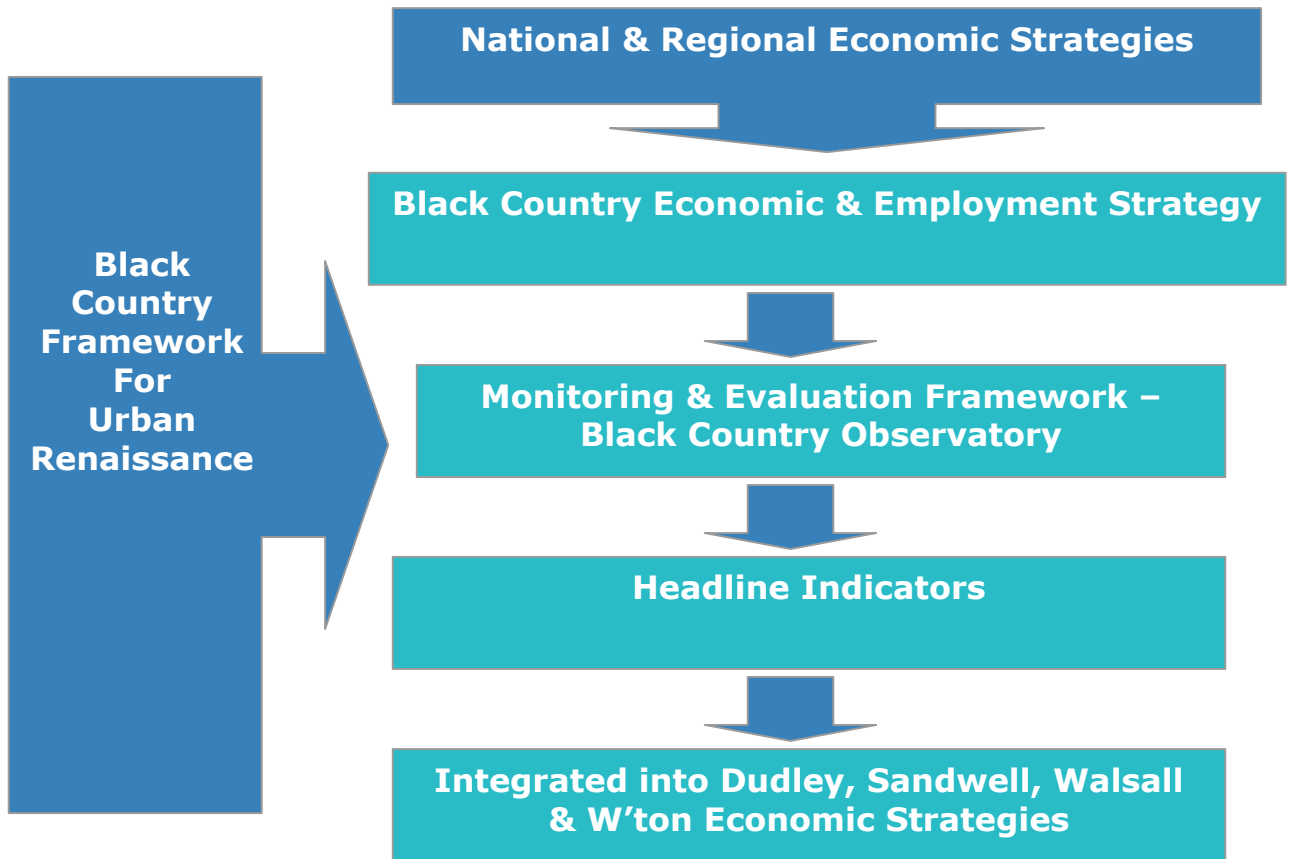


Figure 2: The Black Country Education Strategy Monitoring & Evaluation Framework

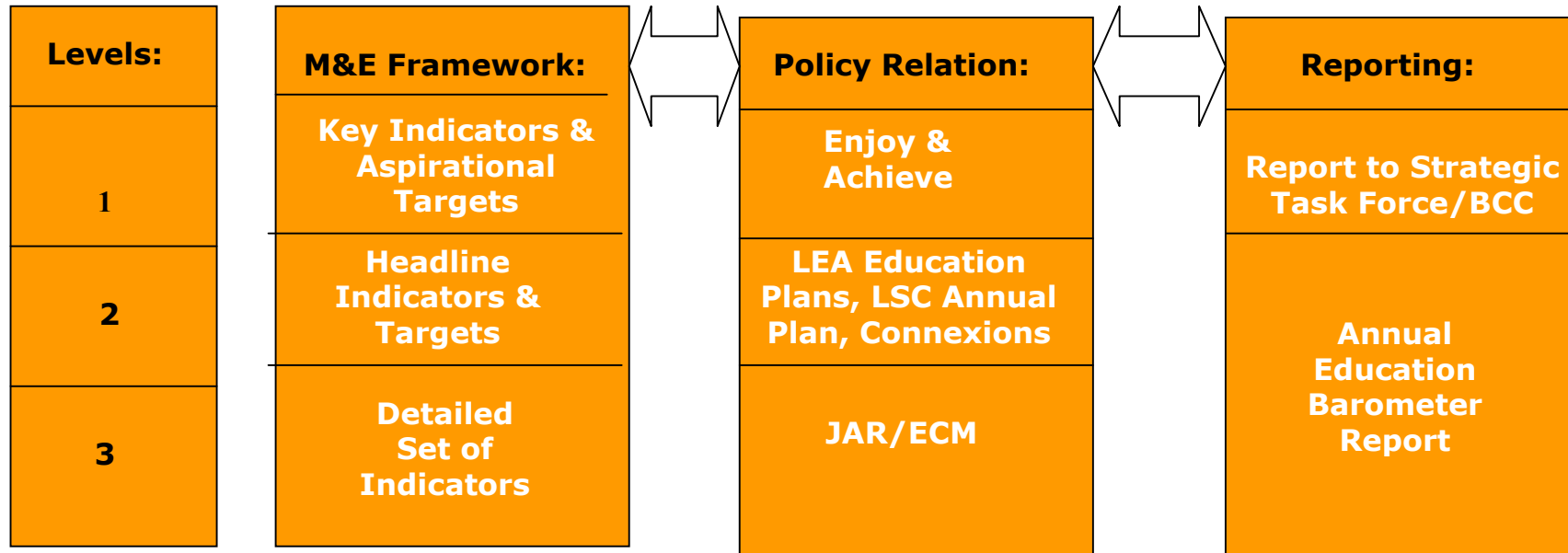


Figure 3: Reporting Framework

