

North Solihull Strategic Framework Addendum

July 2009

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Introduction

Strategic Framework 2005

The North Solihull Partnership was set up in 2005 as a Partnership between four organisations, Solihull MBC, Whitefriars Housing Group, Bellway Homes Plc and Inpartnership Ltd., the Partnership was established with a formal remit to carry out regeneration activities in the North of the borough.

In conjunction with the establishment of the Partnership the Strategic Framework 2005 (SF) was developed and adopted as Supplementary Planning Guidance. The Strategic Framework relates to the North Solihull Regeneration Area and provides a framework for the regeneration activities to be undertaken by the NSP.

The Strategic Framework sets out a strategy for restructuring the housing market and strengthening existing communities within the area through improvements to schools, community facilities, and healthcare, retail, leisure and employment services. It was prepared in consultation with the local community and stakeholders and provides the policy context, implementation and delivery strategies for the development proposals and changes within the area.

The Strategic Framework was developed within the context of regional and national planning policy and conforms to Solihull's Unitary Development Plan and the Local Development Framework; the Strategic Framework has subsequently been adopted as Supplementary Planning Guidance. It is therefore a material consideration in the determination of all planning applications, providing clear framework for development control in the North Solihull Area.

North Solihull Partnership Review

Throughout the second of half 2008 and the beginning of 2009 the Partnership undertook a review process to ensure its aims and objectives were still relevant and achievable but also ambitious and proactive. The review enabled the Partnership to sharpen its focus and vision ensuring a strong basis on which to move forward and best enable positive change by maintaining the momentum and capacity of the programme.

As part of the review the Strategic Framework was subject to a thorough evaluation process and all the key findings and proposed revisions were taken for consultation in January 2009.

The key findings highlighted that the original 'Vision' and underpinning 'Regeneration Principals' captured in the Strategic Framework remained pertinent and should continue to form the basis of work being carried out by the North Solihull Partnership. It is important to note therefore the Strategic Framework continues to be one of the NSP Core Documents and its status as Supplementary Planning Guidance remains unchanged.

Strategic Framework Addendum

During the consultation process in January 2009 comments, critiques and suggestions were given by all stakeholders, partners, residents and members of the community. Once the consultation process was completed all feedback was considered and a written response was presented to NSP Board in April 2009 along with proposed amendments to the Addendum before final production was agreed by the North Solihull Partnership board in June 2009.

The Strategic Framework Addendum will sit alongside the Strategic Framework 2005 as supplemental guidance, until which time both the Strategic Framework 2005 and the Strategic Framework Addendum will be adopted into one document with Strategic Planning Document (SPD) status.

Reiteration of the Regeneration Principals and Vision within the Strategic Framework

The Strategic Framework sets out all the key objectives and principles and overall Vision that underpins the partnership and its areas of work.

'Vision for North Solihull'

It is a vision which contributes to the urban renaissance agenda for North Solihull, the Sub Region and the Region as a whole and which sees North Solihull as a place with:

- Quality of life and choice.
- An engaged and active population.
- A place of first class connections.
- A distinctive character defined by open space.

A number of key regeneration principles underpin the North Solihull Strategic Framework

- To improve the quality of life in North Solihull through large scale, holistic regeneration over the next 15 – 20 years.
- To deliver regeneration that the communities of North Solihull are involved in and committed to.
- To create high quality neighbourhoods, each with a distinctive sense of place.
- To create healthy, safe communities where all have equality of access.
- To increase prosperity through improved education, training, employment and transport.
- To deliver sustainable development in order that the quality of life of present and future generations is protected and enhanced.

It is clear on reading the Strategic Framework that its Objectives, Vision and Regeneration Principals still remain pertinent and relevant and should still form the focus of the work being carried out by the NSP.

Scrutiny of the Strategic Framework and its Constituent Key Themes

In order to understand the achievements to date and how the Partnership will continue to move forward it is prudent to review the major themes as they are addressed in the Strategic Framework. Not all the elements can be dealt with in exactly the same way, but each heading seeks to identify key extracts from the Strategic Framework, address achievements and the context of the current position, highlight lessons learnt and how all of this information translates into actions to take forward.

Context

New policy documents from local, to regional and national have been issued since the Strategic Framework was produced. Updated policies and amended policies have been reviewed to ensure any impact on the NSP is understood.

Planning Context

- I. The revised Spatial Strategy will be formed around the use of clusters and a spatial master planning process.
- II. The revised Solihull MBC Local Development Framework will further inform the NSP Strategic Framework once it is completed.
- III. There are implications regarding the Secretary of States decision to refuse development of land on green belt (this was demonstrated through the planning application for extension of the Birmingham Business Park). Until the LDF is finalised- this will mean some identified sites within North Solihull cannot be brought forward until this time.
- IV. Regional Spatial Strategy seeks to achieve urban renaissance in Major Urban Areas, this is currently an approach incorporated into the Strategic Framework.

Central Government Policy to take account of:

- I. The formation of the new Homes and Communities Agency (HCA), in place of English Partnerships and the Housing Corporation.
- II. Solihull has been designated a Growth Point area by Central Government. The majority of growth will be in North Solihull as a result of the regeneration programme.
- III. Homes for the future: more affordable, more sustainable - Housing Green Paper published in 2007.
- IV. Transforming Places; Changing Lives, A Framework for Regeneration, consulted on in 2008.
- V. Communities in Control – published in 2008.

Existing Conditions

(In addition to those identified in the Strategic Framework and Baseline Analysis conducted in 2003)-

- I. The existing conditions within North Solihull can be considered in light of the updated IMD 2007.
- II. It is important to note that the health inequalities between the most deprived and least deprived wards in the borough continues to increase and halting this increase is a top priority for the Solihull Care Trust and in turn a top priority for NSP.

Regeneration Context

(In addition to those identified in the Strategic Framework and Baseline Analysis conducted in 2003)-

- I. The NSP has been put forward to the Department of Communities & Local Government (CLG) as a priority Partnership in the West Midlands by Advantage West Midlands (AWM) and the HCA.
- II. The new Homes and Communities Agency, and the two component parts, English Partnerships, and the Housing Corporation have expressed a commitment to investing in existing initiatives.

Neighbourhood Plans

Strategic Framework 'Key Theme' Extracts

- *'The North Solihull Strategic Framework sets the overall strategy for the regeneration of North Solihull. Within this context, a series of Neighbourhood Plans will be prepared, to bring forward more detailed proposals and strategies for delivery. A total of 15 separate neighbourhoods have been identified and are indicated on the accompanying plan. These neighbourhoods will provide the basis for preparation of the Neighbourhood Plans in consultation with the local community'- pg 70*
- *'Neighbourhood Plans will be developed in accordance with the principles set out in the Strategic Framework and will consider the interrelationships and linkages between adjacent neighbourhoods'- pg 72*

Achievements

To date three neighbourhood plans have been taken through design, consultation and begun delivery. The neighbourhoods are:

- North Arran Way
- Craig Croft
- Kingshurst and Babb's Mill

Key Review Point 1

The Neighbourhood Planning process focuses on detailed design within specific neighbourhoods. Whilst this has been a useful tool to capture views and opinions at consultation, it can cause sites to be considered on a standalone basis. The plans struggle to demonstrate if important linkages and connections are being fully realised.

Key Review Point 2

Not all areas within a neighbourhood plan have resulted in intervention sites being brought forward, this has meant abortive costs, which does not demonstrate Best Value, and has increased the overall cost of site assembly.

Points 1 & 2 –Response/Action

Understanding the constraints of the current Neighbourhood Planning arrangements has enabled the Partnership to refine and revise its overall spatial strategy and ensure the process for delivering this strategy performs well at all the key stages. This has culminated in a move towards a more integrated system that allows high level strategic vision to flow more easily through the detailed design and delivery process.

The Revised Spatial Strategy and Investment Approach for North Solihull

Introduction

The first iteration of the North Solihull Strategic Framework built on the area's strengths and various initiatives to bring about sustainable, positive regeneration and change. It set out strategic direction and identified areas of change, which were then translated into local action through Neighbourhood Plans in order to bring forward sites and detailed proposals for development. Whilst the Vision and Objectives of the Strategic Framework remain pertinent and relevant, many lessons have been learnt from the initial neighbourhood plans and early development sites.

The review process has identified a need for neighbourhood planning to adapt and change to ensure sites are brought forward successfully and allow the approach to become more integrated and holistic – this new approach uses opportunities for significant investment as drivers for change and development.

The process that supports the revised spatial strategy will continue to adhere to the following key principles (as the Neighbourhood Plans did previously):

The process will:

- Be evidence based.
- Use clear and accountable processes.
- Provide extensive community engagement.
- Demonstrate its financial soundness.
- Be deliverable and efficient.

Strategic Investment Clusters

The revised Spatial Strategy for North Solihull focuses on grouping regeneration activity around large-scale investments such as new schools and village centres. Understanding the important interrelationships between different parts of North Solihull and bringing the key regeneration elements, namely Village Centres, Education & Training, Transport, Housing and Open Space, physically together in these clusters will deliver accessible, transformational change, whose waves of cumulative benefits will ripple outwards.

Please refer to the attached Cluster Diagram at the end of this document to see an overall plan for the Strategic Investment Clusters. The plan indicates broad areas within which residential, mixed-use and non-residential development could take place and the key foci within each area. Some of the existing neighbourhoods remain but this new approach aims to create an urban structure based on key drivers for change including services, accessibility to them and convenience shopping.

The focus for each cluster has started to be identified and includes Community Hubs (shops, community facilities) Healthcare facilities, Employment areas, Education & Training facilities, Strategic Transport routes and Open Space. Housing activity continues to underpin the regeneration of North Solihull and although the level of change will vary from area to area, housing development forms an integral part of the spatial clusters and supports the other non-residential investments.

There are nine Strategic Clusters:-

Lanchester

Significant investment has already been committed to this cluster: the new Lanchester School has opened; Park Hall School has been redeveloped under the Building Schools for the Future (BSF) programme and opened in October this year; NSP & SMBC plan to invest over £800k in enhancing Lanchester Park and providing traffic calming to Lanchester Way; and Bellway has obtained planning permission for 45 new dwellings.

The Cluster is located close to and has direct access to the strategic highway as well as benefiting from a key bus route along Auckland Drive. It is in close proximity to the proposed new Village Centre in North Arran Way. It also includes Bosworth Wood Primary School site.

North Arran Way (the existing Neighbourhood Plan area)

Regeneration activity has already started in this existing neighbourhood plan area: the new Primary School has been built and occupied; implementation of the new Village Centre is being progressed; and new housing developments are being constructed. Further housing intervention sites are identified in the existing Neighbourhood Plan. As with the Lanchester Cluster, North Arran Way is close to & accessible from the Strategic Highway network. Key bus routes run along Auckland Drive, Arran Way & Windward Way with proposals to extend services up and through the new Village Centre.

Woodlands

New educational establishments are located within this cluster - Forest Oak & Merstone Special Schools; Woodlands Campus; and Smiths Wood Sports College. Woodlands Highway, between Windward Way & Chester Road, is a potential housing site with opportunity to enhance the adjacent open space. The cluster is well connected to the strategic highway (Chester Road) and is serviced by key bus routes along Auckland Drive & Chester Road. The St John the Baptist Catholic Primary school is located in this area.

Kingshurst & Babbs Mill (the existing Neighbourhood Plan area)

This existing neighbourhood plan area has seen limited intervention to date, except for the newly rebuilt Kingshurst Primary School. Bellway has also commenced construction of new housing on the school's residual land. A new Village Centre is proposed for this area together with rebuilding of Yorkswood Primary School. St. Anthony's RC Primary School is presently located in this area. As with the preceding clusters this area benefits from public transport provision with bus routes along Over Green Drive and Gilson Way.

Gateway North

The focus of this cluster is its location at the intersection of the Birmingham Road, the A452 Collector Road and local highways. It is also served by key bus routes.

Gateway South

This is another key gateway at the intersection of the strategic and local highway networks. It represents an opportunity to create prominent, high-quality development including a new Village Centre, a new Primary School and generate funding to enhance the adjacent strategic green space and river valley.

Bosworth Drive

Regeneration in this large cluster would be focussed on a new village centre, incorporating the existing LIFT centre, a new primary school building to accommodate the approved combination of Hatchford and Bennetts Well schools. It benefits from being close to Chelmsley Wood town centre, key bus routes and the primary road network.

Alcott (a) and Chelmsley Wood Town Centre (b)

- a) The overall focus for the cluster is Chelmsley Wood town centre but it also includes the new primary school on the St. Anne's site, which has planning permission. It also includes Alcott Hall Primary School site which is to combine with Coleshill Heath Primary School on a site yet to be determined. The cluster includes key primary distributor roads – Chelmsley Road & Moorend Avenue, which together with other key bus routes along Greenlands Road & Berwicks Lane results in good accessibility. It also includes opportunities to enhance areas of strategic green space and river corridor.
- b) Chelmsley Wood Town Centre should be viewed in a slightly different context from the other clusters. It is the key destination in North Solihull's hierarchy of centres and has benefited from work already undertaken by existing projects. The Town Centre Cluster will seek to integrate those existing schemes with new opportunities to maximise investment and help the centre improve its offer and become a more attractive destination. In addition the cluster can provide high density development that complements its commercial and community activities and supports its linkages to the sub regional public transport network. Delivering these changes will require partnership working with a wide range of land holding interests, service providers and the community.

Craig Croft (incorporating the existing Neighbourhood into a larger area).

Part of this large cluster incorporates Craig Croft neighbourhood, where significant investment has already been committed: a new Village Centre is being progressed; a new site for Bishop Wilson Primary School identified; Bellway and West Mercia housing developments have been granted planning permission. Alterations to Chester Road are also being considered. Windy Arbor Primary School, which is to be rebuilt, and Coleshill Heath Primary School, which is to combine with Alcott Hall Primary School, are located within the cluster. It also benefits from close proximity to Birmingham Business Park, the strategic highway network including M6 and M42 and acts as an important gateway to North Solihull.

Strategic Investment Clusters Delivery Strategy

Specific regeneration proposals for each Cluster will be brought forward through a series of Spatial Masterplans. These will identify the key areas of change within a cluster area, including areas for demolition, new housing, street networks, new facilities and improved open space. The Spatial Masterplans will also identify the type of buildings that will be built in the area.

Each Spatial Masterplan will take around six months to develop, in consultation with the local community and key stakeholders. Once a Spatial Masterplan is approved an Outline Planning Application will be submitted, followed by detailed planning applications (Reserved Matters) for individual schemes.

The strategic investment clusters concept produces early ideas about the delivery of proposed developments and regeneration. It seeks to establish the strategic design and development context for North Solihull, provide coherence to the long term delivery programme and help ensure that future projects within the regeneration area come forward from within a coherent planning, funding and partnership framework. This will;

- Reduce project development time.
- Increase the likelihood of attracting funding.
- Create the conditions for more holistic planning, regeneration and design solutions.

The next step in bringing the clusters forward will be through a 'Spatial Masterplanning' process, which develops these broad principles into three-dimensional proposals.

Spatial Masterplans

The Commission for Architecture & the Built Environment (CABE) describes a spatial masterplan as:

... a sophisticated model which:

- Shows how streets, squares and open spaces of a neighbourhood are to be connected.
- Defines the height, bulk and massing of buildings.
- Sets out suggested relationships between buildings and public spaces.
- Determines the activities and uses which will take place in the area.
- Identifies the movement patterns for people on foot, or by bicycle, car or public transport, as well as looking at the needs of service and refuse vehicles.
- Sets out the basis for the provision of utilities and other infrastructural elements.
- Relates the physical form of the site to social, economic and cultural contexts and takes account of the needs of people living and working in the area.
- Shows ways in which new neighbourhoods can be integrated into existing communities and built and natural environments.

Masterplanning is a process that enables all those involved in the regeneration of North Solihull the opportunity to think about its physical change on a large scale and provides the means to address the issues that make places successful. It involves thorough urban design analysis and characterisation of the area together with community and stakeholder consultations held early on in the process.

At the end it produces three-dimensional diagrams/plans, explanatory images as well as written documents, which illustrate proposals or aspirations for buildings, blocks of development, public spaces, streets and landscape, but it does not go as far as designing buildings. It also includes an outline business case for the proposals. The final document would be subject to further consultation.

The Spatial Masterplan for a cluster will be used as the basis for submitting an outline planning application. This will seek to obtain permission in principle for the masterplan proposals, before preparing detailed plans for individual projects, which will be brought forward in phases.

Conclusion

The new approach is intended to act as a catalyst to North Solihull's Regeneration. The provision of a clear, considered masterplan developed by professionals and local people together is intended to lead to the physical, social and economic revival of the cluster areas.

It will establish an integrated programme of work that delivers phases of high quality projects which set the tone, context and regeneration ambitions for a cluster. It will also provide the basis for bidding for public sector funding and securing private sector investment in the various phases of work.

Housing

Strategic Framework 'Key Theme' Extracts

- *'The level of intervention and change will vary from neighbourhood to neighbourhood depending on local conditions and the views, needs and aspirations of residents in that particular neighbourhood'- pg 34*
- *'There is demand for more housing and for better quality accommodation. There is also need for additional family accommodation'- pg 34*
- *'Overall the tenure balance will move from the current balance of 49% owner occupation and 51% social rented housing to a higher proportion of owner occupation and intermediate tenure'.- pg 34*
- *'There is an aim of no net loss of social rented sector housing as a direct result of the regeneration project. To achieve this, the overall balance of new housing provision will be at maximum ratios of 60% market housing, 30% social rented housing and 10% intermediate tenure which will be kept under constant review as part of the North Solihull Housing Strategy with a view to increasing the intermediate tenure as part of the affordable totals if it is sustainable in rehousing terms'- pg 34*
- *'The following objectives will underpin interventions in the housing market in North Solihull:
 - a. To create long term sustainability in the housing market by extending tenure choice and accessibility.*
 - b. To reflect and where necessary raise the aspirations of all stakeholders particularly existing residents.*
 - c. To replace unpopular/unsuccessful housing.*
 - d. To meet the range of housing needs in the area.*
 - e. To provide flexibility to address changing needs/aspirations of the population.*
 - f. To generate funding for delivering wider regeneration objectives through private housing development and to secure linkage between new development and regeneration via planning obligations and/or other appropriate mechanisms for a range of initiatives such as the improvement of existing housing stock and economic development/social programmes.'- pg 35**
- *The level of intervention will vary between neighbourhoods to reflect neighbourhood housing market conditions. Consideration will be given to the following factors in determining the level of intervention: It will be essential to ensure that phasing of housing development is consistent with agreed decanting and rehousing programmes.*
- *This will involve demolition of up to 25% of the overall stock in North Solihull, as well as redevelopment and refurbishment.'- pg 36*

Achievements

- Two initial development sites – Chapelhouse and Lowbrook – were identified in the North Solihull Strategic Framework. Other sites have been identified through the neighbourhood planning process, with the first neighbourhood plans being developed for North Arran Way and Craig Croft - approved by Cabinet in November 2005.

- The Neighbourhood Plan for Kingshurst and Babb's Mill was subsequently approved in September 2006. Phased programmes of rehousing, demolition and development have been undertaken in the approved Neighbourhood Plan areas.
- To date 425 tenants have been rehoused, 78 private homes acquired and 227 residential properties have been demolished. Planning permission has been granted for 552 dwellings – 454 private and 98 social. 65% of these are houses and 35% are flats. 216 dwellings have been completed, with a further 239 being commenced.
- Additional sites have also been brought forward outside of the Neighbourhood Planning process, including Woodlands Highway and Lanchester Park, where these have been identified as offering the potential to add momentum and critical mass to the programme and generate receipts that will fund other regeneration activity such as the primary schools programme.
- Activity undertaken by the Partnership is complemented by the Decent Homes programme being delivered by Solihull Community Housing (SCH). At the start of the programme just under half the of the total stock in the Borough did not meet the Decent Homes standard, with 66% of this stock being in North Solihull. To date, some 85% of the stock now meets the Decent Homes standard and the programme will be completed by 2012.

Key Review Point 3

The overall approach to housing must take into account new factors including changes in the market place, the revised Partnership approach to its Spatial Strategy and Solihull's status as a Growth Point in the region.

There is pressure on the demand for social housing in the immediate term, demand which has intensified as the economic downturn has worsened. There is also a predicted change in the demography of the population, to that of an older ageing population, who will have different housing needs; Extra Care housing has been identified by the Solihull Care Trust as a priority.

The standards for sustainable housing stock are likely to change and become more rigorous in their benchmarking standards.

Point 3- Response/Action

The North Solihull approach to housing delivery and its key objectives have been refreshed and the six key points are included (Point 3: Response I). These points will form part of the revised Business Plan and reiterated NSP objectives. The key points will also form the basis for any further revision of the North Solihull Housing Framework.

The approach taken to housing delivery must make allowances for the immediate requirements for social housing, but also ensure the longer term vision is appropriate to match the aspirations of the Partnership and both local and national requirements.

I. Housing Strategy Refreshed Objectives

1. Going forward focus will be on delivery of social and intermediate housing in the first four neighbourhood plan areas.
2. Establish the scope for intervention in the Strategic Investment Clusters (SIC) at a level which will realise current targets for growth and housing market restructuring.
3. Bring forward proposals for intervention in the first 6 SIC based on 2 above, with a particular focus on the level and speed of intervention and phasing required to ensure
 - a) affordability of home purchases
 - b) ability to rehouse and
 - c) market conditions allow

- the profile of replacement/additional housing to be consistent with the targets of the regeneration programme (inc. tenure, density, type, value) and d) the impact of demolition proposals on the Council's Housing Revenue Account.
4. 1:1 to replacement of social housing remains a commitment of the NSP.
 5. Develop a strategy for multi-storey blocks.
 6. Develop proposals for the management and maintenance of regenerated areas.
- II. There will be an emphasis on new and innovative forms of funding for intermediate rented housing in association with the Homes & Communities Agency (HCA).
- III. The NSP will work more inclusively with Solihull Community Housing to ensure a complete and full picture of the local housing market and housing requirements is understood for both the current market and the expected future market.

Key Review Point 4

The sale of land for residential housing is crucial to the financial underpinning and delivery of various elements of the business plan. The Partnership has learnt that heavy reliance upon the private housing market and associated land values to fund its activities alone poses an increased risk in the changing economic climate.

Point 4- Response/Action

- I. It is imperative in changing economic circumstances to remain as flexible as possible in provision of housing tenures to address both need and support the business plan. As of February 2008, the level of private sector housing stood at 54%, with demand for social housing increasing – There has been a corresponding fall in demand (and in prices) for private housing. As a result, the Partnership has focused on bringing forward social housing and has reached an agreement with the Homes and Communities Agency to provide 357 social units between 2008 and 2011, for which Social Housing Grant will be available. North Solihull currently has the highest level of HCA support in the country due to its ability to deliver.
- II. The continued reduction in land values will mean site sales will decrease in the coming financial year, and feasibility and project development work will increase in order to prepare the sites for sale at a time when they will achieve a higher and more acceptable financial return, and have the ability to support the NSP programme.
- III. This approach will be clearly reflected in the funding strategy drawn up by the NSP, which will form part of the Business Plan and be presented to HCA.
- IV. The NSP will work closely with the HCA to investigate different home ownership options in order to stimulate demand for privately owned homes in the regeneration area.

Key Review Point 5

Further detailed data analysis has shown the split between privately owned dwellings and those in social ownership to be different than previously thought, further impacting on the NSP business plan and the value attached to the neighbourhood planning process due to the cost of site assembly.

Point 5- Response/Action

- I. The clarification of housing data is key in ensuring that Business Plan can be carried out and the SF objectives met. The updated housing data has been scrutinised and has helped to set out the revised Strategic Housing Approach- key 6 points.

- II. The cost of delivering intervention sites must be understood and appreciated prior to commitment of delivery to ensure the business plan is fully supported and robust.
- III. The process for bringing forward sites, currently Neighbourhood Plans has been adapted to make sure work can be focused upon areas where intervention can be achieved and that the process provides Best Value. This is covered in more detail under the Neighbourhood Plans heading.

Education & Training

Strategic Framework 'Key Theme' Extracts

- *'The Strategic Framework seeks to improve the performance of both primary and secondary schools in the regeneration project area. This will be promoted through continued development and support for the Excellence in Cities, Excellence in the Community and Out of School Hour Learning programmes and the Extended Schools initiative.'* - pg 51
- *'The Extended Schools initiative offers a number of community services and after school care. A full service includes education, health and social care support, lifelong learning, parental study and support, sports and arts facilities and ICT training'.*- 51
- *'Provide an integrated approach to education, employment and community facility provision to remove barriers to improved prosperity –'*pg 53
- *'Supporting and re-providing space where necessary through the proposed physical improvements to schools to provide wider services to the community'*- pg 53
- *'Providing personalised learning supported by high quality recreational and sporting facilities.'*- pg 53
- *'Improvements to the quality of playing field provision will be sought'*- pg 53
- *'Work with local employers to get local people into jobs.'* – pg 53
- *'Implement the commitment through the regeneration process to improve the physical quality of all primary schools within the regeneration area through redevelopment or refurbishment-'* pg 53

Achievements

- The NSP schools programme has successfully so far organised the funding, design and development of two schools in North Solihull. The schools programme forms an integral part to the work of the Partnership because of the importance of schools in the community, the impact of the delivery work within the development area and the need for them to act as key drivers for further social resources and site delivery.
- A cornerstone of the regeneration programme has been the focus on sustainable educational improvements throughout the area using resources generated through the Partnership together with funding from the Council, the Department for Children, Schools & Families and the schools themselves.

- In April 2006 Cabinet approved the North Solihull Regeneration Primary School Framework. This document sets out the need for ten primary schools located within the regeneration area, and the need to identify three additional sites which could be brought forward in the event that further schools are required in the longer term to respond to higher levels of growth in the pupil population.

Progress to date is as follows:-

Kingshurst. The new school opened in January 2008 and is now being used by pupils. It offers high quality, extended facilities in the heart of the local community – a model that is being replicated for the other schools.

Kingfisher. The new school has been built and occupied since March 2009. The decision has subsequently been made to bring together the pupils of Kingfisher and Bosworth Wood Primary Schools in the new school building from September 2009. The newly named Smiths Wood Community Primary School is an extended school and includes community facilities.

St Anne's. The closure of St Patrick's school was approved by Cabinet in January 2008 and from September 2008; pupils have been accommodated at the existing St Anne's site. The school forms part of the HCA package of support for NSP and is scheduled for completion in April 2010.

Bishop Wilson. Bishop Wilson CE Primary School is the next school to be rebuilt and is at an early stage in the design process.

Within the SF, the next two school combinations are Coleshill Heath and Alcott Hall, and Bennett's Well and Hatchford. Public consultation on these combinations was undertaken in October 2008.

- Training: The Socio-Economic programme has also supported the North Solihull Construction programme. Enhancing the successful Pathways to Employment scheme led by SCH and Solihull College, funding has enabled a dedicated member of staff to be recruited by SCH to work with partners, employers and other stakeholders to coordinate construction related initiatives across the Borough. In 2007/08, 108 people were trained through Pathways to Employment, with 21 entering employment; and 20 undertook placements on its Intermediate Labour Market programme, with 10 entering employment. [\(Please also see Employment heading\)](#)

Key Review Point 6

The Partnership has learned many technical lessons in the delivery of schools which have been dealt with as part of the schools review process. It is therefore important in this section to comment on the wider strategic importance that the schools programme holds within the Strategic Framework and the work of the NSP.

The Schools act as key drivers for enabling the delivery of further social infrastructure and provision of statutory services and through their ability to create fundamental change in an environment.

Point 6-Response/Action

The Partnership understand that the creation of new education facilities is about far more than the construction of new buildings, while well built, well designed places can positively affect the mood of the community; the purpose of placing schools, particularly primary schools, at the

heart of what we do is to help change the long term culture of the place. There are three elements to this work:

- The buildings, which should inspire pride and ownership for the community surrounding the school, and which should be designed to allow safe and open access for all members of the community to 'work, learn and play ' there.
- School Improvement - we need to make sure that the outcomes for children in the schools are as good as possible, that the teaching is excellent and aspirations are high. The Quality Division of the local authority will assist with this.
- Every school built will continue to be an Extended School – This will allow provision of a range of Council services to children, young people and their families. This will help to fulfil the requirement for change across the way children's services are provided and fulfil the Council's stated priority to deliver a locality based, integrated service to the community.

Key Review Point 7

The schools programme has proved to be integral to the overall NSP programme and delivery. The schools programme is critical in facilitating the Partnership to deliver other strategies, such as community facilities and SMBC integrated service provision.

Point 7- Response/Action

- I. The Partnership recognise the importance of the schools programme in providing community facilities, fulfilling the extended schools agenda and ensuring that SMBC can continue to review its Children and Educational Service provision and is able to complete this process with the appropriate facilities in place. The schools programme is also integral in providing appropriate sites within the correct phasing to provide the appropriate housing and commercial requirements, which can in turn help to fund the building of schools. The schools are also a key part of attracting further public funding into the Partnership at this time.
- II. Through this fundamental understanding the Partnership will continue to place the schools programme at the heart of its overall programme and strategy, allowing further programmes to be phased to ensure that delivery of schools can be used as a driver, and a central cog with which to attract further investment, both private and public.

Key Review Point 8

In order to seek appropriate levels of funding to sustain the schools programme it cannot be divorced from the overall NSP programme and strategies for funding.

Point 8- Response/Action

- I. The strategy for schools programme funding will continue to be reviewed and opportunities maximised wherever possible. The Village Centres, Housing and Schools programmes are all highly complementary to one another in their approach and delivery. Through this joined up approach, the schools programme is fully integrated into the wider programmes and strategies of the Partnership and SMBC. This is a direct benefit and helps to de-risk investment, both public and private, making it a more attractive proposition.
- II. The Partnership will be able to highlight the integrated nature of the strategy with its revised approach to neighbourhood planning and delivery of sites ([Please refer to the Neighbourhood Plans heading for further details](#))

Countryside, Open Space, Green Belt & Natural Environment

Strategic Framework Key Theme Extracts

- *The special quality of the natural environment in North Solihull and its surrounds will be protected, enhanced and conserved. - Pg 43*
- *Compensation for any loss of open space through re-provision in a similar location and of a high quality. – pg 43*
- *An Open Space Strategy will be prepared by the Council to inform future policy and provision – pg 44*
- *Encourage recreation and sport throughout North Solihull’s public open space through the provision of improved facilities and access. – pg 45*
- *Provide local play facilities in response to local needs. These should reflect young and older children’s needs as well as more robust spaces for use by young adults for more extreme recreational past times. This may include supporting and improving the skate park and providing a quad and motorbike track. – pg 45*
- *Enhance play facilities particularly at the following locations which have a low play value – pg 45*
- *Implementing the Parks Strategy to improve existing parks and open spaces and create a network of quality local parks and squares which meet a range of recreational and social needs – pg 47*
- *There will be no net loss of recreational open space and proposals will enhance and improve the existing spaces. It may be necessary for the adjustment and redesign/relocation of some existing open space with corresponding improvements in quality and usability.- pg 45*

Achievements

- The North Solihull Green Space Review developed a methodology for evaluating green spaces, in terms of its quality and value, which was then used to establish a mid-2006 baseline score and value for each green space. This evaluation forms an important baseline for all green space in North Solihull against which future changes and improvements to the green space infrastructure of North Solihull can be assessed.
- New green spaces are to be provided on five sites with a total area of 7.81ha and an anticipated value of 4.93, although their achieved value can only be properly assessed on completion.
- The two principal parks in the area – Meriden Park and Babb’s Mill – are a focus for improvement, with the aim of securing Green Flag status for Meriden Park (currently included within one of the Borough’s Local Area Agreement Reward targets). The area in and around Babb’s Mill will shortly undergo major utilities works, which means any planned improvements will wait until this has been completed. The Council and Regeneration partners, together with voluntary and community groups, will look to improve and enhance the Babb’s Mill, Meriden and Colebank Parks in the area with the creation of a masterplan of improvements works. It is likely the masterplan will be implemented in phases, funded from a number of sources.

- A £300,000 improvement programme at Chapelhouse Road Recreation Ground was completed in June 2008 after an extensive consultation process with local residents and school children, resulting in the introduction of a multi-use games court, children's play area, seating, cycle rests, defined tarmac paths and seven secure entry points around the site. The parkland has been fenced off and special barriers installed at the entrances to prevent vehicles driving onto it – a key concern raised by local people. Other measures include improved lighting to help deter anti-social behaviour.
- An improvement scheme at Burtons Farm Park is underway, with new play equipment due to be installed after having recently been agreed by the Council. A major improvement scheme for Lanchester Park has also been granted planning permission. The scheme includes improved play areas, a new skate park and woodlands maintenance and is to be brought forward as part of a comprehensive scheme including residential development.

Key Review Point 9

It is important to ensure the open space strategy is communicated in a way that everyone understands it and it doesn't exclude people from making comment by being too technical in its presentation. It is also important that the community and stakeholders understand the link between any developments on open space and any improvement to open space sites.

Point 9- Response/Action

- I. The Partnership will draw greater links between sites undergoing improvement to create enhanced open space and play areas and sites which are required for development to fund such work. This will ensure that the benefit can be clearly demonstrated to those in the community who have concerns about proposed developments. The approach must also ensure that sites are not treated on a site by site basis, but instead are able to be seen in the wider context and strategy. This will form part of the programming strategy.
- II. As part of our revised spatial strategy the Partnership will look to bring forward key open space improvements prior to development. This approach is demonstrated through the revised Spatial Strategy and Neighbourhood Planning Process (Please see the Neighbourhood Plans heading for further clarification). The approach will also make use of the Green Infrastructure Spatial Diagram, which as a key document helps to demonstrate the wider context of the public open space enhancements.

Community Hubs/ Community Facilities/ Shops & Services

In the Strategic Framework areas for development are referred to as 'Community Hubs', these are now called Village Centres and are envisaged to be focal points for community facilities, shops and services. This will include a focus on providing enhanced Health Care facilities the brief for provision will be provided by the Solihull Care Trust. The Schools situated in the Village Centres are very much a part of the centres and should not be viewed in isolation.

Strategic Framework 'Key Theme' Extracts-

- *'It is proposed that a series of 'Community Hubs' would be developed in North Solihull, building on existing community, education, retail, health and voluntary provision and initiatives. It is envisaged that the Community Hubs will bring together a number of community (possibly including Primary/Extended Schools), information and support services, leisure and retail uses, as a cluster in the heart of neighbourhoods in accessible locations as supported by the transport strategy.'* pg 54

- *'Key components of the Community Hub may include children and youth services, childcare, education and learning, library and ICT services, flexible space for use by community and voluntary groups, space for worship and cultural activities, health services and sports/gym space supported by retail and café /social space, leisure uses and small business/incubator units.'* - pg 55
- *'The Hubs would be located in existing local centres or in other accessible locations.'* - pg 55

Achievements

- The first two Village Centres to be developed are North Arran Way and Craig Croft extensive upfront feasibility and design work has been done on both.
- The North Arran Way Village Centre will be situated in Smith's Wood and was granted outline planning permission in 2007. The new Village Centre is being developed in separate phases, although work on each phase is able to run concurrently.
- The first phase and a key driver for the Village Centre is the new Kingfisher Primary School which has been built and occupied since March 2009. The school building incorporates a new two-form entry primary school and the Smith's Wood Parish Council community facilities.
- Phase One comprises a mixed use project that will provide a parade style development incorporating residential, retail and office floor space. Planning permission was granted in March 2008, but redesign work has been commenced to incorporate extended office space requirements to deliver SMBC services. It is anticipated that Phase One will have a commencement date of late summer 2009.
- Designs for Phase Two, (on the east side of the new high street) are now beginning to be taken through the design process. This phase is envisaged to include health care and enterprise and some commercial elements.
- A new high street access road with enhanced public realm and public art spaces is being constructed between Kingfisher Drive in the north and Windward Way to the south to provide access to the new facilities, shops and school. This element of infrastructure received a £1.2million grant from AWM, which will help provide enhanced public realm.
- The Craig Croft Village Centre was granted outline planning permission in July 2009. The £40million Craig Croft scheme is expected to be the largest of the five village centres.
- Craig Croft will contain the new Bishop Wilson primary school the design of which has commenced. It will include improved and enhanced community facilities.
- There will be a large health care centre, incorporating local GP practices, dental practice, and the Care Trust Health Centre.
- There will be re-provided retail units alongside extended retail facilities, including a large food store.
- It will also include a bespoke business Enterprise Centre, which will be the main focus for the receiving of Advantage West Midlands (AWM) for infrastructure. The business plan for the centre is being worked on.

- AWM has provisionally approved £8.25m funding (through the East Birmingham North Solihull Regeneration Zone) to contribute to the village centre development and work on a Full Application to secure this funding is currently underway.

Key Review Point 10

It is important to incorporate the Village Centres into as many wide ranging programmes as possible as they will be required to deliver socio economic programmes and external funding obligations, as well as being key to delivering the Best Value to compliment the schools programme and any healthcare initiatives undertaken.

Point 10- Response/Action

- I. The Village centres will form part of the NSP sub group, underneath the Local Strategic Partnership to ensure wider objectives are being met and key areas of work given full consideration, linking the Village Centres with wider agendas and policy initiatives.
- II. As lead agent for delivery of the Village Centres, Inpartnership will continue to work alongside the SMBC Economic Development Team to ensure that the public funding being sought is delivered in line with the programme.
- III. The requirements for healthcare are being explored in detail with the Solihull Care Trust, who have fed into the review process ([For further understanding please see Healthcare heading](#)).
- IV. Options for delivery and management of key community facilities in each of the Village Centres should include the views and input of community based organisations. As each of the Village Centres are designed and developed a working group will be established in order to put together proposals aimed at meeting such requirements or to establish a set of proposals on which a funding strategy can be based.

Healthcare

The main focus for healthcare provision and associated facilities will be delivered through the Village Centres (please see above Community Hub section). However there will also be associated extra care and supported living facilities developed in strategic positions across the whole of North Solihull. The exact requirements and brief for provision will be set by the Solihull Care Trust and developed in line with their identified priorities.

Strategic Framework 'Key Theme' Extracts

- *'The principles for Healthcare focus on better delivery and improvements to the quality of service provision'- pg 58*
- *'Support for a multi-disciplinary multi-agency approach to improving health'.- pg 59*
- *'Support for the new Primary Care Centre (the LIFT Project), Bosworth Medical Centre, Crabtree Drive'- pg 59*
- *'The creation of clusters of modern health facilities to meet residents needs. Investigations are underway to develop a North Solihull Health Cluster'.- pg 59*
- *'Encourage development of shared use of recreational facilities at schools. These would be available to pupils and the wider community out of school hours'- pg 59*

Achievements

- The North Solihull Strategic Framework identified one early focus as supporting the new Primary Care Centre (the LIFT project) at Crabtree Drive.
- Both the Partnership and Care Trust recognise the need for closer working and a more coordinated approach and discussions on ensuring this takes place effectively are underway.
- The Partnership has worked with the Care Trust to begin to consolidate the Care Trust's Estates Strategy, to ensure it dovetails with Partnership activity.
- The Partnership is working with the Care Trust to ensure the Partnership is fully briefed and integrated into the policy objectives of the Care Trust, as set out in their Strategic Plan 2009/10 to 2013/14.
- North Solihull is a clear priority for the Care Trust and new health care facilities will be a significant element of the new Village Centres. Work is underway to develop in detail the new healthcare centres at North Arran Way and Craig Croft. These are being developed alongside the Solihull Care Trust and local healthcare professionals.

Key Review Point 11

The Partnership must continue to work with the Care Trust to fully understand the priorities and ensure that all Healthcare programmes are well coordinated at aimed at helping to reduce the health inequalities in the Borough. The Solihull Care Trust has issued a Strategic Plan 2009/10 till 2013/14, and this will form the basis of the North Solihull Partnership's Health & Social Care objectives. The Solihull Care Trust strategic approach will include commissioning a range of services which help people live longer, happier, and independent lives, with an emphasis on closing the gap in health status and life expectancy, inequalities which are most keenly felt in North Solihull. This strategy includes a comprehensive strategy for commissioning extra care accommodation.

The Solihull Care Trust has identified a key initiative as establishing and commissioning supported living and extra care services to accommodate, support and care for Solihull residents and reduce the dependency for more intensive forms of service provision. This will include developing strategic partnerships with housing agencies to build additional high quality well designed extra care schemes as an alternative to, and to reduce dependence on, registered care services. Extra care will provide independent living accommodation for older people and people with learning disabilities to be supported by personalised, self directed packages of care and support.

Point 11- Response/Action

- I. The Partnership will strengthen the links between the NSP and the Solihull Care Trust, both through the policy and the estates sections of the organisations. The Care Trust Strategic Policy has contributed to the NSP review and helped to set the health objectives for the NSP.
- II. The Partnership will continue to interact with the Care Trust via the Village Centres programme and the Local Strategic Partnership, SMBC and by asking the Solihull Care Trust to attend the North Solihull Partnership Board.
- III. The Partnership will work with Solihull Care Trust to deliver and build deliver 'Extra Care' provision to ensure the healthcare & housing needs of the community are met, this will allow the Care Trust to carry out its aim of personalised healthcare.

Transport & Movement

Strategic Framework 'Key Theme' Extracts

- *'There is a need and opportunity to improve transport, movement and accessibility for the residents of North Solihull' - pg 39*
- *'The transport proposals focus on an integrated approach with land use and the provision of new and improved routes to destinations both within and outside the area. Proposals seek to reduce the need to travel, particularly by less sustainable modes. Improvements to and ease of transfer between different modes of travel is also sought'- pg 39*
- *'Joint partnership working will be required between the Council, local operators and management systems'- pg 39*
- *The creation of new and improved connections will provide a logical hierarchy of routes to enable North Solihull, in conjunction with other measures, to function as a cohesive whole with all areas served by easily accessible transport interchanges linked by frequent bus services and safe and attractive pedestrian and cycle routes- pg 39*
- *'Encouraging employers and education providers to develop travel plans' - Pg 40*
- *'Providing safe and secure cycle storage space at Chelmsley Wood Town Centre, in the Community Hubs, at schools and colleges and places of work'.- pg 40*
- *'Encouraging and supporting walk to school / work initiatives'.- pg 40*
- *'Facilitating ease of movement and transfer between modes and routes at key destinations'.- pg 40*
- *'Actively encouraging the development of new bus routes between neighbourhoods and the sub-region to destinations along desired lines.'- pg 40*
- *'Address the severance created by sections of the road network to create a better balance between pedestrian and vehicular ease of movement and also between road capacity/journey times and environmental quality without prejudicing their role as major distributors of traffic' - pg 41*

Achievements

- The Partnership has forged strong links with Centro and National Express West Midlands (formerly TWM), to ensure that the Public Transport providers are well connected with the Partnership, attending individual meetings, but also two Quality Audit Sessions for the Village Centre Projects to ensure they are well integrated into to the Partnership process.
- The Partnership has produced the multiple Transport Assessments across its development sites and all new Schools are required to produce Travel Plans.
- Parking provision standards are always within the parameters set by SMBC Highways and cycle storage is included within Village Centre designs.

- A new Strategic Junction for Craig Croft which will provide enhanced accessibility and permeability is being taken through detail design alongside SMBC Highways and the Highways Authority.

Key Review Point 12

Decisions regarding the movement of traffic impact greatly on people's lives in the community and key stakeholders. The strategic importance of links and routes must not be lost through isolation of individual sites.

Point 12 -Response/Action

- I. The Partnership will continue to work with the community and wider stakeholders to ensure expectations are met, but that all work carried out is in consultation with and respectful of those it directly affects.
- II. The Partnership will adapt its delivery process to ensure that the wider strategic importance of transport routes and movement throughout North Solihull always remains at the centre of individual site development (Please see Neighbourhood Plans heading).

Employment

Strategic Framework 'Key Theme' Extracts

- *'The objective is to provide new employment sites where appropriate through the recycling of urban land. Existing employment sites and allocations will be protected'.*- pg 48
- *'A range of higher quality business space will be provided through land use allocations and the development of the Community Hubs'* – 49
- *'Provide an integrated approach with education and community strategies to pool resources, provide for identified needs and gaps in skills provision and improve the quality of space available.'*- pg 49
- *'Improve access to jobs physically and through matching residents with jobs available'.*- pg 49
- *'Partnerships / relationships should be fostered between educational establishments and major employers to match skills with jobs and provide stepping stones into work'*- pg 50
- *'Encourage local businesses and health and education services to advertise job opportunities locally'*- pg 50

Achievements

- Promoting and supporting enterprise is a priority, and support has been provided by the Partnership's Socio-Economic Workstream to the Council's Business Investment Team to develop and deliver an Enterprise Growth programme in North Solihull. A pilot programme providing enterprise support was delivered in the second half of 2007/08, and has been enhanced for 2008/09. It is intended that, as well as supporting would-be entrepreneurs and fledgling businesses, activity focused at young enterprise, creative industries and social enterprise will also be brought forward.
- North Arran Way will have new commercial space, and it is anticipated that a high proportion of the existing traders in Smiths Wood Shopping Centre will relocate to the new centre.

- In addition Partnership resources have also been made available for a Business Start up, Rental and Small grant programme being piloted in 2008/09. This scheme provides for up to 11 existing traders in North Arran Way to receive grant support to enable them to relocate into the new Village Centre and up to 10 businesses to benefit from a start-up grant.
- Working with the Partnership, the Business Investment team has developed the Tender for Success programme to help local businesses compete more effectively for contracts available through the regeneration programme. As a result, 9 local businesses have successfully won work from Bellway and HBG Limited (a main contractor).
- There has been positive growth since 2004, with the number of businesses in the wards of Chelmsley Wood, Kingshurst & Fordbridge and Smith's Wood increasing to 455 from 401 – an 13.5% increase. Job numbers have also increased, from 5109 in 2004 to 5253 in 2006 – an increase of 2.8%.
- The Partnership has also provided support for the Council's Employability team, enabling it to develop its role in coordinating and influencing access to employment and skills provision in the area, working with Access to Employment Group partners, and steering local implementation and delivery of the City Strategy Pathfinder.
- The Pathways Programme has successfully placed trainees in employment positions ([Please see Education & Training heading](#)).

Key Review Point 13

Increased joined up working between the Socio Economic Programmes of Solihull will support the physical development work; the two working hand in hand will draw in greater funding and ensure the funding is directed in a focused and concentrated way.

Point 13- Response/Action

- I. The ERDF grant funding package is being managed and overseen by SMBC, with direct and vital input by the lead agents for the Village Centres development. The close working nature of the two partners will ensure that the grant funding application is submitted for final approval (outline approval has already been granted in 2008) in a timely fashion and the two component programmes come together. Part of the funding application is focused on delivery of an innovation centre in Craig Croft which will support new and growing business and support new employment opportunities.
- II. Further work will be carried out to try and develop areas of work which help support employment opportunities in North Solihull, such as the improvement and refurbishment of the business parks in the borough.
- III. There must be strong links established between the LSP and the Partnership.

Community Initiatives - Sport, Leisure & Culture /Public Realm and Public Art/ Community Safety

These areas of work are cross cutting and feature across previous. However there are further 'Community Initiatives' that should be referenced to make clear all achievements to date.

Strategic Framework 'Key Theme' Extracts

- *'Supporting current and future initiatives and agency approaches to improving the quality and quantity of sport, physical activity and leisure facilities'- pg 59*
- *'Development of flexible community meeting space /indoor sports/ multi-function space (suitable for dancing, indoor bowls, badminton, trampolining etc) with associated outdoor provision, play areas for all ages, to allow the generations to mix in the neighbourhood centres / Community Hubs'. - pg 59*
- *'Development of an expanded arts and cultural provision including new performance space'- pg 59*
- *'Development of a co-ordinated and integrated public realm strategy based on an agreed set of principles to help foster coherence, local identity and improved appearance.'- pg 60*
- *'Requirement for design proposals for the public realm to be submitted with all development proposals.'- pg 60*

Achievements

- As well as undertaking community consultation in respect of planned developments, the Partnership has also supported the development of Resident Implementation Groups in North Arran Way, Craig Croft and Kingshurst and Babb's Mill. These consist of local residents who come together to have an input into decisions about the future of their areas and act as a sounding board for ideas. They can also contribute understanding and ownership of issues that need to be addressed as part of implementing neighbourhood regeneration proposals.
- The Partnership's socio-economic programme has also supported a number of community initiatives, with a particular focus on working with and engaging young people (also helping to address local concerns about lack of facilities and activities for teenagers and anti-social behaviour). These include additional capacity for the 'Positive Futures' programme which offers routes back to education, volunteering and employment for 10-19 year olds; and 'North Solihull Fusion' which uses sport to engage and work with young people at risk of exclusion and offending.
- It is also supporting a full-time staff post in Youth Services to ensure that young people from North Solihull are meaningfully engaged in governance and decision making processes associated with the regeneration programme (Active Involvement of Children & Young People).
- Public Art features in schools programme and will also feature in the Village Centres.
- Enhanced Public Realm and Secure by Design- The Partnership have been granted public funding from AWM for the NAW Village Centre to include enhanced public realm, which has

also been influenced by the CABE Design Champion to ensure its is of the highest quality and ensures public safety and security in its design principals.

Key Review Point 14

All of these areas of Added Value are extremely important in there ability to delivery change for the community that is not just able to be seen in the built environment.

Point 14- Response/Action

- I. The Partnership will continue to build into its programmes and delivery structures and mechanisms for including arts, leisure and culture. As well as providing high quality public realm and designs which ensure safe and secure environments are delivered.

Monitoring & Review

The Strategic Framework advocates the use of tools and measurements to ensure delivery and performance, this is still an approach which is supported by NSP but the tools have been adapted to suit the new information available, processes and structure of the Partnership.

Cluster Diagram

