



Wyre Forest District Council

Connecting Kidderminster

Regeneration Programme:

Delivery and Impact

March 2009






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Appendix A - Kidderminster Profile

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1 Introduction

The 'Connecting Kidderminster' economic impact work, undertaken by AMION and Thomas Lister, has involved a number of tasks designed to provide specific assistance to the development of the Connecting Kidderminster prospectus. Previous documentation produced as part of the study includes:

- Connecting Kidderminster: Employment Projections - October 2008.
- Connecting Kidderminster: Delivering the Regeneration Programme - December 2008.
- Production of development appraisals for key projects and sites undertaken as an on-going exercise.

This report provides a consolidation of these three areas of work and incorporates:

- comments received throughout the commission and following the Steering Group meeting held in January 2009;
- an updated review of the policy and market context, including the Regional Economic Strategy (RES), Advantage West Midlands' (AWMs' or the Agency's Corporate Plan, Worcestershire Economic Strategy and Delivery Plan and an updated market assessment undertaken by Thomas Lister; and
- further discussions with Wyre Forest District Council (WFDC) and AWM.

The report continues in four sections, as follows:

- Section 2 - sets out the policy, socio-economic and market context for Kidderminster;
- Section 3 - outlines the key projects and programmes identified in the Connecting Kidderminster regeneration programme and the major outputs which these projects could provide;
- Section 4 - considers the delivery options available to the partners; and
- Section 5 - sets out the proposed next steps.

2 Policy, socio-economic and market context

2.1 Introduction

The Connecting Kidderminster Regeneration Prospectus has been formulated and the key regeneration projects and programmes have been brought forward in the context of the socio-economic and market conditions in the town and to contribute to both the regional and county-wide economic strategies, which are summarised below.

2.2 Regional Economic Strategy

The delivery of the Connecting Kidderminster prospectus will contribute to the delivery of the recently published, revised Regional Economic Strategy (RES) 'Connecting to Success'; which sets out an ambitious vision for the region '*To be a global centre where people and businesses choose to connect.*' The Agency wants the West Midlands to maintain and enhance its attractiveness as a location in which people and businesses choose to invest, work, learn and live.

The RES aims to close the region's £10 billion output gap between the national and regional average through focusing on three main components of the economy - Business, Place and People:

- Business refers to the contribution that 'businesses' make to the productivity and growth of the regional economy and to the demand for employment of the region's workforce;
- Place focuses on the role of place in both attracting and enabling economic growth (i.e. high quality locations), but also in dissuading or constraining economic activity (poor quality environments that can limit investment and reduce aspirations); and
- People refers to the contribution of the region's population and their skills to the sustainable growth and increased productivity of the West Midlands economy; and to ensuring that everyone has the opportunity to develop their full potential.

These themes are supported by a *Powerful Voice* for the West Midlands.

AWM works closely with a broad range of partners from across the public, private, voluntary and community sectors, to deliver sustainable economic development and growth in the West Midlands. However, in order to maximise the outcomes for the region within the constraints of the resources available, the Agency prioritises interventions according to the impact those resources will achieve. For these reasons, the RES is more spatially targeted than previous versions, to ensure a greater focus of resources in those areas where the greatest impact can be achieved. The RES will, therefore, target its spatial interventions on three primary areas:

- *areas of multiple market failure* – the Regeneration Zones, which represent concentrations of deprivation and disadvantage within the region. Kidderminster falls close to and serves the Rural Regeneration Zone providing a gateway and employment opportunities;
- *concentrations of knowledge assets* – the High Technology Corridors – including the Birmingham and Worcestershire Central Technology Belt (CTB) - which represent agglomerations of innovative potential to support the diversification of the West Midlands economy into higher value added sectors. Kidderminster is on the periphery of the CTB ; and

- *Birmingham* – as the major economic driver within the West Midlands economy, which also cites the Central Technology Belt as an area of spatial focus.

Secondary areas to complement the spatial hierarchy in the West Midlands Regional Spatial Strategy include:

- market towns as a focus for rural regeneration.

Locations facing economic change or responding to opportunity – allowing the strategy to respond to particular challenges and opportunities. These are identified in the Regional Spatial Strategy as ‘Local Regeneration Areas’ and include Kidderminster. The town could be regarded as having growing challenges with the recent closures of Ceramaspeed with the loss of 300 jobs and the reduction in the workforce at Sealine from approximately 600 to 300. In addition, as demonstrated by the potential regeneration programme in Section 3, the town also has a number of opportunities that could be exploited.

2.3 AWM Regional Clustering Programme

The first objective in the new RES is ‘*Developing markets and sectors with the most wealth and employment potential*’, and the regional clustering programme plays a major part in delivering this objective.

The objective of clusters is to grow regional industries to exploit attractive markets where the region has existing or potential strengths. Cluster programmes for market exploitation, technology transfer, skills development, supply chain improvement, product innovation, overseas trade, and strategy planning have been developed.

AWM have identified 12 priority clusters and will focus over the next three years more sharply on specific markets, growing and maintaining a share in markets where the region can generate significant wealth over the long-term. Following an examination of potential projects and programmes through the course of this work, the clusters of greatest relevance to the regeneration of Kidderminster include:

- Information and Communication Technology cluster;
- Screen Image and Sound cluster;
- Environmental Technologies cluster; and
- Tourism and Leisure cluster.

2.4 Worcestershire Economic Strategy

The production and co-ordination of this strategy is led by the Economic and Transport Theme Group of Worcestershire’s Local Strategic Partnership. The focus of the Worcestershire Economic Strategy is to address the key economic challenges facing the County, particularly focusing on intervention that can begin now to have a positive impact over the next 20 years.

The vision within the **Economic Strategy for Worcestershire 2008 – 2018** is:

‘In ten years time, technology-led growth will have contributed to the sustainable development of Worcestershire and strengthened its role as an economic driver for the region – acting as a catalyst for all sectors of the economy and areas of the County to benefit and provide well paid and highly skilled jobs and a high quality of life for residents.’

The delivery of the economic strategy for Worcestershire mirrors the RES as summarised in Table 2.1 below.

Table 2.1: Delivery of the Economic Strategy	
RES Strategic Objectives	Worcester Strategic Objectives
Business	
<p>Seizing market opportunities Improving competitiveness Harnessing knowledge</p>	<p>Promoting technology-led growth benefiting all sectors and parts of the County through:</p> <ul style="list-style-type: none"> ▪ ensuring spread of benefits of technology/knowledge to all sectors; ▪ modernising and diversifying the business base; ▪ developing clusters with growth potential; ▪ supporting new business formation; ▪ retaining/developing skilled workforce to support high tech jobs and businesses; ▪ developing workforce skills in environmental technologies; ▪ improving the environmental performance of business; and ▪ improving the skill levels of the workforce.
Place	
<ul style="list-style-type: none"> ▪ Improving Birmingham's competitiveness ▪ Improving infrastructure ▪ Sustainable communities 	<p>Supporting the sustainable development of the County through infrastructure development, and establishing Worcester as an accessible West Midlands growth point. Priorities:</p> <ul style="list-style-type: none"> ▪ developing the transport infrastructure; ▪ establishing Worcester City as a West Midlands growth point; ▪ revitalising the rest of the County's towns including Kidderminster and Redditch; ▪ regenerating the rural parts of the County; ▪ exploiting the potential of key regeneration sites; ▪ ensuring the right supply of land and property; ▪ developing the ICT infrastructure; ▪ marketing the County and attracting inward investment; ▪ improving energy efficiency; ▪ increasing the proportion of energy generated from renewable resources; and ▪ improving resilience to the impact of climate change like floods and other such natural calamities.
People	
<p>Sustainable living Raising ambitions and aspirations Achieving full potential & opportunities for all</p>	<p>Removing barriers to employment and improving skills. The priorities:</p> <ul style="list-style-type: none"> ▪ developing and retaining the skills of the County's young people; ▪ addressing worklessness by removing barriers to employment for target groups; ▪ improving opportunities for young people who are NEET; ▪ improving the quality of the training infrastructure; and ▪ removing barriers to employment to disadvantaged groups.
Powerful Voice	
<p>Improving the evidence base for policy Engaging UK and international decision making Position the West Midlands as a global centre where people and business choose to connect.</p>	<p>Ensuring that Worcestershire's economic interests are effectively represented at all levels with the following priorities:</p> <ul style="list-style-type: none"> ▪ be heard in national and regional forums; ▪ participating in sub-regional and regional economic projects; and ▪ exploiting limited opportunities offered by existing and EU programmes.

2.5 The Sub National Review of Economic Development and Regeneration

In July 2007 the Government published the review of sub-national economic development and regeneration (SNR). This provides the framework that will enable central and local government and other partners to work together to help maximise prosperity in all parts of England and tackle social deprivation and inequality.

The reforms set out in the SNR will enable regional, sub-regional and local partners to tailor solutions to their specific problems, making best use of available talent and opportunities. They will help to ensure that decisions are taken at the right level to be effective and that decision makers have the right tools at their disposal. For Worcestershire this could mean better integration of planning, economic development, housing, transportation and environment development in Worcestershire. The SNR set out proposals to:

- streamline the regional tier, introducing integrated strategies and giving the RDAs lead responsibility for regional planning;
- strengthen the local authority role in economic development, including a new statutory duty to assess local economic conditions; and
- support collaboration by local authorities across economic areas.

2.6 Summary socio-economic baseline

Kidderminster is an important urban centre located in North Worcestershire within the Wyre Forest District to the south west of the West Midlands conurbation, see Figure 2.1. It is identified as one of only 25 'Strategic Centres' in the West Midlands Regional Spatial Strategy. The town has a population of approximately 55,000 and acts as a key service centre for the neighbouring market towns and villages. Historically, Kidderminster's major source of employment has been in manufacturing and particularly carpet manufacturing, but this is expected to decline further within the town in future years and there are current concerns that other employers may relocate to more suitable premises out of town. WM Enterprise in 2005 reported that the retail sector within the town had expanded but the growth of other service sector industries had been relatively slow.

Figure 2.1: Location of Kidderminster



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The key socio-economic statistics and trends for Kidderminster demonstrate that despite recent regeneration successes Kidderminster has a number of challenges to be tackled. The key socio economic statistics which relate to Kidderminster as part of Wyre Forest District are set out below.

- The population for Kidderminster at the 2001 census was recorded as 55,182, an increase of 3.7% since 1999 – smaller than the national average of 4.3%. On the basis of trends there is predicted to be a decline in the number of working age population by 2011. There is a relatively low working-age population in Wyre Forest – at 60.6% it is below the regional level of 61.2% and the GB level of 62.2%
- Generally Worcestershire is not particularly deprived and ranks 116 out of 149 County Councils and Unitary Authorities across England. However, Kidderminster has significant areas of deprivation, particularly in the Oldington and Foley Park ward. This was ranked in the most deprived 5% of Super Output Areas (SOA's) in the country, whilst an SOA within the Broadwaters ward is in the most deprived 10%.
- Median gross annual earnings for residents in Wyre Forest were £19,773 - lower than the county, national and regional averages. Average household incomes for Wyre Forest at £31,140 are slightly lower than the national level of £32,350 and the county figure of £33,230, but higher than the West Midlands average of £29,250. Figures also suggest that there is a lower than average level of commuting outside the district and that Wyre Forest struggles to attract workers, possibly through a lack of higher skilled, better paid jobs.
- The split of the workforce in Wyre Forest between key growth sectors shows that Wyre Forest's largest employment sector is health. Generally, there are low employment levels in high skilled occupations, Only 36.1% of employment in Wyre Forest is in SOC major groups 1 to 3 (managers, professionals and associated professionals) compared to a regional average of 39.2% and a national average of 42.7%. Furthermore, 30.7% of employment is in groups 8 and 9 (unskilled and elementary positions), significantly above the regional and national averages (source: annual population survey, Nomis).
- The split of the workforce shows that the vulnerable sectors within Wyre Forest that employ the most people are metals and mechanical engineering, textiles and clothing and construction. The industrial heritage of carpet manufacturing is declining although still employs a significant proportion of jobs (4.6%). Overall, there are high levels of employment in the declining manufacturing sector which accounted for 18.5% of employment in 2006. However, the number of jobs in the sector fell from 10,300 in 1995 to 5,600 in 2006 (source: annual business inquiry, Nomis).
- The area has low qualification levels. Only 20.7 of Wyre Forest's working age population are educated to NVQ level 4. This is significantly below the regional rate of 23.9% and the national rate of 27.4% (source: annual population survey, Nomis).
- In addition, the economic activity rate is low. Wyre Forest's economic activity rate is only 75.9% compared to a regional average of 77.2% and a national average of 78.6%. Furthermore the economic activity rate in Wyre Forest has fallen from 85.0% in 2000, when it was significantly above the regional and national averages (sources: annual population survey, Nomis).

A more detailed analysis of local conditions is included at Appendix A.

Thus, whilst overall Kidderminster does not display very high unemployment levels the town is facing a number of challenges including a declining manufacturing base, relatively low wages, low skilled labour force, and significant areas of deprivation.

2.7 Market conditions in Kidderminster

Kidderminster was once a thriving industrial centre but will need to diversify to accommodate today's changing market requirements. Many of the jobs in the carpet industry are being lost to the Asian continent and although the sector remains important, Kidderminster is also working hard to diversify and encourage new commercial businesses to the town. Within this context GVA Grimley, as part of the Market Assessment for the former British Sugar Site, prepared a market overview of the industrial and office market.

However, the future prospects for the town must now be considered in the context of the current economic recession. Development activity has slowed dramatically and the short to medium-term prospects are now uncertain. Whilst the availability of premises and land for a range of uses has not changed substantially, property transactions have slowed significantly and demand has diminished. For this reason, as part of this study, an updated market report on the industrial, office, retail and residential sectors has been prepared to provide the context for the emerging projects and programmes.

2.7.1 Industrial / Warehouse Market in Kidderminster

The GVA Grimley report provided an overview by considering

- floorspace - availability, enquiries, rental levels and occupiers;
- recent schemes in Kidderminster including Easter Park, Foley Business Park, Finepoint; and
- market availability including supply and demand for industrial space in the town.

It identified that the strengths of the industrial market in Kidderminster were the stock of premises which provide cheap space for lower grade employment uses. It noted that rental levels are relatively low in comparison to other districts in the County – possibly due to the age of the stock, condition and distance from the motorway network. It summarised that for Wyre Forest to thrive there would be a need to provide a better range and quality of employment space, focusing on smaller units (0 – 2,500m²) where the demand is highest – to be flexible to allow for a range of B uses, including light manufacturing and creative arts.



Elgar House, Kidderminster

A Focus Property Database search undertaken as part of this study identifies current availability totalling 21,239 sq.m. (228,584 sq.ft.). Availability is identified in two primary areas, notably Stourport Road and Hoo Farm Industrial Estate which are probably Kidderminster's two main industrial areas. Rentals in these areas are typically in the range of £43 per sq.m. (£4 per sq.ft.) and £56.50 per sq.m. (£5.25 per sq.ft.) with the higher asking prices being related to the new industrial units. Asking prices for freehold sales vary significantly between older properties at an average of £667 per sq.m. (£62 per sq.ft.) and new properties at £914 per sq.m. (£85 per sq.ft.).

There has been a significant reduction in the number of industrial/warehouse transactions in the last 12 months compared to previous years and particularly in the last 2 months of 2008 during which time there have been no new transactions. Over the course of 2008, transactions amounting to 9,475 sq.m. (101,983 sq.ft.) have been concluded comprising a mixture of lettings, long leasehold sales, freehold sales and freehold investments. Asking and achieved rentals on the older properties have varied significantly between £21 per sq.m. (£2 per sq.ft.) and £68 per sq.m. (£6.30 per sq.ft.), although they are

typically £54 per sq.m. (£5 per sq.ft.). For the new properties achieved rents are in the region of £64 per sq.m. (£6 per sq.ft.) with freehold values at £1,023 per sq.m. (£95 per sq.ft.).

2.7.2 Office Market in Kidderminster

Much of the office market is located above retail premises in the town centre with little purpose built accommodation. The GVA report considered:

- floorspace, availability, enquiries, rental levels;
- recent schemes in Kidderminster – which includes Elgar House/Campion House, together with office development at the Fine Point site; and
- the market availability judged by the supply and demand for space. It commented that the office market could be catalysed by the needs of the public sector.

It summarised that Kidderminster has a small office market and demand is primarily seen to be limited to local professional and business service occupiers already located in the town. Attracting inward investment from office occupiers is likely to prove difficult, largely due to location and competition from high quality schemes which are more centrally located.

Work undertaken as part of this study showed that office availability in Kidderminster is at present limited and comprises a total of 4,250 sq.m. (45,761 sq.ft.), the majority of which is located within the town centre and none of which is new according to the Focus Property Database. Of those which are quoting asking rentals, the variation is between £65 per sq.m. (£6 per sq.ft.) and £125 per sq.m. (£11.50 per sq.ft.). The only freehold sale for which a sale price is quoted indicates capital values of £1,213 per sq.m. (£112.67 per sq.ft.), giving an indicative yield of 8.88%.

In respect of transactions, it is noted that over the past year lettings of 9,475 sq.m. (101,983 sq.ft.) have taken place, the majority of which are again within the town centre. Where achieved rents are identified, these are typically between £110 per sq.m. (£10.25 per sq.ft.) and £132 per sq.m. (£12.25 per sq.ft.). Of particular note are lettings in two locations, notably Elgar House on Green Street and within the Church Street area. The former comprises refurbishment of former industrial premises for high quality offices whilst the latter is an established location for office uses. The tenant list of the Green Street office complex includes UK HQ offices for a range of businesses and has attracted new inward investment from outside Wyre Forest District.

2.7.3 Retail market in Kidderminster

The Shop Property online database has been explored as part of this work. This has identified a total of 60,193 sq.m. (174,312 sq.ft.) of vacant retail accommodation in Kidderminster. The vast majority of this space is available on a leasehold basis either in terms of a new lease or as an assignment of an existing lease. Vacant space is generally contained within the town centre, either within a high street shopping environment or central shopping centres such as the Rowland Hill Shopping Centre and the Swan Centre. A small number of units are available at the Weavers Wharf development, Kidderminster's most recent additional to the town centre. Overall rental rates are typically in the region of £140 per sq.m. (£13 per sq.ft.) and £323 per sq.m. (£30 per sq.ft.). In particular, there are a number of large retail units of 1,000 sq.m. (10,761 sq.ft.) and above which are vacant within the town centre most notably the former Marks & Spencer/British Home Stores outlet on High Street, the former Littlewoods store on Worcester Street and the former Morrisons Supermarket on Oxford Street. The former

Woolworths store, adjacent to Littlewoods on Worcester Street has also recently become vacant.

In terms of retail transactions, the past year has again seen a reduction in these with actual lettings accounting for only 661 sq.m. (17,875 sq.ft.) of retail floorspace over the past 12 months. Where achieved rents have been disclosed these are typically in the region of £113 per sq.m. (£10.50 per sq.ft.) to £185 per sq.m. (£17.20 per sq.ft.) overall. By far the largest single retail transaction in the past 12 months has been the investment purchase of Crossley Retail Park by Chester Properties Limited from Standard Life Investments Limited for £49 million accounting for 18,890 sq.m. (203,334 sq.ft.) of out-of-town retail warehousing.

2.7.4 Leisure market in Kidderminster

There has been a complete absence of both floorspace on the market and deals done in respect of leisure activities in Kidderminster and our appraisals are, therefore, based upon comparable information from transactions in the wider region and sub-region. As an example, the Five Ways development on Broad Street, Birmingham comprising a leisure-led mixed-use development of 17,156 sq.m. (184,672 sq.ft.) is being marketed by King Sturge. The scheme, which is anchored by the Cine World Cinema and contains Grosvenor Casino, Nandos and Euro Car Parks, is being offered at an asking price in excess of £41.92 million reflecting an initial yield of 7% after purchasers costs. The scheme includes 751 car parking spaces and achieves passing rents in respect of the cinema of £194.51 per sq.m. (£18.07 per sq.ft.) and £131.32 per sq.m. (£12.20 per sq.ft.) in respect of the casino. Whilst this is not necessarily reflective of the values which would be achievable in Kidderminster it provides an idea of the quantum of rent potentially achievable. Bar and restaurant uses are contained within the above retail section.

2.7.5 Residential

The downturn in the residential market nationally has been well documented. Average selling prices in Kidderminster as a whole have reduced by 3% during the period November 2007 to November 2008. The largest single decline has been in respect of terraced properties, with some properties having reduced by 13% during this time period. In terms of overall property transactions, these have decreased significantly from 67 in November 2007 to 35 in October 2008. This situation has been reflected locally in terms of new developments, to the extent that we are only aware of three ongoing sites in Kidderminster, comprising the following:

- *Imperial Gardens* – Developed by David Payne Homes and located on Imperial Avenue off Hurcott Road to the north east of Kidderminster town centre, this scheme comprises eight, 3 and 4 bedroom detached houses constructed on a steeply sloping 1 acre site. We understand there to be one 4 bedroom detached property available with an asking price of circa. £320,000.
- *Badgers Dean* – A development of 2, 3 and 4 bedroom homes by Miller Homes off Franchise Street to the west of Kidderminster town centre. 3 bed townhouses with integral single garages are available at an asking price of £179,950. There is a single 3 bedroom mews/terrace home with an allocated car parking space available at £169,950 and four 4 bedroom mews/terrace homes with allocated parking spaces available at asking prices of between £185,950 and £189,950.
- *Franchise Street* – As part of the Section 106 Agreement for the construction of the Badgers Dean development, Waterloo Housing Association is currently



marketing six 2 bedroom apartments which are available at an asking price of £115,000 or £28,750 for a 25% share.

2.8 Summary

Kidderminster is an important urban centre located in North Worcestershire which is located adjacent to and serves the important Rural Regeneration Zone which is a focus for investment by AWM. Regeneration activity in Kidderminster could contribute substantially to the delivery of the RES and, in particular, have a significant impact on the Rural Regeneration Zone through the provision of services and jobs for a wider rural area.

The growing importance of local authorities in economic development detailed in the sub-national review provides WFDC and Kidderminster with an opportunity to play a significant role in the delivery of economic development initiatives to have an impact on the wider Worcestershire area.

Historically the major source of employment in Kidderminster has been in manufacturing but this has declined in recent years. The population of the town has seen slower growth than the national average. In addition, Kidderminster houses significant areas of deprivation with Oldington and Foley Park being in the most deprived 5% super output areas in England. The Wyre Forest population also has a lower gross annual earnings and lower qualification levels when compared to regional rates. Within the district there are differences with Kidderminster being disproportionately disadvantaged.

Regeneration programmes in Kidderminster could have a significant impact on the town but also a wider area. However, the current economic recession will undoubtedly have an impact. For this reason as part of this study an up-to-date market report is provided. This has informed, amongst other things, the timescale over which the regeneration programme identified in Section 3 is delivered.

3 Delivering key projects and programmes

3.1 The Connecting Kidderminster Prospectus

Kidderminster is a town with considerable opportunities but also areas of need with two areas of significant deprivation. To both realise the potential of the town as well as address areas of need, WFDC and its partners have developed 'Connecting Kidderminster', the town's first Regeneration Prospectus, with support from AWM and Worcestershire County Council. The Prospectus provides a blueprint for a regeneration framework to:

- identify Kidderminster's key challenges and opportunities and raise the town's profile to support agencies;
- identify the redevelopment and regeneration opportunities for the town in order to promote the town to developers, investors and businesses; and
- provide a community vision for the regeneration of the town, containing programmes that will also inform the Wyre Forest District Local Development Framework and the associated proposed Kidderminster Central Area Action Plan Document.

3.2 The Regeneration Programme

The Connecting Kidderminster Prospectus incorporates a range of regeneration projects and programmes. These are arranged according to the main themes in the RES – Business, Place, and People. The projects and programmes have been reviewed as part of this study for deliverability and potential regeneration impact. The individual project reviews are enclosed as Appendix B and are summarised below under the headings of Business, Place and People.

3.2.1 *Business*

The Business theme refers to the contribution that 'businesses' make to the productivity and growth of the regional economy and to the demand for employment of the region's workforce. Projects identified in the Connecting Kidderminster Prospectus are shown in Table 3.1. This is by no means an exhaustive list of business related activity in the town but the table identifies how each of the major physical development projects support and encourage economic development and the importance of working with key agencies, such as Business Link and the Chambers of Commerce to encourage new enterprise, innovation and entrepreneurship.

Table 3.1: Business related activity		
Project Description / Preferred Option	Impact / Regeneration benefits	Potential role for public sector / Kidderminster Regeneration
Town Centre Renaissance	<p>The renaissance of the town centre is fundamental to the revitalisation of Kidderminster.</p> <p>This will contribute to the Tourism and Leisure cluster development.</p>	<p>Consolidate ideas into a visioning Masterplan for the Town Centre.</p> <p>Undertake public realm improvements.</p> <p>Liaise with KTCP and TCM to deliver the vision for the town centre.</p>
Kidderminster Industrial, Science and Nature Park (KISP)	<p>Bringing together the extensive employment areas of the Stourport Road and Worcester Road with the Wilden Marsh SSSI, KISP could provide a themed marketing and development focus to the British Sugar site. As one of Worcestershire's 'Strategic Employment Sites', the redevelopment of the former British Sugar site is a priority. Other important sites within the wider 130 hectare park include the former ROM Wire site, Finepoint and Easter Park which are considered elsewhere within this table.</p> <p>Contribution to the Environmental Technologies cluster.</p>	<p>Work with owners and businesses within the context of the RES and WES to develop this as a theme for the area.</p>
Green Street Media Village	<p>Providing a themed marketing and development focus to proposals in Green Street area.</p> <p>Contribution to the Information and Communication Technologies cluster and Screen, Image & Sound cluster.</p>	<p>Consider the priority of Green Street as a focus for development and the use of council owned assets in the area.</p> <p>Work with business to explore the potential for attracting further media related business to this area – as a themed development.</p>
Gateway to the Severn Valley Heritage Trail	<p>Improved image to visitors.</p> <p>Improved spend in the town.</p> <p>Contributes to the implementation of the Tourism and Leisure cluster.</p>	<p>Ensure planned improvements are to a high quality standard.</p> <p>Ensure additional public realm improvements are implemented.</p>
Links between Severn Valley Railway (SVR), West Midlands Safari Park and Carpet Heritage Centre and Museum.	<p>Improved image to visitors.</p> <p>Improved spend in the town.</p> <p>Contributes to the implementation of the Tourism and Leisure cluster.</p>	<p>Develop and implement marketing strategy to attract more visitors to Kidderminster attractions.</p> <p>Provide a suitable environment to attract visitors to the town.</p>
Kidderminster Marina - Development of a marina at suitable locations capitalising on the waterfront setting.	<p>Improved image to visitors.</p> <p>Improved spend in the town.</p> <p>Contributes to the implementation of the Tourism and Leisure cluster.</p>	<p>Work with British Waterways Board to agree preferred location and place within development briefs for the development of these areas.</p>
Carpet Museum – a museum, legacy and innovation centre. Kidderminster's Carpet Museum Trust has received a commitment from the Heritage Lottery Fund (HLF) for up to £1.7m subject to match funding.	<p>This will provide a key part of the town's proposed 'Heritage Trail' linking with the Severn Valley Railway, Railway Museum, Canals and surrounding attractions.</p> <p>Improved image to visitors.</p> <p>Improved spend in the town.</p> <p>Contributes to the implementation of the Tourism and Leisure cluster.</p>	<p>Provide support to raise match funding for HLF.</p> <p>Incorporate this into a Kidderminster Marketing Strategy.</p>

3.2.2 Place

The Place component of the RES focuses on the role of place in both attracting and *enabling* economic growth (i.e. high quality locations) but also in dissuading or constraining economic activity (poor quality environments that can limit investment and reduce aspirations). The projects identified in Table 3.2 demonstrate the potential impact and the role which could be played by the public sector in taking these forward in Kidderminster.

Table 3.2: Place Projects		
Project Description / Preferred Option	Impact / Regeneration benefits	Potential role for public sector / Kidderminster Regeneration
<p>Canal Corridor North – Mixed use development focusing on utilising the canalside environment to extend the town centre to the other side of the Staffordshire and Worcestershire Canal.</p> <p>Development of commercial properties off Park Street and Hill Street for residential development.</p>	<p>Project to reinforce the development of Slingfield Mill and enhance the offer provided by the Weavers Wharf development.</p> <p>Opportunity to improve the pace, scale and quality of the regeneration of this part of the town.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 115 residential units. ▪ 40,000 sq.ft. of offices. ▪ 60,000 sq.ft. retail. ▪ 30,000sq.ft. bars/restaurants. ▪ 688 jobs created/safeguarded. ▪ £33 million of private sector investment. 	<p>Local authority could put in place arrangements to Compulsory Purchase Order (CPO) the areas to the east of Park Lane and bring in a joint venture developer to finance the acquisitions.</p> <p>Preparation of clear development brief by the public sector for the proposed area of the commercial premises off Park Street & Mill Street.</p>
<p>Canal Corridor South, Park Lane – The preferred option for this site is for residential development with the development of a budget hotel.</p>	<p>It is envisaged that this could happen over the next 5-10 year period.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 15 residential units ▪ 10,000 sq ft hotel ▪ £3.25 million of private sector investment. 	<p>Provide clarity of potential use within plans for the Town Centre.</p> <p>Promote to potential developers.</p>
<p>Weavers Wharf – The preferred option includes the proposed hotel and Debenhams store within Slingfield Mill. In addition, it is proposed to incorporate further cafes/bars/restaurants at ground floor level within existing adjacent buildings and create public space, a new development and associated decked parking on part of the current car park fronting the canal. There is also a need to consider the outcome of on-going research in to public transport accessibility and infrastructure in the town centre.</p>	<p>Initial elements relating to the Debenhams store and hotel could be operational over the next 2 years with the remainder of the space being developed during the following 3 years.</p> <p>This proposal would provide a new retail/leisure focus for Kidderminster exploiting the opportunities which were initially highlighted under the original KTC1 development.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 100,000 sq.ft. new retail provision including the Debenhams store and new retail development. ▪ A further 20,000 sq.ft. of restaurants, cafes and bars within the adjacent buildings. ▪ 20,000 sq.ft. of hotel accommodation within the upper 2 floors of Slingfield Mill ▪ 623 jobs created/safeguarded. ▪ £19.5 million of private sector investment. 	<p>Local authority could work in partnership with Henderson to encourage and promote the development of the site.</p> <p>Local authority should consider using its CPO powers to combine the development of this site with Canal Corridor North site to provide a comprehensive regeneration initiative.</p>

<p>Churchfields – Potential for a quality residential development with a part canal side aspect as well as an aspect to St. Mary's Church. Would require new access arrangements in the Horsefields area. Also potential for a new vehicular link over the canal into Crossley Retail Park.</p>	<p>It is anticipated that the proposed scheme could be delivered within the next 5 to 10 years.</p> <ul style="list-style-type: none"> ▪ Provision of approximately 400 new homes. ▪ Opportunity to provide sustainable residential community and improved traffic circulation to key area of the town. ▪ £50 million of private sector investment. 	<p>Assuming that market conditions will improve the site could support a quality residential development and that the values generated could facilitate access improvements through the use of Section 106 monies. Should not be a requirement for public sector subsidy to support this approach, although recent downturn in the market and likely significant abnormal development costs may create requirement for public sector support.</p> <p>Public sector may need to prepare masterplan and development brief to drive forward the development to desired quality.</p>
<p>Defining space at 'Centre of Town' – public realm improvements – Creating quality public realm / civic space in the centre of Kidderminster.</p>	<p>Could happen within the next 5 years. Improved image to those living, visiting and working in the Town. Catalyse further investment in town centre developments.</p>	<p>Public sector to lead – and find mechanisms to fund these developments. Public sector to take forward delivery of public realm improvements.</p>
<p>Worcester Street - Comprehensive redevelopment of this area would potentially provide a town centre site for a major food retailer. Re-provision of the bus terminus would also support the regeneration of the town centre in this area.</p>	<p>The public sector has significant land holdings in this area which it could utilise to attract an anchor retail tenant as part of a comprehensive redevelopment of the site. Which could result in:</p> <ul style="list-style-type: none"> ▪ 130 sq ft of retail development ▪ 605 jobs created or safeguarded ▪ £19.5m of private sector investment 	<p>There may be a requirement for the use of Compulsory Purchase powers to acquire the retail properties fronting Worcester Street and to assemble a number of other disparate interests</p>
<p>Comberton Hill – Improvement to a key gateway to the Town to both the mainline and Severn Valley Railway (SVR) stations.</p>	<p>Improved access and image to the town for residents, visitors and workers. Improved road and pedestrian access to town centre.</p> <ul style="list-style-type: none"> ▪ Potential new retail floorspace to south of Comberton Hill of approx. 15,000 sq.ft. ▪ 20 new residential units ▪ 70 jobs created/safeguarded. ▪ £5.5 million of private sector investment. 	<p>Potential for District Council to utilise its assets to facilitate/fund improved access to the station and from the station to Kidderminster town centre.</p>
<p>Carpet Heritage Processions and 'Green' Street and former Morrisons supermarket – The options for the contained development sites are wide ranging, however, the vision is to build on the green credentials of the Morrisons Store and the location of media related businesses in the area to provide a 'media village' with links to the nearby college.</p>	<p>Building on previous schemes to create a successful and vibrant area – potentially catalysed by the redevelopment of Green Street.</p> <ul style="list-style-type: none"> ▪ Potential of substantial amounts of office accommodation of c.250,000 sq.ft. ▪ 25,000 sq ft of retail ▪ 50,000 sq ft of bars/restaurants ▪ 1,693 Jobs created or safeguarded. ▪ £44 million of private sector investment. 	<p>The District Council could put in place arrangements for the redevelopment of the Green Street site to be financed through the sale of its existing premises elsewhere throughout the District.</p> <p>Development of a Masterplan/vision for the establishment of an office environment to attract developers.</p>

<p>The other sites could provide a range of alternative uses, including the potential consolidation of the area for new office schemes following the success of the offices off Green Street.</p>		
<p>Former British Sugar site/ (Kidderminster Industry, Science and Nature Park) – Bringing together strengths and opportunities and sites in the south of the town to create an investment area totalling 24 hectares into a business park focusing on environmental technology.</p> <p>The former British Sugar site as the focus provides the opportunity for more modern & efficient business premises. - B2/B8 uses including some large scale relocations. This site also offers the opportunity for B1 use and ancillary facilities such as conference, leisure & small scale ancillary retail, etc. This more mixed use approach needs to be recognised in the Employment paper.</p>	<p>A major business park for Kidderminster with the opportunity to provide a substantial number of business, general industrial, storage and light industrial as well as conference facilities. An environmental technology marketing focus to a business park alongside a nature park.</p> <p>Potential for significant job creation on both phase 1 and 2 of the former British Sugar site – together with visitor conference – and links to educational establishments.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 72,000 sq.ft. of offices. ▪ 290,900 sq.ft. of B2 general industrial. ▪ 64,000 sq ft of B1 light industrial ▪ 4,000 sq.ft. ancillary retail. ▪ 600,000 sq.ft. of storage & distribution. ▪ 2,605 jobs created. ▪ £103 million of private sector investment. 	<p>Explore the opportunities for the new road infrastructure – which would require major public sector finance.</p> <p>Preparation of visioning document liaising with business leaders and key stakeholders e.g. AWM; Worcestershire County Council and Natural England. Masterplan liaising with land owners to inform the phasing of the development.</p>
<p>Romwire, Stourport Road – Redevelopment of the site for B1/B2/B8 uses.</p>	<p>Provision of employment opportunities which could be made available to the locally deprived community. Assist the regeneration of the Stourport Road employment corridor.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 40,000 sq.ft. of light industrial ▪ 60,000 sq ft general industrial ▪ 533 jobs created/safeguarded. ▪ £18 million of private sector investment. 	<p>Provision of gap funding to deal with likely contamination and dereliction issues.</p>
<p>Folkes Forge, Stourport Road – Refurbishment of existing factory premises to create large scale commercial recycling centre. Development of environmental technologies as a potential growth sector</p>	<p>Re-use of existing industrial floorspace.</p> <ul style="list-style-type: none"> ▪ 18,000 sq ft of offices ▪ 200,000 sq ft of warehousing ▪ 485 jobs created/safeguarding ▪ £6 million of private sector investment. 	<p>Non-financial support from the public sector with regard to the introduction of environmental technologies through the planning and regulatory process.</p>
<p>Finepoint, Stourport Road – On-going development of the former Brintons sports field for a combined warehouse, industrial and office scheme.</p>	<p>Provision of much needed quality employment opportunities in close proximity to an area of relative deprivation.</p> <p>Potential to re-invigorate office and industrial markets in Kidderminster.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 50,750 sq.ft. of offices. ▪ 88,231 sq.ft. of industrial. 	<p>Potential requirement for public sector gap funding as a result of downturn in the market.</p> <p>Provides the opportunity for enhancement in the quality of the buildings to be provided.</p>

	<ul style="list-style-type: none"> ▪ 186,000 sq.ft. of warehousing. ▪ 852 jobs created safeguarded. ▪ £27.5 million of private sector investment. 	
<p>Easter Park, Worcester Road – Continued promotion of the site in accordance with its planning consent for high quality production/distribution units.</p>	<p>Creation of high quality industrial/warehouse accommodation. Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 146,800 sq.ft of industrial/warehouse accommodation. ▪ 432 jobs created/safeguarded. ▪ £12.7 million of private sector investment. 	<p>SFI funding may be required to facilitate occupation of accommodation provided.</p> <p>Further non-financial support from the public sector may be required to promote the space provided.</p>
<p>KTC3, Town Centre – Development of the site for a leisure-led, mixed-use scheme comprising an 8 screen cinema, 20 lane bowling alley, bars, restaurants and a hotel.</p>	<p>Creation of a new leisure-led development to enhance the offer provided in the east of the town centre. Catalyst to the regeneration of Kidderminster town centre. A possible mechanism for improving links between Comberton Hill and the town centre.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 10,000 sq.ft of office use. ▪ 10,000 sq.ft of retail use. ▪ 15,000 sq.ft of bars/restaurants ▪ 30,000 sq ft cinema ▪ 10,000 sq ft entertainment ▪ 20,000 sq ft hotel ▪ 272 jobs created/safeguarded. ▪ £13 million of private sector investment. 	<p>Non-financial support from the public sector may be required to promote the space provided.</p>
<p>Town Hall – Redevelopment/refurbishment to create a high quality performing arts venue.</p>	<p>Creation of a visitor attraction and leisure facility at a focal point within the town centre. Improvement in the aesthetic appearance of an architecturally important building within the town leading to an enhanced public environment.</p> <p>The creation of a performance venue as an addition to the visitor offer.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 25,000 sq.ft of arts/performance ▪ 5,000 sq ft restaurant/bar ▪ 94 jobs created/safeguarded. ▪ £3.3 million of private sector investment. 	<p>Opportunity to attract Heritage funding for building enhancement and public realm works.</p> <p>Non-financial support from the public sector may be required to promote the space provided.</p>
<p>Waterloo Street – Redevelopment of the site for residential accommodation with associated retail at ground floor.</p>	<p>Enhancement of the north western gateway to the town centre. Creation of localised town centre office market.</p> <p>Estimated outputs include:</p> <ul style="list-style-type: none"> ▪ 10,000 sq.ft of new retail accommodation ▪ 50 residential units ▪ 47 jobs created/safeguarded. ▪ £6.3 million of private sector investment. 	<p>Non-financial support from the public sector may be required to promote the space provided.</p>

3.2.3 People

The people theme refers to the contribution of the region's population and their skills to the sustainable growth and increased productivity of the West Midlands economy; and to

ensuring that everyone has the opportunity to develop their full potential. The projects identified in Table 3.3 below are those identified in the Connecting Kidderminster proposal. An ongoing and clear focus of the regeneration programme will be to ensure that training and job opportunities for local residents are maximised through close working with Jobcentre Plus, the Learning and Skills Council and with Kidderminster College and other training providers. The focus will be on the development of workforce skills to support Kidderminster's move towards a higher value added, higher skill economy.

Table 3.3: People Projects		
Project Description / Preferred Option	Impact / Regeneration benefits	Potential role for public sector / Kidderminster Regeneration
Sladen School Project – Kidderminster College have been looking into the feasibility of setting up a major community and vocational learning centre on the now disused school site near the Horsefair.	A community & vocational learning centre. Improved access to skills for residents. Jobs in construction	Support to Kidderminster College to develop the proposals
Building Schools for the future which involves a £150m programme in Wyre Forest	A major construction exercise and improved community school provision. Linked to housing and economic development to create sustainable communities.	Ensure BSF programme is linked to associated housing and economic development programme.

3.2.4 **Powerful Voice**

The Connecting Kidderminster Prospectus has engaged a number of partners and stakeholders from the public, private, voluntary and community sectors. The development of a regeneration partnership to spearhead key projects and programmes is discussed in Section 4. A major activity for such a partnership would be to maintain the vision for Kidderminster, through targeted publicity activities. Such a role would contribute to the Powerful Voice for the region.

3.3 **Additional Projects**

Additional public sector led initiatives, which have been the subject of ongoing work and discussions include major transport infrastructure works that would make a major contribution to the regeneration of the town. These are:

- **New Railway Station and Interchange** – involving a new railway station and bus interchange on the concourse to the mainline Network Rail/London Midland Station and Severn Valley Railway at an estimated cost of between £5 to £6 million. This will improve the attractiveness of Kidderminster and surrounding areas for both tourism and business.
- **Hoobrook Link Road** – involving a new road linking the Stourport Road with the Worcester Road via the former British Sugar site and Hoobrook. This would improve access from the Stourport Road Employment Corridor to the M5.
- **Kidderminster Town Centre Ring Road** – projects to break the concrete collar created by the ring road would involve replacing the existing sub-way crossings with user friendly pedestrian crossings at key locations, the most significant being at Comberton Hill Island.

Other initiatives and projects promoted through partner organisations including the Worcestershire Primary Care Trust and housing associations. Two such projects involve

the proposed redevelopment of two GP surgeries and associated offices and a new housing development at 'The Lakes' at Grasmere Close.

3.4 Projected Outputs

Table 3.4 shows the potential outputs over the period between 2010 and 2025 to be delivered by the combined programmes of activity outlined in Section 3.2. The projects and programmes are based on a judgement of what is possible, based on opportunities and constraints discussed as part of this assignment. Assumptions for the projected outputs are based on:

- **Brownfield Land** - taken from measurements of the sites to the boundaries agreed with officers at Wyre Forest
- **Employment floor space** - includes a judgement on the proportion of the site area which will be developed and the estimated floors in each development
- **Employment** - The potential jobs created for each project has been taken from Employment Densities: A Full Guide prepared for English Partnerships by Arup Economics + Planning.
- **Housing units** - based on the average density of new development at 44 units per hectare
- **Private sector investment levered** - a judgement on the cost / value per square metre

Detailed tables showing the potential direct outputs associated with the individual projects are included as Appendix B. A summary of the overall estimated outputs for the programme identified above are outlined in Table 3.4 below.

Table 3.4: Estimated key outputs					
Outputs	2007-2011	2012-2016	2017-2021	2022-26	Total
Brownfield land reclaimed (Ha)	43ha	19ha	9ha	4ha	75ha
Mkt houses	0	69	114	92	275
Mkt flats	0	81	71	31	183
Affordable houses	0	18	37	31	85
Affordable flats	0	22	24	10	57
Total housing units	0	191	246	164	600
Employment floor space B1a	63,111sq ft	163,616sq ft	159,354sq ft	74,669	460,750
General Industrial B2	0	156,667sq ft	101,754sq ft	91,579sq ft	350,000sq ft
Employment floor space B1c	225,228sq ft	71,137sq ft	22,456sq ft	20,211sq ft	339,031 sq ft
Retail	33,333 sq ft	281,551sq ft	43,761sq ft	5,354sq ft	364,000 sq ft
Warehousing	365,333 sq ft	340,667sq ft	210,526 sq ft	189,474 sq ft	1,106,000sq ft
Bars/Restaurants/Leisure	6,667 sq ft	63,333 sq ft	50,000sq ft	0	120,000 sq ft
Cinemas	0	30,000 sq ft	0	0	30,000 sq ft
Entertainment Centres	0	35,000 sq ft	0	0	35,000 sq ft
Hotels	6,667 sq ft	43,333 sq ft	0	0	50,000 sq ft
Total Commercial Space	700,339 sq ft	1,185,304sq ft	587,852 sq ft	381,286 sq ft	2,854,781 sq ft
Private sector investment	£82,555,032	£159,583,248	£80,073,626	£39,324,835	£361,536,740
Land sale proceeds	-£5,221,479	£8,432,120	£0	£0	£3,210,641
Jobs created / safeguarded	1,859	4,052	2,122	1,099	9,132

The delivery of the outlined programme must be considered in the context of the current economic recession. Development activity has slowed dramatically and the short to medium term prospects are now uncertain. Nevertheless, the above table shows significant potential outputs emanating from the proposed programme comprising the creation/safeguarding of around 9,132 jobs; the reclamation of 57 ha. of brownfield land; the development of 2.8 million square feet of commercial floorspace; the construction of 600 residential units and private sector investment of over £350 million. As it stands, the

outputs are heavily weighted towards the first half of the programme but this may require review as site issues are clarified, especially in the light of current economic conditions.

3.5 Potential impact on net additional employment and Gross Value Added (GVA)

In order to assess the net additional effects of a project or programme, it is necessary to consider additionality. Additionality is defined by the two principal government guides as:

- HM Treasury Green Book¹ – “an impact arising from an intervention is additional if it would not have occurred in the absence of the intervention”; and
- ODPM’s 3Rs guide² – “the extent to which activity takes place at all, on a larger scale, earlier or within a specific designated area or target group as a result of the intervention”.

The net additional impact of a project or programme is therefore the difference between the reference case position (what would have happened anyway) and the position achieved by the project (intervention option) once it has been implemented.

In order to assess the net additional impact of the Kidderminster Prospectus from the bottom up, the following factors have been considered:

- **Leakage** - the proportion of outputs that benefit those outside of the project’s target or reference area or group.
- **Displacement** - the proportion of project outputs accounted for by reduced outputs elsewhere in the target area. Displacement may occur in both the factor and product markets³.
- **Multiplier effects**⁴ - further economic activity associated with additional local income and local supplier purchases.
- **Deadweight** - output which would have occurred without the project or programme.

The approach to assessing the net additional impact of a project is shown diagrammatically in Figure 3.1.

¹ HM Treasury (2007)

² ODPM (2004)

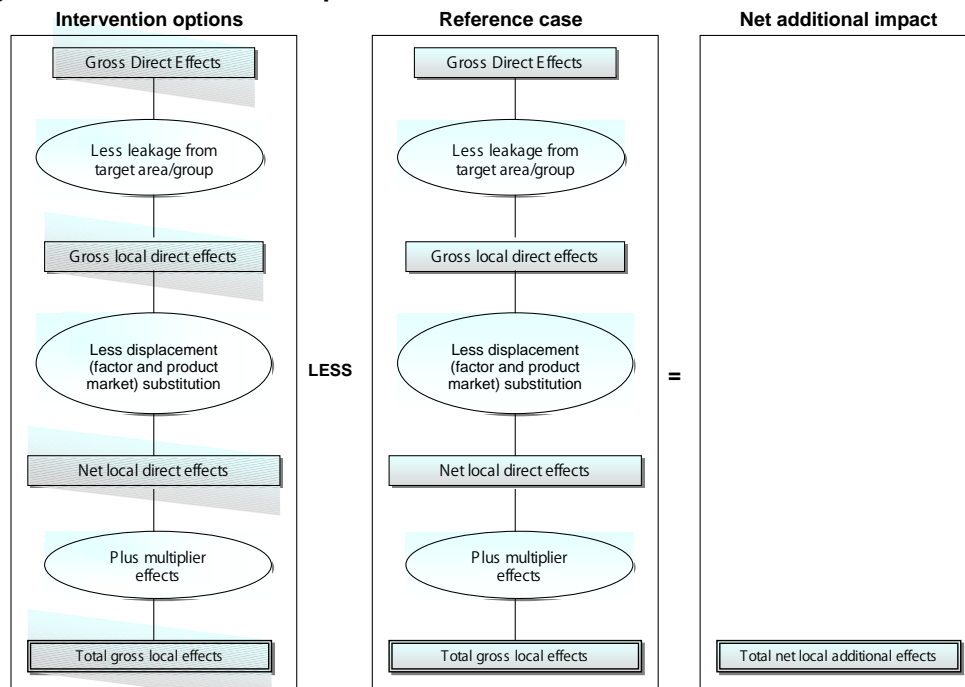
³ Product market displacement arises where the output of a supported activity takes market share from local firms producing the same good or service. In the case of factor market displacement a support activity uses locally scarce factors of production (e.g. skilled labour or land) or bids up factor prices.

⁴ For analytical purposes two types of multiplier can be identified:-

- a supply linkage multiplier - due to purchases made as a result of the project and further purchases associated with linked firms along the supply chain. In the absence of a fully articulated model of the local economy these effects are difficult to trace. However, multipliers derived through empirical research in previous studies can be used to approximate these impacts. Alternatively, estimates of the local content of purchases can be used to calculate the local supply linkage multiplier effects, assuming the proportion of expenditure net of non-recoverable indirect taxes incurred on local goods and services is similar throughout the supply chain.
- an income multiplier - associated with local expenditure as a result of those who derive incomes from the direct and supply linkage impacts of the project. Again, precise estimates are difficult to calculate. As a proxy, the results of previous research can be used or estimates can be calculated on the basis of local consumption patterns through the local economy. Again the assumption is that behaviour is similar at each point in the supply chain.

A number of impact studies have also identified a longer-term development multiplier associated with the retention of expenditure and population in an area.

Figure 3.1: Net additional impact



Source: English Partnerships (2008)

In order to provide an indication of the possible net additional impact of the Kidderminster Prospectus, the following additionality assumptions have been applied:

- **Leakage** has been estimated in terms of jobs that are taken by individuals living outside of the local area. We have assumed a leakage rate of 25%;
- Both factor and product market **displacement** has been assessed based upon a review of the relevant markets. The level of displacement is assumed to be 50% - the medium level from the ready reckoners set out in the EP Additionality Guide
- **Multiplier effects** have been estimated based upon EP Additionality Guide and an assumed composite employment multiplier of 1.15 has been applied.
- **Deadweight** it is estimated that perhaps half of the development activity would have happened anyway.

On the basis of these assumptions, the total net additional local jobs created would be 1,969 (see Table 3.5).

Table 3.5: Estimated net additional Jobs		
		Jobs
A	Gross direct jobs	9,132
B=A*25%	Estimated leakage – 25%	2,283
C=A-B	Gross local direct effects	6,849
D=C*50%	Displacement – 50%	3,425
E=C-D	Net local direct effects	3,425
F= E*1.15	Multiplier – 1.15	514
G = E+F	Total net local effects	3,938
H = G*50%	Deadweight – 50%	1,969
I=G-H	Total net additional local effects	1,969

The current GVA per employee in Wyre Forest has been estimated by reference to the published GVA for Worcestershire and a comparison of the value of annual earnings within the district and within Worcestershire. On this basis a figure of £38,000 GVA per FTE head is derived. The application of this figure to the assumed number of additional jobs created would provide a net additional contribution to GVA of approximately £75 million per annum.

3.6 Approach to intervention

The review of the projects identified and the potential role for the public sector suggests that there will be a need to lever private sector resources and to use public powers and resources creatively to realise value for money. This will involve WFDC working with key partners, especially Worcestershire County Council and AWM on a wide range of approaches, as follows:

- **Statutory Planning System** – key projects within the Regeneration Prospectus should be embedded within Kidderminster’s statutory planning framework.
- **Co-ordination and alignment of programmes** – there is a need to co-ordinate and align existing projects and programmes including the Oldington & Foley Park Neighbourhood Pathfinder, Business Leaders group, Kidderminster Town Centre Partnership and Horsefair, Broadwaters and Greenhill Partnership to maximise their effectiveness and contribution to the Connecting Kidderminster vision. This could be through the Worcestershire Partnership Local Strategic Partnership (LSP)/Local Area Agreement (LAA) and Wyre Forest Matters LSP.
- **Gap funding/negative tendering** – one potential tool will be the gap funding of private sector developments. This tool enables the public sector to outline standards in terms of design and sustainability – within the specified intervention rates. In addition, where public sector owned land is involved (or possibly across a specific local area) a process of negative tendering may be used. This would involve the public sector inviting bids as to the level of financial support required to deliver defined schemes or outputs.
- **Compulsory Purchase Order (CPO) powers** – to support land assembly in order to facilitate the comprehensive development of an area in multiple ownership, WFDC may need to consider pro-actively using CPO powers, potentially supported by private sector partners.
- **Public - private partnerships** - developing strategic linkages to private sector development interests through appropriate vehicles such as Joint ventures or special purpose vehicles or agreements which will embrace the concept of sharing risk and reward and take a long-term view;
- **Public sector assets** – WFDC, Worcestershire County Council and other agencies will need to consider utilising their property assets to provide a catalyst for development through appropriate means, including potentially Special Purpose Vehicles or agreements which would embrace the concept of sharing risk and reward and take a long-term view.
- **Cross-subsidisation within a mixed-use development/consent** – in identified locations the value generated by one component of a development may be used to subsidise another element of the project in order to reduce the need for public sector support.
- **Infrastructure development incorporating developer contributions** – the unlocking of sites through the early funding of major infrastructure works by the



public sector, some or all of the costs of which are subsequently 'recovered' from the development of sites that benefit from the works.

- **Voluntary and community sector** – where appropriate and if the necessary skills are available, the voluntary and community sector should ensure linkages are maximised between programmes.

4 Delivery Options

4.1 Delivering the Kidderminster Prospectus

WFDC and its partners are keen to consider at an early stage the delivery options available to provide a focus for joined up action across the town and surrounding areas. The potential roles for the public sector in taking forward the projects and programmes identified in the regeneration prospectus highlights a number of possible requirements for a regeneration partnership for the town, including:

- for partners to agree priority areas for development and action;
- to maximise public sector ownership and the use of assets to facilitate development;
- to ensure delivery of an integrated approach between projects and programmes to maximise the wider regeneration benefits to the town; and
- to improve the scale, pace and quality of regeneration Kidderminster.

Within this context WFDC are keen to ensure that any regeneration arrangements should:

- meet the requirements and aspirations of partners in the private and public and community sectors;
- establish clear relationships with partners in all sectors and, in particular, link with the structures of key partnerships including the Worcestershire Economic Partnership, the Town Centre Partnership, the Oldington and Foley Park Neighbourhood Pathfinder, and the Horsefair, Broadwaters and Greenhill Partnership; and
- maximise the opportunity to promote Kidderminster and to attract finance to support key activities.

A programme of activities has been identified together with the potential role to be played by public sector agencies. Development appraisals will provide an indication of the potential public sector resource requirements to take forward key physical development projects. Nevertheless there will be a need for the key partners involved in the regeneration of Kidderminster to jointly 'subscribe' to:

- accelerate the redevelopment of key sites in the Kidderminster area by prioritising and co-ordinating all public and private investment in the key areas;
- provide leadership and authority to unite the agendas of different partners to focus on regeneration priorities; and
- encourage the use of a range of mechanisms such as the use of public sector assets, recycling of receipts and Planning Obligations to deliver regeneration and maximise private sector investment.

4.2 Delivery Options

The Steering Group overseeing the development of the Connecting Kidderminster proposals are, therefore, keen to consider the options for taking the regeneration forward in an holistic and integrated way. The options outlined for discussion are identified below, together with a broad assessment of their relevance to Kidderminster:

- **Existing Structures** - the Council could establish a multidisciplinary executive team, comprising staff from a range of departments, with similar reporting arrangements to those currently in existence including the local authority reporting structure and an informal steering group comprising AWM and Worcestershire County Council. It is unlikely that it would improve the co-ordination of initiatives of different agencies, change investor perceptions or draw in the additional, commercial skills needed to deliver complex development projects.
- **An Urban Regeneration Company (URC)** - the creation of a URC would bring together partners with the necessary commitment and resources to implement complex initiatives and make a significant contribution to the regeneration of Kidderminster. It would co-ordinate, integrate and improve the co-ordination of activities outlined and enhance the profile of the Town to developers and investors. However, the costs of establishing such an entity are substantial and generally URC's are established where there is a major market failure, significant socio-economic problems and the need to substantially intervene to attract private sector development.
- **An Informal Partnership** – a less formal arrangement which avoids the establishment of a formal company and can be more Value Added Tax (VAT) efficient. Although these have less status and credibility with the private sector than a URC, this option has minimal set up costs and could substantially improve the co-ordination of initiatives and different agencies and could jointly draw in the additional, commercial skills required to take forward complex projects.
- **An independent Company Limited by Guarantee (not a URC)** - a new organisation could be created, with a dedicated executive team. This would involve the Council and AWM operating in partnership. It would result in the establishment of an organisation that could provide strategic leadership. However, the costs of establishing such an entity would be the same as for the URC, but it would be perceived by investors and others as a lesser organisation.
- **Site Specific Joint Ventures** - the Council could enter into site specific joint ventures, which could be achieved on council owned land and/or in agreement with existing landowners, provided the returns are sufficient. However, such arrangements would not necessarily be fully consistent with the vision for the wider area. The emphasis would be on securing short-term profit and not on creating a long-term framework for viable investment. Nevertheless, as identified above in appropriate situations, WFDC could consider facilitating site specific joint ventures to contribute to making physical and economic regeneration self sustaining.
- **Economic Development Company** - Companies (EDCs) are city or city-region wide economic development companies formed to drive economic growth and regeneration. EDCs offer the opportunity to link physical, social and economic development through one delivery vehicle. Although the concept is potentially an attractive model, EDCs generally operate within a much wider city region area, include a broad range of physical, economic and social development responsibility and, like a URC, and as for a URC would involve substantial establishment costs.

The advantages and disadvantages of each can be summarised as shown in Table 4.1:

Table 4.1: Alternative delivery options - Advantages and Disadvantages		
Options	Advantages	Disadvantages
<i>Existing structures</i>	<ul style="list-style-type: none"> ▪ Continuity ▪ Understood structures and roles ▪ Minimum extra bureaucracy ▪ Minimum extra cost 	<ul style="list-style-type: none"> ▪ A less focused approach to public sector investment ▪ Less credibility with private sector ▪ AWM, EP & private sector involvement limited to individual projects
<i>URC</i>	<ul style="list-style-type: none"> ▪ Credibility with private sector ▪ Focused on delivery ▪ Clear executive and strategic leadership. ▪ Membership implies obligations on partners to support the agenda agreed by the Board 	<ul style="list-style-type: none"> ▪ Additional costs associated with staff and establishment ▪ Generally a remit on physical regeneration ▪ Establishment hurdles – central Government consent required for participation by AWM and HCA ▪ Achieves prioritisation of public sector funding ▪ Additional costs associated with staff and establishment ▪ Generally focused on intervening to attract private sector investment in areas of market failure.
<i>Independent Company</i>	<ul style="list-style-type: none"> ▪ Credibility with private sector for a 'company to company' relationship. ▪ Clear executive and strategic leadership. ▪ Greater opportunity to set the agenda by members integrating business and physical investment ▪ Membership implies obligations on partners to support agenda agreed by board. ▪ Can provide a focus on delivery 	<ul style="list-style-type: none"> ▪ Additional costs associated with staff and establishment ▪ Partner perceptions of a lesser agency vis-à-vis counterpart URCs.
<i>Informal Partnership</i>	<ul style="list-style-type: none"> ▪ Less formal ▪ Avoids issues associated with establishment of a formal company ▪ Can be more VAT efficient depending on status of accountable body ▪ Can create an executive or take 'secondees' from partner organisations. ▪ More use of partner services and structures possible 	<ul style="list-style-type: none"> ▪ Needs an accountable body for contracting purposes ▪ Reduced ability to act without constant partner endorsement ▪ Committee governance arrangements involve limited responsibility ▪ Danger of losing focus on delivery.
<i>Site specific joint ventures</i>	<ul style="list-style-type: none"> ▪ Focused and site specific. ▪ Attractive to individual developers or landowners, provided short-term returns are sufficient. 	<ul style="list-style-type: none"> ▪ Does not provide long-term commitment to the area ▪ Less concerned about delivering the overall vision for the area of focus. ▪ Concentrates on the need to deliver short-term returns to developers rather than a sustained recovery; ▪ Not concerned with wider integration and links.

<p><i>Economic Development Company</i></p>	<ul style="list-style-type: none"> ▪ City wide economic development companies formed to drive economic growth and regeneration that have been promoted in the Local Government White Paper (2006). 	<ul style="list-style-type: none"> ▪ EDCs offer the opportunity to link physical, social and economic development through one delivery vehicle. ▪ Substantial organisational and set up costs. ▪ More relevant to a wider county or city region area.
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4.3 Recommendation

Following initial discussion, it is recommended that Connecting Kidderminster is initially taken forward as an informal partnership, although with the intention of examining the potential for this to be established as a company limited by guarantee once a more definite regeneration programme of activity has been agreed with partners. Given the close relationship between WFDC and Worcestershire County Council, it is recommended that any dedicated regeneration structure in Kidderminster should have clear linkages to County-wide regeneration structures.

4.4 Issues to consider

4.4.1 Executive arrangements

Any regeneration partnership will need to consider the staff and financial resources required to ensure effective implementation. Thus there will be a need for a dedicated executive team with the required skills to take forward the priority programme agreed by partners. Many other regeneration vehicles appoint or arrange for secondment of staff with development, marketing or commercial skills. The precise skill requirements should, however, reflect the delivery needs of the agreed programme.

4.4.2 Partner involvement

Critical to the success of any regeneration vehicle is clear and effective partnership working. In the case of Connecting Kidderminster, the links with AWM, WFDC, Worcestershire County Council and with the Wyre Forest Matters LSP and Worcestershire Partnership LSP are crucial. Other potential partners identified by the steering group include representatives from private sector business, developers, further or higher education, British Waterways; other stakeholder bodies including Natural England and English Heritage and the wider community. The precise structure of the partnership and key relationships will need to be agreed during a set up period.

4.4.3 Business Plan

The projects and programmes identified in the Kidderminster Prospectus have the potential for making a substantial impact on the regeneration of Kidderminster and the wider area and Section 3 provides an indication of some of the outputs which could be achieved. However, there will be a need to agree a priority programme with partners, potentially in the form of a three year business plan which will provide key milestones and targets to be agreed together with a focus for public sector intervention.

5 Next Steps

5.1 Introduction

Actions are already in place to progress the regeneration of Kidderminster and a number of next steps have been agreed between key players. Within the context of this economic impact study the next steps are suggested as:

- establish a Kidderminster Regeneration Partnership;
- maintain the vision for Kidderminster; and
- facilitate the delivery of an agreed programme of activities.

5.2 Kidderminster Regeneration Partnership

The consideration of different regeneration structures as part of this study has resulted in a recommendation that Connecting Kidderminster is initially taken forward as an informal partnership, although with the intention of examining the potential for this to be established as a company limited by guarantee once a more definite regeneration programme of activity has been agreed with partners. Decisions over the form and function of a Regeneration Partnership including the terms of reference are required. Specific actions are suggested as:

- **Strategic:**
 - agree scope of operation with key partners and stakeholders; and
 - agree phasing of activities and core and peripheral functions.
- **Organisational:**
 - arrange discussions with key stakeholders;
 - recruitment of a high profile chairman;
 - agree members of the partnership board; and
 - 'appoint' the director.
- **Financial:**
 - hold discussions with potential 'founding' partners

Given the close relationship between WFDC and Worcestershire County Council it is recommended that any dedicated regeneration structure in Kidderminster should have clear linkages to County-wide regeneration structures.

5.3 Maintaining the Vision

The development of the prospectus for Kidderminster has provided a wider vision of the opportunities available. The aim is to prevent an incremental development approach to projects which fails to realise the full benefits to the town. Within the current market conditions it is recognised that an important role for Kidderminster Regeneration will be to maintain that vision with key partners.

It is suggested that a main focus of this activity will be through:

- developing a brand and image of the town;

- continue communications with key stakeholders from the public, private, voluntary and community sectors both within the town and from across the wider region; and
- continue the process of involving key stakeholders, including the colleges and schools, in regeneration activities.

A launch event planned for September 2009 will serve to kick start this process.

5.4 Developing a Regeneration Programme

The Connecting Kidderminster Prospectus was developed to reflect the priorities of the RES and grouped projects under the themes of place, business, people and powerful voice and the regeneration projects identified through the economic impact work have been grouped under these three headings. In terms of developing a programme of activity it is suggested that:

- the development of key projects and initiatives is supported through the statutory planning system;
- Masterplans are developed for key projects and programmes in order to maintain the wider development concept; and
- key links are maintained with Worcestershire County Council economic development unit and AWM to ensure that Kidderminster projects receive appropriate priority within funding allocations such as Regional Funding Assistance, development gap funding, and other support which AWM is able to provide to encourage job creation which will contribute to closing the GVA gap in the region.

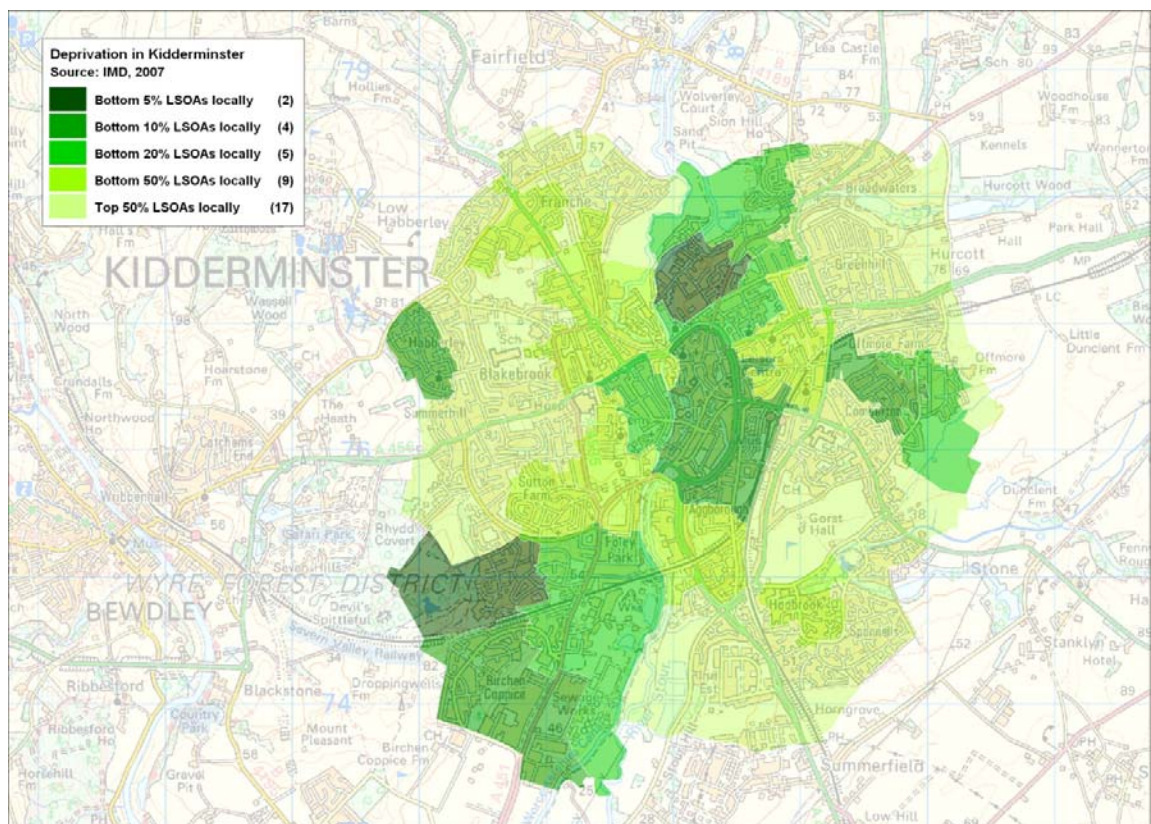
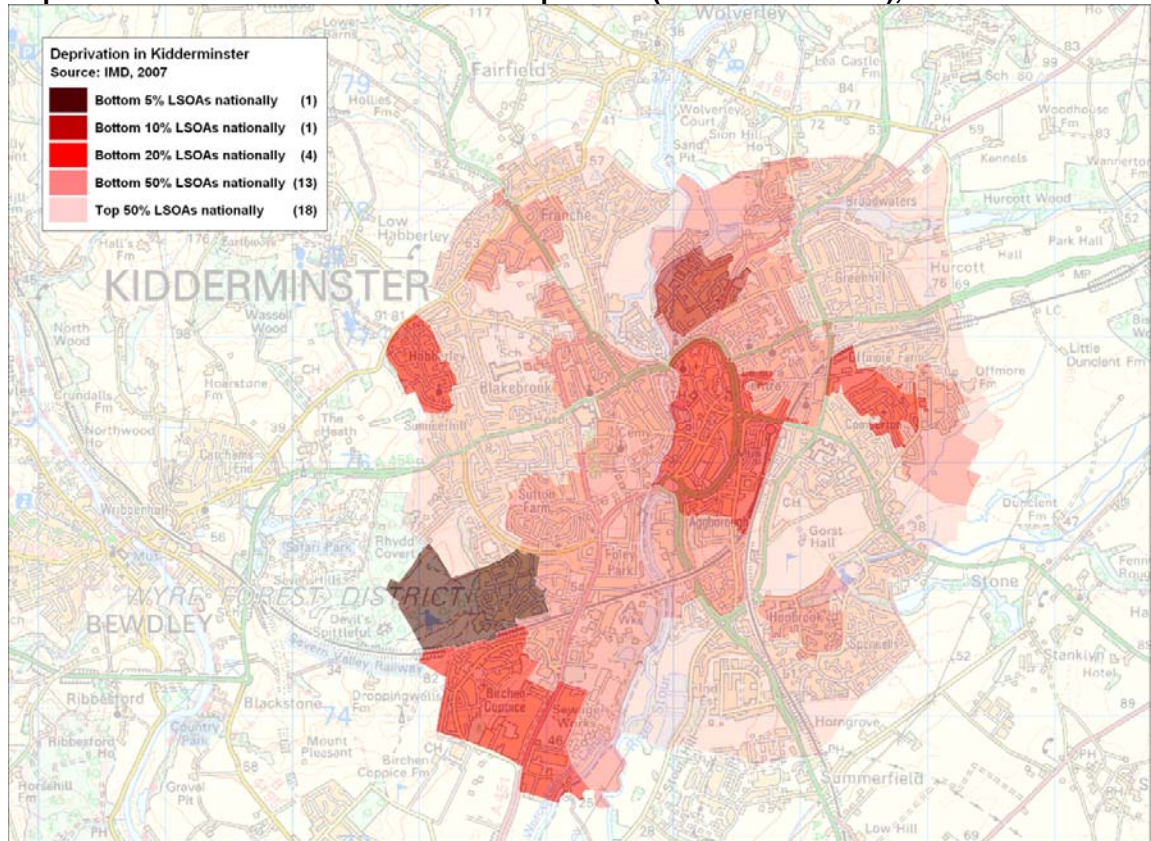
In addition it is suggested that action is taken to progress key projects which score highly against:

- **Deliverability** – land ownerships, potential support from funding agencies;
- **Economic impact/Value for money** – the number of jobs/ level of GVA, which could be created; and
- **Wider regeneration impact** – location giving rise to a catalytic effect.

Appendix A
Kidderminster Profile

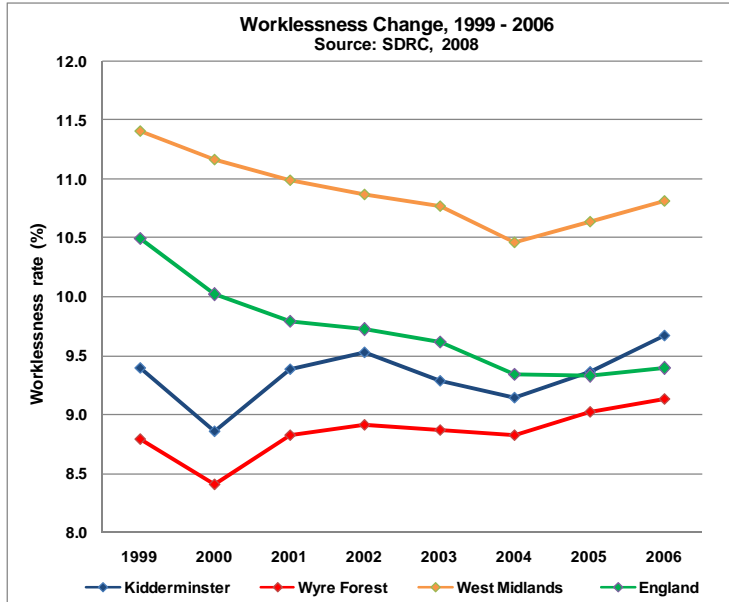
Kidderminster – profile

Deprivation in Kidderminster – LSOA composition (national and local), IMD 2007



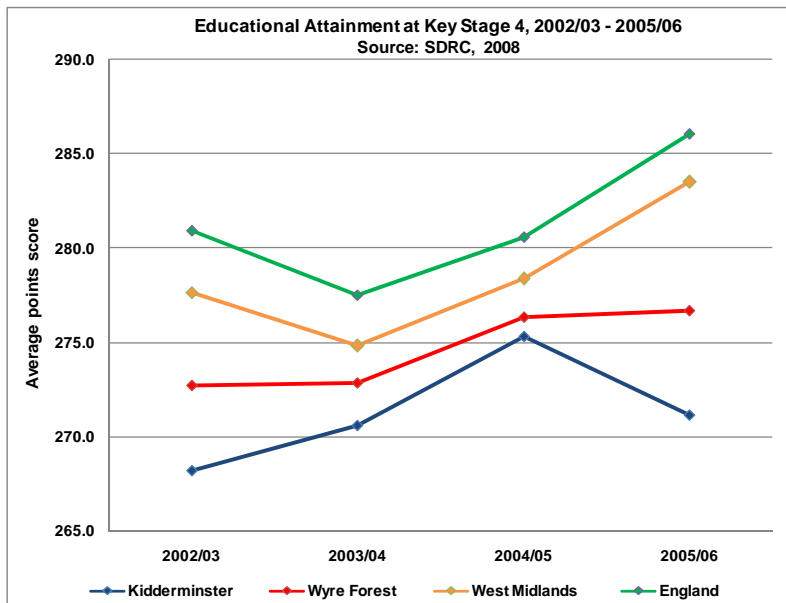
	1999	2000	2001	2002	2003	2004	2005	2006	% Change 99 - 06
Kidderminster	9.4	8.9	9.4	9.5	9.3	9.1	9.4	9.7	+2.9
Wyre Forest	8.8	8.4	8.8	8.9	8.9	8.8	9.0	9.1	+3.9
W. Midlands	11.4	11.2	11.0	10.9	10.8	10.5	10.6	10.8	-5.2
England	10.5	10.0	9.8	9.7	9.6	9.3	9.3	9.4	-10.5

Source: SDRC, 2008



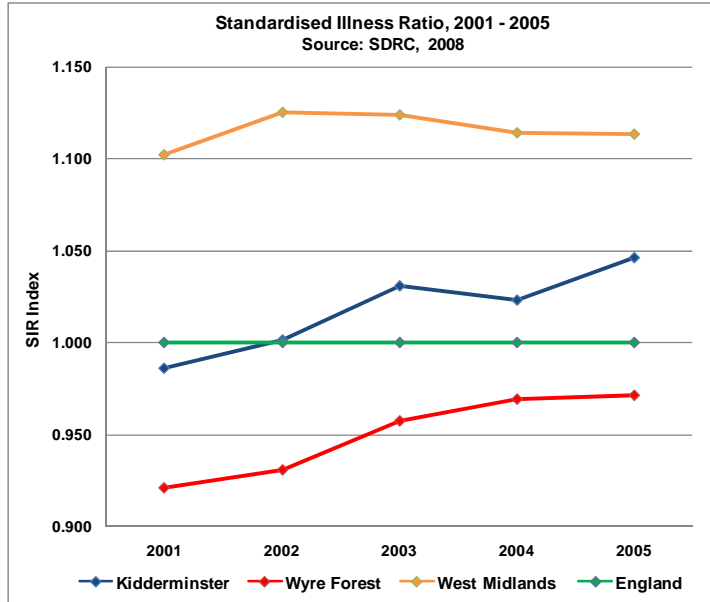
	2002/03	2003/04	2004/05	2005/06	% Change 02/03 - 05/06
Kidderminster	268.2	270.6	275.3	271.1	+1.1
Wyre Forest	272.70	272.89	276.36	276.72	+1.5
West Midlands	277.64	274.81	278.37	283.50	+2.1
England	280.91	277.48	280.62	286.07	+1.8

Source: SDRC, 2008



	2001	2002	2003	2004	2005	% Change 01 - 05
Kidderminster	0.986	1.001	1.031	1.023	1.046	+6.1
Wyre Forest	0.921	0.931	0.957	0.969	0.972	+5.5
West Midlands	1.102	1.125	1.124	1.114	1.114	+1.0
England	1.000	1.000	1.000	1.000	1.000	0.0

Source: SDRC, 2008



	2001	2002	2003	2004	2005	2006	2007	% Change 01 - 06
Kidderminster	83,264	99,057	119,741	136,912	148,899	149,983	155,977	+87.3
Wyre Forest	£97,073	£110,625	£137,363	£156,865	£166,827	£172,699	£182,957	+88.5
West Midlands	£92,414	£109,343	£129,692	£150,663	£157,403	£168,529	£175,346	+89.7
England	£129,763	£139,601	£157,767	£180,199	£190,316	£206,721	£223,187	+72.0

Source: SDRC, 2008

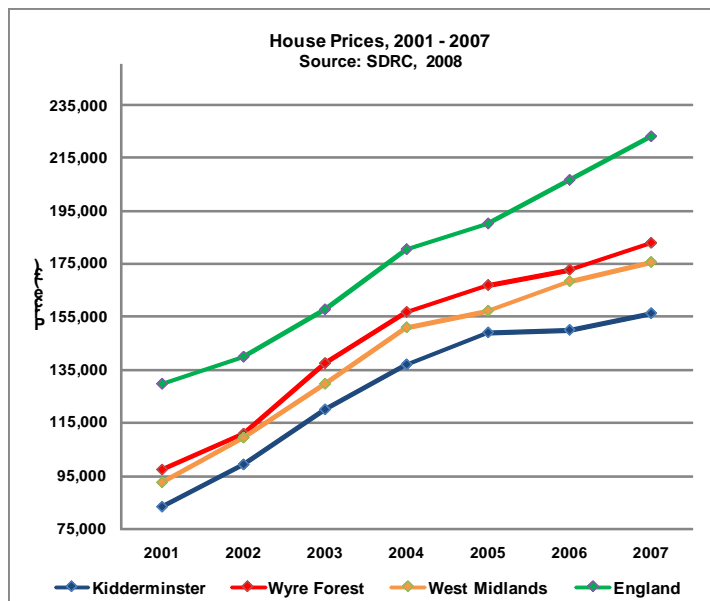


Table 5: Total employment – employee analysis						
	2003	2004	2005	2006	2007	% Change 2003 - 07
Kidderminster	21,163	22,625	23,182	22,491	21,391	+1.1
Wyre Forest	34,052	35,569	35,414	35,587	34,043	-0.0
West Midlands	2,322,743	2,346,809	2,374,423	2,373,270	2,358,988	+1.6
England	22,286,261	22,565,309	22,908,721	22,789,604	23,004,909	+3.2

Source: ABI – Employee Analysis, 2009

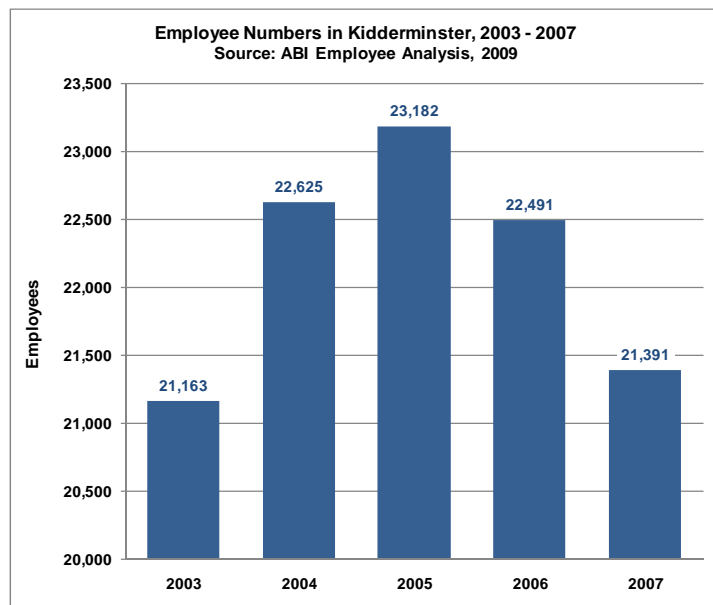


Table 6: Total employment in Kidderminster by sector – employee analysis										
Sector	2003		2004		2005		2006		2007	
	No.	%	No.	%	No.	%	No.	%	No.	%
Agriculture	39	0.2	39	0.2	39	0.2	39	0.2	39	0.2
Energy and water	31	0.1	13	0.1	16	0.1	15	0.1	18	0.1
Manufacturing	4,312	20.4	4,177	18.5	4,074	17.6	4,007	17.8	3,704	17.3
Construction	895	4.2	874	3.9	770	3.3	892	4.0	855	4.0
Distribution, hotels and restaurants	6,366	30.1	6,914	30.6	6,926	29.9	6,934	30.8	6,935	32.4
Transport and communications	823	3.9	955	4.2	852	3.7	906	4.0	873	4.1
Banking, finance and insurance	3,020	14.3	3,293	14.6	3,699	16.0	3,185	14.2	3,077	14.4
Public admin, education and health	4,925	23.3	5,656	25.0	6,109	26.4	5,737	25.5	5,196	24.3
Other services	752	3.6	704	3.1	697	3.0	776	3.5	694	3.2

Source: ABI – Employee Analysis, 2009

Table 7: Total workplaces – workplace analysis						
	2003	2004	2005	2006	2007	% Change 2003 - 07
Kidderminster	1,903	1,902	1,983	2,015	2,007	+5.5
Wyre Forest	3,585	3,581	3,711	3,738	3,795	+5.9
West Midlands	188,191	190,596	197,582	200,367	204,380	+8.6
England	1,952,242	1,974,110	2,042,455	2,074,704	2,115,226	+8.3

Source: ABI – Workplace Analysis, 2009

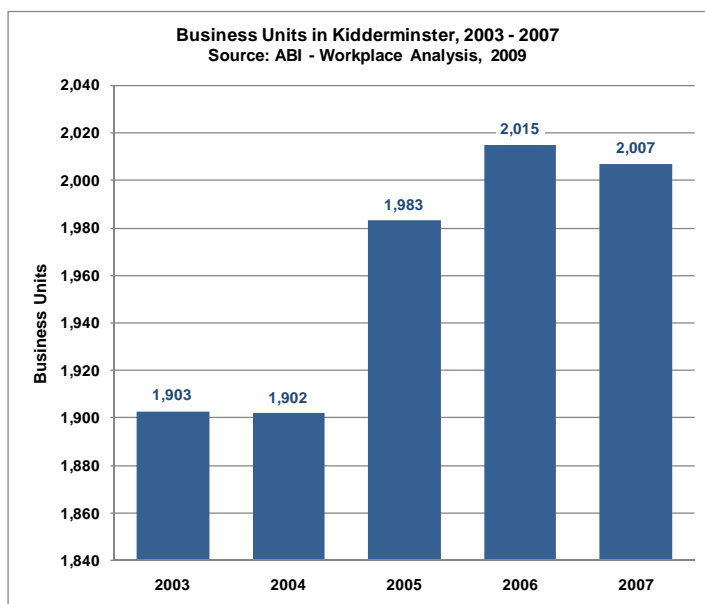


Table 8: Total workplaces in Kidderminster by sector –workplace analysis

Sector	2003		2004		2005		2006		2007	
	No.	%	No.	%	No.	%	No.	%	No.	%
Agriculture	4	0.2	3	0.2	3	0.2	3	0.1	3	0.1
Energy and water	2	0.1	1	0.1	2	0.1	2	0.1	3	0.1
Manufacturing	200	10.5	185	9.7	194	9.8	190	9.4	179	8.9
Construction	185	9.7	190	10.0	208	10.5	221	11.0	215	10.7
Distribution, hotels and restaurants	661	34.7	662	34.8	666	33.6	676	33.5	692	34.5
Transport and communications	95	5.0	88	4.6	93	4.7	98	4.9	93	4.6
Banking, finance and insurance	422	22.2	441	23.2	485	24.5	493	24.5	504	25.1
Public admin, education and health	178	9.4	183	9.6	189	9.5	192	9.5	185	9.2
Other services	156	8.2	149	7.8	143	7.2	140	6.9	133	6.6

Source: ABI – Workplace Analysis, 2009

Appendix B
Project Profiles / Reviews

Appendix B

Project Profiles/Reviews

Project: Worcester Street	
Location	Located at the heart of Kidderminster town centre covering an area predominately between Worcester Street and Bromsgrove Street and a further area between Bromsgrove Street and Worcester Cross Ringway (ring road).
Site Description	<p>The site comprises 4 distinct elements:</p> <ul style="list-style-type: none"> • No.'s 1-10 Worcester Street which includes the former Woolworths store, the former Littlewoods store, Poundland and the property due south of this; • The current Bromsgrove Street Car Park; • A range of properties and associated service areas immediately north of the Bromsgrove Street Car Park including the Co-op Funeral Parlour, a curtain retailer, service areas to the rear of properties fronting Coventry Street and the former Barrel Public House; and • Youth Centre. <p>Whilst the majority of the site is largely flat, the site falls away significantly at its western boundary to the retail properties fronting Worcester Street.</p>
Issues	<ul style="list-style-type: none"> • The vacant premises fronting Worcester Street create a poor perception of the town and its retail core but similarly provide an opportunity to link Worcester Street with the Bromsgrove Street area. • The existing step entry between Worcester Street and the Bromsgrove Street Car Park provides a poor pedestrian link between the two areas. • The Bromsgrove Street Car Park and adjacent areas could be described as a missed opportunity and better utilisation could be achieved through comprehensive retail development of the Worcester Street frontage and Lion Square adjacent to the Car Park. • Proposals have been considered for the relocation of the existing bus terminus from the Weavers Wharf area to this location. • The existing Medical Centre and Youth House which lie on the eastern side of Bromsgrove Street are of poor aesthetic quality and would benefit from redevelopment/refurbishment. The PCT has proposals for the redevelopment of the Medical Centre and potential exists for the redevelopment of the Youth House possibly for a multi deck car park.
Options	<ul style="list-style-type: none"> • Wait for reoccupation of vacant retail stores fronting Worcester Street. • Redevelopment of the retail frontage on Worcester Street to create a split level development stretching back to Bromsgrove Street in the form of a covered arcade potentially anchored by a food store with utilisation of the remaining Bromsgrove Street Car Park as a bus terminus and replacement of lost car parking provision through a multi deck car park on the site of the existing Youth House.
Preferred Option	Comprehensive redevelopment of this area is the most desirable option and would potentially provide a town centre site for a major food retailer. Re-provision of the bus terminus in this area would also support the regeneration of the town centre in this area and compensation for the lost car parking spaces at the Bromsgrove Street Car Park would be provided through the proposed multi deck car park on the site of the Youth House.
Proposed Approach	The public sector has significant land holdings in this area which it could utilise to attract an anchor retail tenant as part of a comprehensive redevelopment of the site. There may be a requirement for the use of Compulsory Purchase powers to acquire the retail properties fronting Worcester Street and to assemble a number of other disparate interests.
Delivery Timescale	This is a priority project for which we envisage site assembly works beginning in January 2012 and taking some 30 months to complete. We anticipate build on site to begin in October 2012 and completing in March 2015 with retail sales beginning in October 2014 and completing in March 2016.

Outputs	<ul style="list-style-type: none"> • 130,000 sq.ft. of retail accommodation. • Creation of access between Bromsgrove Street and Worcester Street. • Provision of new bus terminus. • The provision of multi deck car parking area comprising approximately 300 spaces. • Significant environmental improvements and raising of visitor perceptions and shopper experience.
Outcomes	<ul style="list-style-type: none"> • Creation of new retail environment in the heart of the town centre helping to reinvigorate retail demand in the centre and enhance shopper spend.

Project: Canal Corridor North	
Location	Located on both sides of Park Lane immediately west of Kidderminster town centre, stretching from its junction with Park Butts Ringway in the north to the southern boundary of the Timber Yard immediately opposite Slingfield Mill.
Site Description	The site comprises a number of distinct elements which to the east of Park Lane include the Matalan store in the north and the Timber Yard and associated commercial buildings to the south. On the western side of Park Lane the site comprises Rock Works and a number of adjacent commercial premises. These lie at the foot of a sandstone escarpment above which are a series of industrial premises accessed off Park Street and Hill Street.
Issues	<ul style="list-style-type: none"> • The major issue relates to the impact of both the Matalan store and Timber Yard upon the KTC1 development immediately east over the Canal. These developments detract significantly from the quality of the environment in this area and do not exploit the canalside environment. • Rock Works on the western side of Park Lane has lain derelict for several years and also detracts significantly from the aesthetic quality of the area. We understand that the owner has unrealistic aspirations with regard to the value of the building and hence a position of stalemate has emerged. • The industrial premises in the north west part of the site off Park Street and Hill Street do not sit comfortably with the predominantly residential use of the surrounding area and it may be preferable to see a redevelopment of this area for residential use.
Options	<ul style="list-style-type: none"> • Redevelopment of the eastern side of Park Lane for a mixture of office, residential, retail and leisure purposes (bars and restaurants) in a canalside setting with direct pedestrian links over the canal to the KTC1/Weavers Wharf development. In the area off Park Street and Hill Street we would propose residential development, with residential development proposed for Rock Works and the areas immediately west of Park Lane. • Retain the commercial premises off Park Street and Hill Street as they currently are, redevelopment of Rock Works for office or residential uses and redevelopment of the entire area to the east of Park Lane for residential apartments.
Preferred Option	We would propose that a mixed use development is more appropriate for the site as a whole and utilisation of the canalside environment to extend the town centre over to the other side of the Staffordshire and Worcestershire Canal, thereby complementing the existing Weavers Wharf development. We also believe that the commercial properties off Park Street and Hill Street could be redeveloped for a small residential estate more in keeping with the predominant surrounding use.
Proposed Approach	We believe that the area to the east of Park Lane is particularly vital in complimenting the Weavers Wharf development and feel that the Local Authority should put in place arrangements to compulsory purchase these sites and potentially the Rock Works site, bringing in a joint venture developer to finance the acquisitions. In respect of the commercial premises, off Park Street and Hill Street, we believe that the market will dictate the redevelopment of these sites given a clear brief from the public sector with regard to acceptable uses, although public sector support in respect of identifying relocation sites may be required.

Delivery Timescale	This site is identified as being delivered within the next 5 to 10 years, however, we believe that elements of the site, particularly those to the east of Park Lane could and should be delivered within 5 years in order to reinforce the development of Slingfield Mill and enhance the offer provided by the Weavers Wharf development.
Outputs	<ul style="list-style-type: none"> • Significant new office, residential, retail and leisure related development associated with the site east of Park Lane. • Redevelopment of Rock Works for residential apartments. • Redevelopment of commercial premises off Park Street and Hill Street for in the region of 30-40 residential units.
Outcomes	<ul style="list-style-type: none"> • Significant improvements in the retail and leisure experience associated with the Weavers Wharf development and exploitation of the canalside environment. • Enhancement of the environment in Park Street/Hill Street through the construction of residential units.

Project: Canal Corridor South, Park Lane	
Location	Located at the southern end of Park Lane and its junction with the A451 Stourport Road.
Site Description	The site comprises two distinct elements: an area of existing commercial/industrial activity off Park Lane adjacent to the Watermill Public House; and a wooded area to the rear of the Watermill Public House and the commercial units.
Issues	<ul style="list-style-type: none"> • The commercial activity adjacent to the Watermill Pub contains several existing businesses which would require relocation as part of any proposals. • A tree covered area to the rear of the commercial premises and the Watermill Pub is well established, elevated and provides a buffer between the commercial activity and existing residences further along Park Lane and therefore development on this site may be resisted. • May be issues with regard to flood risk on all parts of the site.
Options	<ul style="list-style-type: none"> • Retain in existing use. • Redevelopment of commercial enterprises off Park Lane for residential use and development of part of the existing car park of the Watermill Public House for a budget hotel.
Preferred Option	The development of this area for a combination of a budget hotel and residential units would be the preferred option given the nature of surrounding development.
Proposed Approach	We would propose the development of these sites could take place without the need for public sector subsidy on the basis of the achievement of residential values on part of the site. However, there may be the need for support in respect of identifying relocation sites for the businesses. We see no reason why the budget hotel could not co-exist happily alongside the Watermill Public House and indeed there is potential for linkages between both.
Delivery Timescale	We estimate a start on site in January 2011 commencing with demolition of the existing industrial premises and the start of build activity in April 2011. We have programmed a 9 month construction period for the hotel beginning in April 2012 and competing in December 2012. Construction of the residential units is programmed to begin in April 2014 and completing in March 2015 with sales extending over a further 12 month period to March 2016.
Outputs	<ul style="list-style-type: none"> • Delivery of 15 new residential units. • Delivery of a 10,000 sq.ft. budget hotel. • Enhancement in canalside environment.
Outcomes	<ul style="list-style-type: none"> • Provision of budget visitor accommodation allied to existing public house.

Project: Carpet Heritage Procession Area	
Location	Occupying a large proportion of southern town centre from the Stourport Road/Worcester Road roundabout to the northern side of Dixon Street and delineated by the River Stour to the west and a tributary of the Stour forming its northern and eastern boundaries with the ring road to the south.
Site Description	The site is broadly based around the grid created by Dixon Street, Green Street and New Road. The site comprises several potential development sites at Long Meadow Mills Industrial Estate, Green Street Depot and existing premises on the western side of New Road.
Issues	<p>This area of the town centre is distinct from the remainder in that it contains a number of former carpet warehouses, many of which have been converted into furniture warehouses and offices. Premises in this area tend to be on a larger scale from those in the town centre and many are now under utilised or vacant.</p> <p>There are a range of existing occupiers, including those at Long Meadow Mills Industrial Estate, who are profitable enterprises and who would require relocation at considerable expense.</p>
Options	<p>The options for the contained development sites are wide ranging, however, the Green Street Depot site does potentially offer an alternative cinema location being readily accessed from the ring road. The site could also potentially provide a town centre alternative single site for the District Council.</p> <p>The other sites could provide a range of alternative uses, including the potential consolidation of the area for new office schemes following the success of the offices off Green Street.</p> <p>Otherwise, the use of the site for retail warehousing to complement the B & Q development might be an alternative option, although the demand for this type of use is questionable.</p>
Preferred Option	We would propose that the Green Street site could offer a single location for the District Council maintaining accessibility to the town centre. The other development sites could form the basis of a new office environment within the town centre.
Proposed Approach	We would propose that the District Council puts in place arrangements for the redevelopment of the Green Street site to be financed through the sale of its existing premises elsewhere throughout the District. In respect of the other areas, we would propose that the planning authority identifies a vision for the establishment of an office environment.
Delivery Timescale	We would suggest that the timescale for delivery of the major parts of this site will be within a 5 to 10 year period, however, it may be possible that the Council's single site could be resolved within 5 years should Green Street prove the preferred location.
Outputs	<p>These are uncertain at this point in time but could include the following:-</p> <ul style="list-style-type: none"> ● Redevelopment of existing depot site for single site Council offices of circa. 50,000 sq.ft.. ● Redevelopment of land to the west of New Road for commercial purposes creating circa. 100,000 sq.ft. of office accommodation. ● Redevelopment of Long Meadow Mills Industrial Estate for office accommodation of circa. 50,000 sq.ft..
Outcomes	<ul style="list-style-type: none"> ● Creation of a new office location.

Project: Churchfields, Kidderminster	
Location	Located immediately north of Kidderminster town centre and accessed off Clensmore Street and Churchfields.
Site Description	The site comprises a range of industrial and commercial premises the majority of which were formerly used for carpet manufacture. These have subsequently been subdivided for a range of occupiers, particularly in the southern part of the site. In the northern part of the site, premises back on to the Staffordshire and Worcestershire Canal and the land slopes from the south down towards this part of the site and is interspersed with existing and new residential development.
Issues	<ul style="list-style-type: none"> • We understand that the majority of the site is in single ownership, the owner having aspirations for a new supermarket development. • The site fronts onto Horsefair at its south eastern boundary which suffers significant traffic congestion during normal working hours. Horsefair provides the northern gateway to Kidderminster town centre and provides a particularly poor perception in terms of the quality of buildings therein. • The site is difficult to access with the primary entrance being from the Horsefair junction. The development of new access arrangements off the ring road, potentially including either a redesigned Horsefair roundabout or a new junction off the ring road, would provide a mechanism for either closing off the Horsefair to traffic or introducing a potential gyratory system thereby improving traffic flow on Horsefair by making it one way only. • The southern boundary of the site is demarcated by St. Mary's Church which provides a particular focal point for the town but which is also difficult to access from the town centre. • There is no means of vehicular access between Churchfields and Crossley Retail Park and much existing access to the Churchfields area has to be gained via existing residences along Broad Street. There is potential for a new vehicular access across the canal to be created from the dog-leg at Clensmore Street to the District Council-owned land adjacent to the Royal Mail sorting depot.
Options	<ul style="list-style-type: none"> • The site owner has identified his desire to see a new superstore development in this location, although this would require significant access improvements to facilitate it. • Recent development in this locality has been of a residential nature and it is felt that with significant access improvements, redevelopment of the site for residential use would be more in keeping with the site's location and surrounding uses. • Creation of an office/business park.
Preferred Option	We do not believe that the superstore option would be appropriate either in terms of difficulties with accessing the site or in terms of the requirement for a further supermarket within the town. In addition, we do not believe that the development of a business park/office park in this area would provide any of the locational advantages sufficient to attract the required interest. Therefore, we believe that a quality residential development with a part canalside aspect as well as an aspect to St. Mary's Church would be more in keeping with other development in this area. Furthermore, we believe that the development of new access arrangements comprising either a redesigned Horsefair roundabout which would result in the closure of Horsefair to traffic or a new junction off the ring road to the east of St. Mary's Church and aligning with the existing Clensmore Street facilitating a potential gyratory system, thereby allowing Horsefair to be made a one way road and hence improve congestion in this area. In addition a new vehicular link over the canal into Crossley Retail Park, as described, would be advantageous.
Proposed Approach	We believe that assuming that market conditions will improve the site would support a quality residential development and that the values generated could facilitate access improvements through the use of Section 106 monies. We do not believe, therefore, that there should be any requirement for public sector subsidy to support this approach.

Delivery Timescale	It is anticipated that the proposed scheme could be delivered within the next 5 to 10 years on the basis that this scheme does not currently comprise a high priority in the context of other schemes within the town.
Outputs	<ul style="list-style-type: none"> • Around 400 new residential units. • Improved access to the area as a whole and reduced traffic congestion on Horsefair.
Outcomes	<ul style="list-style-type: none"> • An improvement in the perception of Kidderminster through redevelopment of part of the Horsefair area and reductions in traffic congestion. • Providing an enhanced setting for St. Mary's Church and exploitation of the site's canal side location.

Project: Comberton Hill, Kidderminster	
Location	The site is located at the eastern entrance to Kidderminster town centre and comprises land to the south side of Comberton Hill from the railway station down to its junction with the ring road, including the roundabout and associated pedestrian subways.
Site Description	The site provides the main vehicular and pedestrian access to Kidderminster town centre from the east and several development sites. The area falls significantly from east down to the west and contains several key sites/facilities for the town including the main line railway station, the Severn Valley Railway station and the new Magistrates Court.
Issues	Since construction of the ring road pedestrian access to the town centre has been torturous, not least in terms of the requirement to navigate through a number of pedestrian subways which are perceived to be dangerous. The proposals for Comberton Hill are closely linked with the development of the KTC3 site into which most pedestrian movement flows from the train station. In addition, there are a number of sites to the south of Comberton Hill which are somewhat unsightly and which do not give a good first impression of the town. In addition to issues with respect to access to the town centre, significant improvements are required with regard to access and egress to the train station and Severn Valley Railway. This again could be facilitated through redevelopment of Council owned land particularly the Council owned retail premises on Comberton Place. We propose a signalled junction at the entrance to the main line and Severn Valley Railway stations.
Options	The District Council has interests in a couple of sites on the southern side of Comberton Hill, most notably a row of retail properties at the entrance to Comberton Place and the former Market Hall off Comberton Place. It is our view that such sites could be redeveloped and a capital receipt generated from the sale of these sites. In addition, the need to improve access into the town centre might necessitate the redesign of the existing roundabout, the filling of pedestrian subways and the potential use of Section 106 monies from adjacent developments such as KTC3 to facilitate these improvements.
Preferred Option	It is suggested that the District Council utilises its assets in the area to facilitate improved access to the station and from the station to Kidderminster town centre. We would also propose that the District Council utilises other assets to fund the costs of any works required to finance these improved access arrangements
Proposed Approach	As referred to above the District Council could utilise its assets either through land swaps or through the sale of its assets to fund proposed access improvements.
Delivery Timescale	This project is identified as having a delivery timescale of between 5 and 10 years. However, the presence of the District Council assets in the area may assist in bringing forward the proposed access improvements.

Outputs	<ul style="list-style-type: none"> Improved junction arrangements between Comberton Hill and Kidderminster town centre. Improved ingress and egress to Kidderminster Station and Severn Valley Railway. Potential new residential & retail floorspace on the south side of Comberton Hill.
Outcomes	<ul style="list-style-type: none"> Improved eastern gateway facilitating better access to Kidderminster town centre. Creation of a more pedestrian friendly environment facilitating greater patronage of retail and commercial properties on Comberton Hill.

Project: Easter Park, Worcester Road	
Location	Approximately 1.5 miles south east of Kidderminster town centre to the eastern side of the A449 Worcester Road.
Site Description	The site comprises a relatively narrow wedge of land between the A449 Worcester Road to the west, and the Kidderminster to Worcester train line and the Spennels Valley residential estate to the east. A new roundabout has been constructed on the A449 to provide a central access to the site. A total of 9 industrial/warehouse units have been constructed ranging in size from 5,200 sq.ft. to 46,850 sq.ft. giving a total floor area of 146,800 sq.ft.. Units 8 and 9 have been sold to Hollingworth (independent Maserati and Ferrari specialists), Unit 5 has been let to Screw Fix Direct, and Unit 6 has been let to Tile Choice.
Issues	Development of this site has been proposed for a number of years although it was always felt that the cost of accessing the site would prohibit its development viability. The site lies opposite the established Hoo Farm Industrial Estate and, therefore, could be viewed as both complimentary to and in competition with that scheme. The proximity of the site to the Spennels Valley estate has raised concerns in relation to issues of nuisance which have been further exacerbated by public access to the Screw Fix Direct trade counter.
Options	Given the site's historic identification as an employment site and the development which has taken place on site there are no future options. However, given the site's proximity to the Spennels Valley residential estate, the promotion of the site for public access trade counter uses is not advisable.
Preferred Option	The preferred option is for the continued promotion of the site in accordance with its planning consent for high quality production/distribution units.
Proposed Approach	The site lies on the A449 Worcester Road which in many areas is dualled and which provides relatively good links to the M5 Junction 6 and, therefore, its use for distribution type activities should be encouraged. Potential for utilising SFI grants to encourage occupation of the remaining units.
Delivery Timescale	All units have been constructed and are currently being marketed, therefore, the site is currently being delivered. Our appraisal assumes that works began on site in January 2007, the building was completed in June 2008 and that commercial sales began in advance of completion in April 2008. Given the current economic climate, we anticipate that full occupation will not be achieved until December 2010.
Outputs	<ul style="list-style-type: none"> 146,800 sq.ft. of industrial/warehouse accommodation. 432 jobs created. Approximately £12.7 million of private sector investment levered.

Outcomes	<ul style="list-style-type: none"> • Creation of high quality industrial/warehouse accommodation adjacent to Hoo Farm Industrial Estate.
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Project: Finepoint, Stourport Road/Minster Road	
Location	The site is located 2 miles south west of Kidderminster town centre on the western side of the A451 Stourport Road/Minster Road and accessed off Walter Nash Road West.
Site Description	A 7.3 hectare (18 acre) industrial/warehouse and business unit development on a large flat site which is proposed to provide a total of 320,000 sq.ft. of accommodation, developed by High Cross and Graftongate Developments. Phase I comprising 10 units totalling 86,600 sq.ft. ranging from 5,600 sq.ft. to 11,100 sq.ft. has already been constructed, along with a 27,500 sq.ft. unit which is plot 2 on part of Phase II. The latter unit has been let to City Link, a 6,500 sq.ft. has been let to Dynamic Europe and a 5,600 sq.ft. unit has been sold to Rivco. Plots 1 and 3 to 6 are available for purpose-built warehouse/office accommodation to specific occupier requirements.
Issues	Phase I was constructed speculatively and only 2 out of 10 units have been occupied. In respect of the Phase II development, only plot 2 has been constructed but the remainder will not be constructed without a pre-sale/pre-let. Demand for take-up of existing units or development plots is not thought to be good given the site's location and proximity to the motorway network. Demand is the major issue in this location and specific incentives may be required in order to fill existing accommodation or enable construction of new accommodation. The accessibility to the site may be aided through the construction of the proposed Hoobrook Link Road.
Options	The site lies within an acknowledged employment area and, therefore, the proposed development is likely to be the only acceptable form of development on the site, although if demand does not pick up, there may be pressure for more retail orientated developments on the Minster Road frontage. There may be scope for increasing the office content rather than promoting the remainder of the site for predominantly warehouse/distribution uses. This will potentially increase the number and quality of jobs created on the site.
Preferred Option	The preferred option remains as per the masterplan which proposes a mixed commercial development comprising warehouse/distribution, light industrial and office accommodation.
Proposed Approach	The current approach appears to be one of letting those units which are currently unoccupied and constructing new accommodation on a non-speculative basis only.
Delivery Timescale	Our appraisal assumed start on site in January 2007 with an anticipated end to building in June 2011 in the light of the current economic climate. We estimate that commercial sales began at the start of 2008 and will complete in June 2012.
Outputs	<ul style="list-style-type: none"> • 88,231 sq.ft. of B2 general industrial accommodation, 186,000 sq.ft. of B8 storage and distribution and 50,750 sq.ft. of B1 office space based upon the current masterplan. • 852 jobs created based upon the existing masterplan. • In the region of £29 million of private sector investment.
Outcomes	<ul style="list-style-type: none"> • Potential to reinvigorate office and industrial markets in Kidderminster. • Provision of much needed quality employment opportunities in close proximity to an area of relative deprivation.

Project: Folkes Forge	
Location	Located approximately 2 miles south west of Kidderminster town centre on the eastern side of the A451 Stourport Road/Minster Road with access off a service road.
Site Description	The site comprises the former Folkes Forge operation which includes existing industrial buildings and associated office premises fronting Stourport Road with significant site coverage and is located within the established employment area around the Stourport Road.
Issues	Existing use of the site is relatively intensive, giving limited potential for enhancements and alterations to the existing site layout and the site is relatively constrained in its existing form.
Options	<p>Given that the site lies within an established employment area the options available are limited to employment uses as follows:-</p> <ul style="list-style-type: none"> ● Conversion of the buildings to develop a large scale commercial recycling centre as per the current owner's proposals. ● Subdivision of the existing premises for small scale industrial development. ● Re-letting of the entire premises for a single operation. ● Demolition and redevelopment of the site for light industrial and/or office uses.
Preferred Option	The current owner's preferred option for a recycling centre would address current environmental issues, however, such a proposal is likely to comprise significant internal and external storage of materials with little prospect of improvement in the quality of the existing built form. Redevelopment of the site for light industrial/office use would serve to enhance the quality of the existing built environment and the offer to prospective occupiers. However, such use would compete directly with other schemes in the locality i.e. Finepoint, for which there appears to be limited demand.
Proposed Approach	The approach of the existing owner is for use of the existing buildings for a commercial recycling centre necessitating minimum spend. The future development of an integrated environmental technology park may provide the opportunity for accessing public funds.
Delivery Timescale	We understand that refurbishment works at the former Forge were commenced in July 2008, completing in December 2008, with occupation taking place in early 2009. We anticipate refurbishment of the offices fronting Stourport Road taking 6 months from January 2009 with occupation being complete by December 2009.
Outputs	<ul style="list-style-type: none"> ● Reuse of existing industrial floorspace. ● Creation of in the region of 458 jobs.
Outcomes	<ul style="list-style-type: none"> ● Enhanced activity on the Stourport Road through reuse of existing buildings. ● Development of environmental technologies in the District as a potential growth sector.

Project: Former British Sugar Site, Stourport Road	
Location	Located approximately 1.25 miles south west of Kidderminster town centre immediately to the east of the A451 Stourport Road.
Site Description	<p>A 24 hectare/60 acre site formerly occupied by British Sugar for the processing of sugar beet. The site now comprises a series of potential development plateaus with many of the existing buildings having been demolished.</p> <p>The rear of the site which remains within the ownership of British Sugar comprises a series of lagoons and settling ponds resulting from the operation of the sugar plant. This part of the site is bound to the east by the Staffordshire and Worcestershire Canal and the River Stour around which and beyond which are SSSIs. The only remaining structures on site are the sugar silos which are due to be demolished at some point in the near future.</p>
Issues	<ul style="list-style-type: none"> ● The Stourport Road suffers from serious traffic congestion and for the site to be attractive for investors this problem must be addressed. ● One proposal for alleviating traffic congestion on the Stourport Road is for the construction of a link road between Stourport Road and Worcester Road, otherwise referred to as the Hoobrook Link. The current owners of the processing site see no imperative for such a link which could impose significant cost upon their scheme unless funded by the public sector. Such a road link would also require the bridging of both the Canal and River Stour and to avoid the aforementioned SSSIs. ● The site is acknowledged as the single most important employment site in the District and could fulfil a large proportion of the District's required employment land allocation. ● The site is also located within the Oldington and Foley Park Ward which is within the 10% most deprived Wards in the Country and could provide important employment opportunities for the resident community. ● The site is not ideally located from a strategic prospective, given its relatively poor links to the major road and motorway network. However, the Hoobrook Link would improve this situation. ● The recent downgrading of the HSE Zone associated with the nearby Ashland Chemicals Plant has effectively made the entire site developable.
Options	These were assessed by GVA Grimley in a report completed in August 2007, including the use of the site for a technology/business park. This option was dismissed in favour of a B2/B8 use, including offering the potential for the relocation of existing large scale employers within Kidderminster.
Preferred Option	As referred to above, the preferred option for the site is for B2/B8 uses including some large scale relocations. However, the site may benefit from the inclusion of B1 use and some ancillary facilities, i.e. leisure, retail, etc. to allow the site to be self-sufficient.
Proposed Approach	The delivery of the site should be phased and may require initial public sector intervention to deliver infrastructure necessary to service the site and also to remediate it. Should the proposed Hoobrook Link be required, this will necessitate large scale funding from the public sector.
Delivery Timescale	The GVA Grimley report identified a first phase of development over half of the site comprising 36,000 sq.ft. of B1a accommodation, 32,000 sq.ft. of B1c accommodation, 144,900 sq.ft. of B2 accommodation and 303,900 sq.ft. of B8 warehouse accommodation. We have extrapolated these figures to the remainder of the site and allowed for ancillary retail provision totalling 4,000 sq.ft.. We have estimated remediation and servicing of the site beginning in January 2010 and finishing in December 2011 to include the development of the proposed Hoobrook Link. The phasing of the scheme is programmed from January 2011 to March 2025 with sales beginning in April 2012 and extending to June 2026.
Outputs	<p>Full development of the site would potentially achieve the following outputs:-</p> <ul style="list-style-type: none"> ● 72,000 sq.ft. of office/business park development. ● 290,900 sq.ft. of B2 general industrial use. ● 600,000 sq.ft. of storage and distribution use. ● 64,000 sq.ft. of B1 light industrial use. ● 4,000 sq.ft. of ancillary retail use. ● Up to 2,605 new jobs.

Outcomes	<ul style="list-style-type: none"> • Regeneration of the single largest employment site in Wyre Forest District. • Provision of employment opportunities in a deprived community.
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Project: Former Romwire Site, Stourport Road	
Location	Located approximately 2 miles south west of Kidderminster town centre on the western side of the A451 Stourport Road/Minster Road accessed off Walter Nash Road West.
Site Description	Relatively level site fronting Stourport Road/Minster Road intensively occupied by buildings of the former Romwire company comprising relatively dilapidated industrial premises.
Issues	<ul style="list-style-type: none"> • The current condition of the buildings does not necessarily support their reuse for other purposes. • The site is intensively developed and therefore relatively constrained with regard to expansion of existing use. • Access within the site is also constrained by virtue of a narrow road between two existing buildings. • The site is heavily contaminated and would require significant expenditure on remediation. <p><i>*please note building have subsequently been demolished</i></p>
Options	<ul style="list-style-type: none"> • Reuse of existing buildings for a single end user – this is highly unlikely given the condition and nature of the existing buildings. • Subdivision of the existing buildings for smaller scale industrial use – again this is unlikely given the condition and layout of buildings on site. • Demolition of existing buildings and redevelopment for B1/B2/B8 industrial use – whilst preferable from a use perspective, there is some concern over the lack of demand locally for such use and potential competition with other employment sites in the immediate vicinity, i.e. Finepoint, Folkes Forge and British Sugar. • Redevelopment of the site for an office/business park – again some concerns over lack of demand for this type of use given slow take up on Foley Business Park opposite and potential competition with Finepoint. • Redevelopment of site for single end user for office use.
Preferred Option	A preferred option is for the redevelopment of the existing site for B1/B2/B8 uses in line with those uses in the surrounding locality.
Proposed Approach	The requirement to demolish existing buildings, remediate the site and redevelop it might necessitate the use of public sector gap funding to ensure viability particularly in current market conditions. Alternatively, it may be necessary for the developer of the site to consider land remediation funding to cover the costs of the significant reclamation costs that are anticipated resulting from previous uses.
Delivery Timescale	We anticipate that remediation works could begin on site in July 2011 with actual built floorspace being commenced in January 2012. We have estimated a 2 year development period ending December 2013 on a phased basis with sales beginning in January 2013 and completing in December 2014.
Outputs	<ul style="list-style-type: none"> • On the basis of an industrial use of the site, we would envisage total floorspace creation being in the region of 220,000 sq.ft. comprising 40,000 sq.ft. light industrial, 60,000 sq.ft. general industrial and 120,000 sq.ft. warehousing/distribution. • Remediation of circa. 5 hectares of brownfield land. • Creation of in the region of 533 jobs.
Outcomes	<ul style="list-style-type: none"> • Any new development on this site would provide employment opportunities for the locally deprived community and would assist in the regeneration of the Stourport Road employment corridor.

Project: Kidderminster Town Centre (KTC3)	
Location	The KTC3 site is located on the eastern side of Kidderminster town centre adjacent to Kidderminster ring road and accessed off Worcester Street.
Site Description	The site comprises the former Magistrates Court and Market Hall and associated surrounding buildings between Worcester Street and Oxford Street. The site lies adjacent to Kidderminster ring road and its junction with Comberton Hill which forms the main eastern access into Kidderminster. The site itself slopes eastwards up towards the ring road which forms the site's eastern boundary and lies immediately south of the Glades Leisure Centre. Adjacent buildings to the west of the site and the road network to the south of the site further constrain the development potential.
Issues	Wilson Bowden was selected as the preferred developers of the site. Their scheme comprises a leisure led mixed use development, including an 8 screen cinema, 20 lane bowling alley, bars, restaurants and a hotel. Residential apartments would also be incorporated into the development. Wilson Bowden have been in discussions with 2 cinema operators at the conclusion of which they intended to submit a planning application for the development of the site. There is some concern given the current state of the market about the viability of the proposals, although it is acknowledged that the development of the site will have particularly beneficial consequences for the regeneration of the town centre. The inclusion of a cinema within the development proposals also raises issues in relation to whether this is the best location for such a use and it is evident that other locations such as Weavers Wharf have been considered. There is also an issue with respect to the accessibility of the site from Comberton Hill which currently requires pedestrian use of a series of subways.
Options	The current proposals for the site appear reasonable and prospective options appear limited given its proximity to the town centre. The major options centre on the inclusion or otherwise of the cinema for which the only nearby parking is that provided by the surface parking to the rear of Worcester Street. However, it is assumed therefore that a large proportion of patronage will be through people arriving via public transport, hence the importance of the link with Comberton Hill.
Preferred Option	The preferred option would be to see the development proceed on the basis of the proposed plans but with further consideration given to the viability of a cinema operation in this locality.
Proposed Approach	The District Council has already selected its preferred development partner in Wilson Bowden and has identified this as the preferred approach to delivering the proposed scheme.
Delivery Timescale	It is anticipated that a planning application could be submitted before the end of 2008 with development commencing in early 2009 and completing at the end of 2009.
Outputs	<ul style="list-style-type: none"> ● 55,000 sq.ft. of leisure use comprising bars/restaurants, cinema, bowling alley and hotel. ● 10,000 sq.ft. of further retail development. ● 10,000 sq.ft. of office accommodation ● 20,000 sq ft hotel ● 272 new jobs created
Outcomes	<ul style="list-style-type: none"> ● The creation of a new leisure related development to enhance the existing offer provided in the east of the town centre. ● Catalyst to the regeneration of Kidderminster town centre. ● A possible mechanism for improving links between Comberton Hill and the town centre.

Project: Town Hall, Kidderminster	
Location	The site is located in the centre of Kidderminster off Vicar Street at its junction with Exchange Street.
Site Description	The site comprises the existing Town Hall which is currently used for a wide variety of corporate events, meetings, lectures, private parties, weddings, tea dances, formal occasions and trade fairs. The building comprises four facilities: The Music Room; The Corn Exchange; The King Charles Room; and the Courtroom and Council Chamber.
Issues	<ul style="list-style-type: none"> • It is felt that the opportunities provided by the Town Hall are not fully exploited in relation to its use and income generation. • The building is located at the heart of Kidderminster but does not seem to command the status associated with a Town Hall. • There is a growing demand for arts related activities and facilities provided in a central location.
Options	<ul style="list-style-type: none"> • Continuation of existing use – this option would continue to under-exploit the opportunities provided by the Town Hall given its location in the centre of the town and its potential to attract greater visitor numbers. • Creation of a performing arts venue – this option would provide a venue with capacity for a 400 seated audience and indirectly lead to the creation of a small number of jobs, whilst also exploiting the potential and opportunity provided by the Town Hall. It would also be an important step in establishing an arts quarter within the town.
Preferred Option	The preferred option would be to develop the proposed performing arts venue thereby exploiting fully the opportunity provided.
Proposed Approach	The development of a performing arts venue could be achieved either through the Council's own investment or by bringing on board a private sector investor who would thereafter take a share of the profits of the scheme. The development could involve a complementary restaurant / bar.
Delivery Timescale	It is anticipated that the scheme could be developed in the short term and certainly within the next 5 years.
Outputs	<ul style="list-style-type: none"> • Creation of 94 jobs. • Potential leverage of private sector investment of around £3.3m
Outcomes	<ul style="list-style-type: none"> • Creation of a visitor attraction and leisure facility at a focal point within Kidderminster town centre. • Improvement in the aesthetic appearance of an architecturally important building within the town leading to an enhanced public environment. • The creation of a performance venue as an addition to the visitor offer.

Project: Waterloo Street, Kidderminster Town Centre	
Location	Located at the north eastern edge of Kidderminster town centre and bounded by the ring road to the north and east, Coventry Street to the south and Blackwell Street to the west and intersected by Waterloo Street.
Site Description	The site comprises retail premises fronting Blackwell Street with offices above, Cheshire's Printers between Waterloo Street and the ring road and the BT Telephone Exchange on the western side of Waterloo Street. The site rises from the south to the north.
Issues	<ul style="list-style-type: none"> • The Telephone Exchange is only partially occupied and of aesthetically poor value. It is presumed that part of the building is of little operational value and, therefore, part or all of the building could be redeveloped. • The Cheshire's site and former car retail pitch at the top of Blackwell Street provides a poor visual entrance to the town. • Existing businesses including Cheshire's would need to be satisfactorily relocated. • The site as a whole hangs together rather poorly and better economic use could be made of the site. • The site relates poorly to St. George's Park on the other side of the ring road and could potentially benefit from surface level pedestrian crossings.
Options	Options for the site include the following:- <ul style="list-style-type: none"> • Residential development with ground floor retail. • Redevelopment of the site for high quality office accommodation and associated retail.
Preferred Option	The preferred option is for redevelopment of the site for residential accommodation with associated retail at ground floor and self-contained parking. The site should also be better linked to St. George's Park through the development of a surface level crossing across the ring road and potential pedestrian access through the heart of the site to Blackwell Street.
Proposed Approach	Some site assembly might be required in order to maximise the impact of site development. There may be a requirement for some public sector subsidy or use of the public sectors compulsory purchase powers in order to assemble the site. There may also be a requirement for the public sector to assist in the identification of a relocation site.
Delivery Timescale	We would propose that delivery of this scheme could take place within the next 5 years given the position of both BT and Cheshire's. However, the scheme is not a relative priority and is, therefore, more likely to come forward within a 5 to 10 year timeframe.
Outputs	It is estimated that the following outputs could be created:- <ul style="list-style-type: none"> • 10,000 sq.ft. of new retail accommodation • 50 residential units • In the region of 47 new jobs.
Outcomes	<ul style="list-style-type: none"> • The development of this site would enhance the north western gateway into the town centre which is of aesthetically poor quality currently. • The scheme could create a localised town centre office market.

Project: Weavers Wharf, Kidderminster Town Centre	
Location	Located around Slingfield Mill within the KTC1 development in Kidderminster town centre, adjacent to the Staffordshire and Worcestershire Canal.
Site Description	The scheme comprises the refurbishment and extension of the existing Slingfield Mill building for occupation by Debenhams and occupation of the Piano Building and adjacent building for office and retail uses. Some of these buildings were retained under the previous KTC1 development and other than in respect of Slingfield Mill, have remained largely unoccupied. The Mill itself comprises a four and a half storey former carpet manufacturing mill and the Piano Building comprises a 2-3 storey former office/manufacturing building. A further building has been developed between the 2 comprising potential 2-3 storey office accommodation.
Issues	<p>The buildings within this site have remained generally under occupied and not fulfilled their potential of adding to the regeneration of Kidderminster town centre. Previous occupation of Slingfield Mill by a secondary retailer proved unsustainable with a result that footfall within the area was lower than anticipated. In addition, the site has not capitalised on its location adjacent to the Staffordshire and Worcestershire Canal, although this to some extent is understandable given the semi-industrial uses on the opposite bank of the canal. The development of this site will need to be closely tied into the proposals for the Canal Corridor North and maximise the opportunities for utilising the canal side location.</p> <p>In addition, the existing surface car parks which serve KTC1 adjacent to Slingfield Mill do not maximise the use of what should be public space fronting onto the canal and it might be beneficial to see part of this developed and parking provision relocated elsewhere or a multi-deck facility provided on part of the site.</p>
Options	<p>The options for the site are constrained by existing buildings and their orientation, which provide limited opportunity for exploiting the canalside location. However, wherever possible, further work should make provision for maximising the benefits of the canalside location and creating a more welcoming environment for pedestrians. In this respect, the provision of bars/cafes/restaurants at ground floor level should be maximised and the existing parking area should be reduced and utilised to create a public space with associated development.</p> <p>Alternative options include retaining the site in its current form and linking it in to development on the opposite side of the canal. It is felt, however, that this would not create the pedestrian friendly environment sought or exploit the benefits of the canalside location.</p>
Preferred Option	This is constrained by current proposals from the land owner in respect of the proposed Debenhams store and associated hotel. However, as mentioned previously, the preferred option would be to maximise public use of the space by incorporating cafes/bars/ restaurants at ground floor level and reducing the impact of the existing surface car park by creating public space and associated development on part of it.
Proposed Approach	Every attempt should be made to capitalise upon Debenhams proposals and attract complementary users as referred to above. We believe that the owners of the KTC1 site, Henderson, should be approached with regard to developing a comprehensive scheme for this part of the KTC1 site, along with the Canal Corridor North, utilising the District Council's CPO powers.
Delivery Timescale	It is proposed that the Debenhams store will be operational within 12-18 months and that this should act as a catalyst for securing a hotel operator and further development in the immediate vicinity.
Outputs	<ul style="list-style-type: none"> ● 30,000 sq.ft. of new retail provision within Debenhams store. ● A further 40,000 sq.ft. of retail, restaurants, cafes and bars within the adjacent buildings. ● A further potential 30,000 sq.ft. of retail accommodation associated with development of part of the existing surface car park and a new decked car park. ● 20,000 sq.ft. of hotel accommodation within the upper two floors of Slingfield Mill. ● Creation of new public space.

Outcomes	<ul style="list-style-type: none">• The scheme will provide a new retail/leisure focus for Kidderminster town centre, exploiting the opportunities which were initially highlighted under the original KTC1 development and help to increase footfall in the areas around Slingfield Mill.• Assist in the creation of a node of retail/leisure activity to compliment that being created around the KTC3 development and Worcester Street and the encouragement of development/investment in the intermediate area.• Create Kidderminster's 'Brindleyplace'.
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