

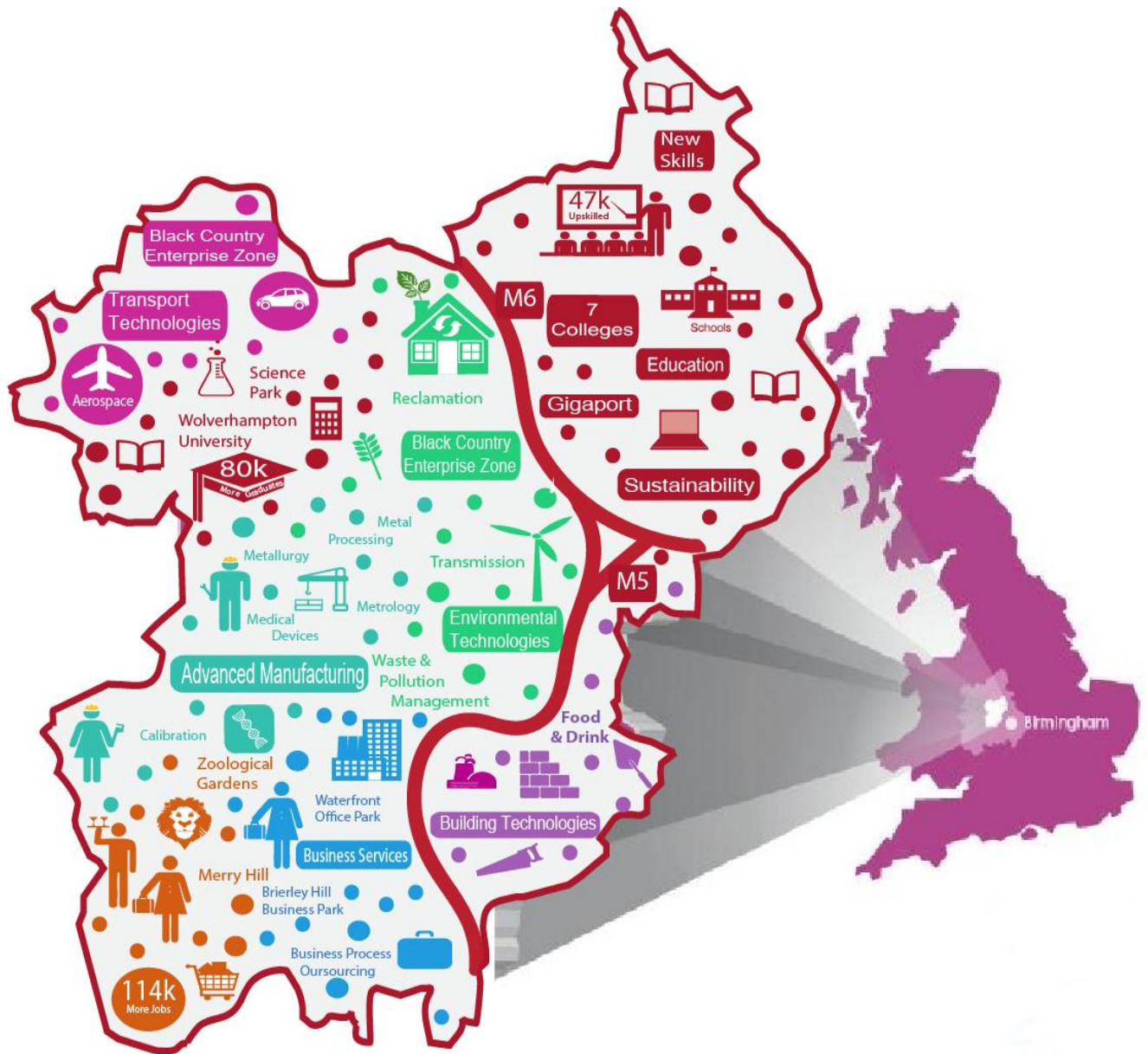


# Black Country Strategic Economic Plan

‘Made in the Black Country:  
Sold around the World’

31<sup>st</sup> March 2014





# Black Country *LEP*

<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>1 THE BLACK COUNTRY STRATEGIC ECONOMIC PLAN .....</b>	<b>10</b>
1.1 A GUIDE TO THE BLACK COUNTRY STRATEGIC ECONOMIC PLAN .....	10
1.2 THE BLACK COUNTRY STRATEGIC ECONOMIC PLAN .....	11
1.3 THE BLACK COUNTRY – OUR OPPORTUNITY .....	11
1.4 THE BLACK COUNTRY IN 2033 – OUR OVERARCHING LONG TERM STRATEGIC FRAMEWORK .....	12
<b>2 OUR GROWTH STRATEGY .....</b>	<b>14</b>
2.1 OUR STRATEGIC PROGRAMMES.....	16
2.1.1 <i>Strategic Programmes to Raise Employability, Education and Skills</i> .....	16
2.1.2 <i>Strategic Programmes to Transform the Black Country Infrastructure and Environment</i> .....	25
2.1.3 <i>Strategic Programmes to Improve Black Country Business Competitiveness</i> .....	38
2.1.4 <i>Cross-LEP &amp; Cross Organisation Aligned Activity</i> .....	44
2.2 OUR LOCAL GROWTH DEAL PRIORITIES.....	47
2.2.1 <i>SWOT analysis</i> .....	47
2.2.2 <i>Our Skills Challenge</i> .....	50
2.2.3 <i>Spatial Focus</i> .....	51
2.2.4 <i>Our Local Growth Deal Priorities for Enabling Additional Growth</i> .....	52
2.2.5 <i>Process of Prioritisation</i> .....	52
2.2.6 <i>Priority Projects Overview</i> .....	53
2.3 IMPLEMENTATION PLAN – OUR LOCAL GROWTH DEAL PROJECT DELIVERABLES .....	57
2.3.1 <i>Our Financial Growth Fund asks of government</i> .....	58
2.3.2 <i>Priority Projects by Theme</i> .....	64
2.3.3 <i>Links to priority growth network</i> .....	70
2.3.4 <i>Freedoms and Flexibilities to enhance local delivery</i> .....	71
2.3.5 <i>Economic Impact</i> .....	74
<b>3 MEDIUM TERM PRIORITIES.....</b>	<b>75</b>
3.1 INTRODUCTION.....	75
3.2 FLAGSHIP PROJECTS.....	75
3.3 MEDIUM TERM PRIORITIES .....	77
3.4 SITES AND PREMISES.....	79
3.5 ENVIRONMENT AND DISTINCTIVE STRATEGIC CENTRES.....	80
3.6 LOW CARBON ECONOMY .....	80
3.7 PIPELINE PROJECTS .....	80
<b>4 GOVERNANCE AND ACCOUNTABILITY.....</b>	<b>86</b>
4.1 INTRODUCTION.....	86
4.2 GOVERNANCE .....	86
4.3 DELIVERY ARRANGEMENTS.....	88
4.4 ALIGNMENT.....	89
4.5 PERFORMANCE MANAGEMENT AND REPORTING .....	89
4.6 FINANCIAL PLANNING MONITORING AND MANAGEMENT.....	90
4.7 PROJECT RESOURCES .....	90
4.8 PUBLIC SECTOR ASSETS .....	90
4.9 EVALUATION.....	91
4.10 PROGRAMME APPRAISAL.....	92
4.11 EQUALITIES.....	92
4.12 MARKETING AND COMMUNICATIONS .....	92
4.13 RISK ANALYSIS.....	93
<b>5 STATEMENT ON WEST MIDLANDS LEPS JOINT WORKING.....</b>	<b>94</b>
<b>6 PRIORITY PROJECT OUTLINES.....</b>	<b>97</b>
<b>7 APPENDIX .....</b>	<b>128</b>
7.1 SUMMARY OF STAKEHOLDER CONSULTATION .....	128
7.2 LEP BOARD MEMBERSHIP .....	131
7.3 LOCAL GROWTH FUND OUTPUTS AND FINANCIAL SUMMARY TABLES .....	132

Supporting Documents- 1. West Midlands Transport Statement. 2. Letters of Support and Funding Alignment. 3. Outline Business Case Proforma

## Executive Summary

The Black Country's strong manufacturing base, our deep-rooted and sophisticated supply chain networks, our global businesses and our location at the heart of the national transport network mean that we are uniquely well placed to deliver additional jobs in high value manufacturing.

Our ambition is focused on the Aerospace, Automotive and Building Technologies Sectors. These sectors have been selected based on extensive evidence of growth globally and nationally. The Black Country is well located in terms of supply chains and economic clusters, ensuring we are a leading player in the delivery of the UK Industrial Strategy. Our Strategic Economic Plan will deliver additional growth in these sectors. It will also help us to accelerate improvements to the Black Country as an attractive place in which to live, work, visit and invest.

### Our vision

We have a long-established vision for the Black Country in 2033 which provides a firm foundation for our local growth deal<sup>1</sup>. Our aim is to grow our global supply chain with the world class skills it demands, to maximise the benefits of our location, to exploit our industrial and geological heritage and to provide high quality housing to meet the needs of a balanced growing population. Our ground-breaking core strategy provides a pro-growth planning framework to deliver this vision.

By 2033 the Black Country will have increased the number of local jobs to 545,000 (+113,000 jobs) and strengthened our business base of 32,000 with an additional 1,500 new businesses each year. The Black Country will be home to 1.2 million residents with increased levels of graduates 231,000 people (+80,000) and accommodating an additional 47,000 new homes (from baseline 445,000).

### Our capacity to deliver

Our LEP has the advantage of building on over a decade of joint working between business, local councils and the voluntary sector. The four Black Country Councils have established a statutory Joint Committee which the LEP attended. The Joint Committee met in March 2014 and endorsed this Strategic Economic Plan. These arrangements enable collective binding decisions to support the implementation of our economic priorities, City Deal and in the future our Local Growth Deal. We are extending the number of Black Country joint teams to ensure effective delivery on the ground. This partnership working extends to our neighbouring LEPs in the West Midlands with our shadow Integrated Transport Authority arrangements and formal West Midlands LEP Group.

This builds on our track record of collective decision-making and effective delivery, including:

- ✳ One of the most successful Enterprise Zones in the country, which is acting as a catalyst for growth nationally and is home to JLRs UK Engine Centre;
- ✳ Our Skills Factory is brokering the delivery of new skills provision to meet the training needs of businesses;
- ✳ Our ground breaking 'business friendly' guides including our Planning Charter and Access to Finance Funding Fact Sheets;
- ✳ The establishment of Invest Black Country which secured a 15% increase in jobs created by foreign investment in 2012-13.

### Our focus and prioritisation

In developing this SEP we have been rigorous in identifying which sectors have the best potential for additional growth over the next six years, what action is needed to enable businesses in those sectors to grow and what investments will deliver that action in a way that has the biggest impact and provides good value for money.

---

<sup>1</sup> Our long term strategy and the evidence base for it are set out in a suite of documents including the Black Country Study, the Black Country Strategy for Growth and Competitiveness, the Core Strategy and our annual performance reports. The documents are available on [www.the-blackcountry.com](http://www.the-blackcountry.com)

Opportunities for growth:	
Globally and Nationally	In the Black Country
<b>Aerospace:</b> Boeing and Airbus anticipate near doubling of civilian aircraft fleet by 2033	20% of UK aerospace output underpinned by 4 Black Country Companies
<b>Automotive:</b> SMMT predicts UK automotive production could increase from 1.6m units in 2013 to 2.2m in four years	Black Country companies in automotive support the supply chain of 10 OEMs, 7 of which are within 45 minutes' drive
<b>Building Technologies:</b> UKTI has identified £94bn of opportunities for UK businesses to secure global construction orders	Presence of 66 strategically important construction businesses, including global leaders such as Carillion plc.

Black Country businesses are eager to exploit its above opportunities, but in order to do so they have identified a number of steps to enable them to compete internationally. They are to:

- ✳ Deliver bespoke training on modern equipment in high quality facilities which meet the specific needs of businesses in our growth sectors;
- ✳ Increase business investment in skills and training;
- ✳ Develop the capacity of Black Country businesses to innovate and respond to new opportunities;
- ✳ Enable the supply of high quality employment sites and premises;
- ✳ Improve our housing mix;
- ✳ Provide quick, efficient and reliable movements of products and people to the strategic road and rail network.

We have adopted a robust approach to prioritising projects including an open call for business cases and the assessment of those cases by an independent panel. We have used the Government's five case model: strategic case, commercial case, finance case, economic case and management case.

### Our Local Growth Deal

Our proposed local growth deal comprises:

- ✳ A first phase of 12 priority investments - set out on the next page - which have been given an A grade by our independent panel and which we are confident can be delivered in 2015-16;
- ✳ An initial phase of four transport investments which deliver enhanced, multimodal connectivity to HS2, key sites and the motorway network;
- ✳ A longer-term programme of transformational projects, including a Black Country Centre for Elite Manufacturing Skills and a Centre of Excellence for Light Rail Innovation;
- ✳ A pipeline of other projects for delivery in 2016-17 and beyond;
- ✳ A collaboration with government to develop innovative approaches to our most deep-seated challenges drawing on approaches such as payment by results, community budgeting, the rationalisation of public sector assets and social impact bonds.

### Our Local Growth Deal 2015-16

Our first phase of 12 priority investments will:

- ✳ Help companies in our target sectors to invest in plant, machinery and property;
- ✳ Enable SMEs to gain a "first mover advantage" in the UK smart grid market;
- ✳ Grow the capacity of our science park to enable business creation and growth in high value manufacturing;
- ✳ Bring forward 4 key developments, 3 housing developments and one employment site;
- ✳ Provide capacity and improve reliability of journey times to key centres and sites for growth;
- ✳ Maximise the benefits of HS2 to the Black Country;
- ✳ Significantly improve the quality of our city centre cultural and events offer;
- ✳ Increase our capacity to deliver high quality training to fill skills gaps faced by businesses in our target sectors;
- ✳ Deliver specialist equipment for use in new training provision.






Unlocking Black Country Business Growth in Aerospace, Automotive and Building Technologies Sectors

**Top 16 Priority Investments**

**Strategic Programmes to Raise Employability, Education and Skills – Priority Investments**

	<b>New Centre for Advanced Science, Engineering and Technology Coombswood Business Park</b>	<b>2015-16 LGF Ask: £1.1m</b>	Additional capacity to meet skills needs identified by businesses. £3m investment in a 1,300 m <sup>2</sup> centre, providing 250 higher level apprenticeships to meet skill gaps . This proposal has the backing of major local businesses - including Exova, Eurofins Scientific & Sterling Power Group – 3 of which have good practical training facilities to complement the new facility.
	<b>New Centre for Advanced Building Technologies &amp; Construction Skills Dudley College</b>	<b>2015-16 LGF Ask: £7.4m</b>	Additional capacity to meet skills needs identified by businesses and enable construction sector to benefit from opportunities presented by HS2. New centre comprising 4,427m <sup>2</sup> . Leading in Building Information Modelling the centre will up skill over 3,250 people in the first 5 years. Strong business backing including companies such as Carillion, Stepnell, Skanska, Interserve.
	<b>New Advanced Manufacturing Training and Education Centre and Construction Centre</b>	<b>2015-16 LGF Ask: £6m</b>	Additional capacity to deliver advanced manufacturing apprenticeships and training for the existing workforce. Includes focus on graduate retention and the unemployed. BMET Stourbridge Campus: £15m to build and establish a world class training and education facility. Developed in association with JLR and its supply chain. A “just in time” training model.
	<b>Specialist Equipment for High Value Manufacturing Sector</b>	<b>2015-16 LGF Ask: £0.2m</b>	Investment in high tech high value manufacturing capital equipment to meet current gaps in the facilities available. Will enable providers to meet skills needs identified by businesses. Equipment includes creation of a ‘Fab Lab’ in West Bromwich to turn ideas into new products and prototypes. Two training providers in Walsall, Incomm and PTP will provide CNC machines and the training required by businesses.





**Strategic Programmes to Improve Black Country Business Competitiveness – Priority Investments**

	<b>Access to Finance via Regional Growth Fund</b>	<b>2015-16 LGF Ask: £5m</b>	Strengthens the capacity of Black Country businesses to take advantage of new market opportunities. Will provide Access to Finance via the Regional Growth Fund to grow Priority Sectors via capital investment in plant, machinery & property. A £15m fund will be available over 3 years, leveraging in over £40m of private sector investment and generating 1,500 jobs.
	<b>New Science, Technology and Prototype Centre</b>	<b>2015-16 LGF Ask: £2.8m</b>	Enhances the capacity of Black Country businesses to innovate and exploit new opportunities. A £10m centre at Wolverhampton Science Park to provide 2,839m <sup>2</sup> of high quality managed office space and laboratory/testing space to facilitate prototype and R&D activity. Demand established in Science Park expansion study.
	<b>People’s Power Station</b>	<b>2015-16 LGF Ask: £0.5m</b>	A £3m project with funding from the TSB to make the Black Country a national leader in the development and deployment of smart grid technologies. The project will provide grants to building owners to install smart control technologies and local energy storage systems. Enables independent supply and builds first mover advantage in a rapidly developing global market.

## Strategic Programmes to Transform the Black Country Infrastructure and Environment – Priority Investments

	<b>Goscote Lane Corridor regeneration</b>	<b>2015-16 LGF Ask:</b> <b>£2.5m</b>	Investing £28m in a transformational programme to bring forward a residential development of 735 houses on three related vacant brownfield sites, totalling 21 hectares, within the Goscote Lane Corridor regeneration area in Blakenall, Walsall. Evidence of strong market interest.
	<b>Bilston Urban Village</b>	<b>2015-16 LGF Ask:</b> <b>£3.25m</b>	Working with the HCA and Wolverhampton City Council who have committed investment to provide further infrastructure, services and remediation to facilitate the release of further viable residential and employment development sites including 580 houses. Would improve housing mix. Complements investment in new academy and leisure centre
	<b>Bentley Lane, Walsall</b>	<b>2015-16 LGF Ask:</b> <b>£8.8m</b>	Creating 11 hectares of high quality employment land, in a key industrial development location to undertake site remediation works addressing off site road improvements. The site has known developer interest from a locally based national operation planning significant business expansion. The net development area is c400,000 sq ft and will create 800 jobs.
	<b>Woods Lane, Cradley Heath</b>	<b>2015-16 LGF Ask:</b> <b>£1.9m</b>	£5m LGF investment enabling a new road junction to access a development site for 247 homes, together with relocation of three key manufacturing businesses, & environmental improvements to the River Stour. This project will lever £30m of private sector funding, regenerate 9.43 hectares of poor quality industrial land & improve 0.6km of the River Stour Corridor.
	<b>Cultural Capital</b>	<b>2015-16 LGF Ask:</b> <b>£5m</b>	A £5m investment supporting a £20m investment to transform Wolverhampton city centre. A major refurbishment and extension of the Civic Halls, coupled with adaptations to the Grand Theatre. The project will address the barriers to the growth and viability for both of these key venues. The Civic Halls is a unique, nationally recognised venue in the cultural and creative industry sector. Enhances wider Black Country offer.

## Transport Priority Investments

	<b>M6 Junction 10</b>	<b>2015-16 LGF Ask:</b> <b>£0.7m</b>	A major motorway junction congestion busting scheme with complementary improvements to the adjacent local highway network and in support of the Enterprise Zone. This project is jointly designed and funded in partnership with the Highways Agency who are aligning significant resources and will deliver £221m of journey time benefits.
	<b>Wolverhampton Interchange</b>	<b>2015-16 LGF Ask:</b> <b>£4.5m</b>	The project will provide a fully integrated multi-modal transport hub, deliver new commercial floor space for 278 high value jobs and improve the strategic gateway to Wolverhampton, the wider Black Country, Birmingham and HS2. A new rail station building will be constructed & the multi-storey car park refurbished & extended.
	<b>Managing Short Trips</b>	<b>2015-16 LGF Ask:</b> <b>£1.5m</b>	The Managing Short Trips programme encompasses a range of improvements which includes innovative 'Interconnect' way finding, and signage supported by physical walking and cycling routes across the Black Country to form an attractive Active Travel Network.
	<b>Access to Growth</b>	<b>2015-16 LGF Ask:</b> <b>£4.5m</b>	A fund designed to help deliver smaller schemes (above £500,000 but less than £5,000,000) which improve access to employment sites and strategic centres. Schemes include highway efficiency improvements, sustainable transport, and interchange improvements which will deliver 1,600 housing units, a 10ha employment site and 215,000 sqft of B1 premises.

This programme of 12 priority projects and 4 transport investments would deliver the outputs set out in the table below:

Area	Total LGF 2015-16	Outputs-Impact 2015/16	Total LGF 2015-21	Outputs-Impact 2015/21
Transport	£11.2m (+£5.7m majors)	2,746 jobs	£56.4m (+£9.3m)	2,806 jobs
Skills Capital	£14.6m	528 jobs, 478 business assists, 1,286 learner assists	£15.9m	2,258 jobs, 78 houses, 2,509 business assists, 7,135 learner assists
Housing	£7.7m	290 jobs, 200 houses, 3 Business assists, 176 learner assists	£17.2m	2,031 jobs, 1,562 houses, 13 business assists, 239 learner assists
Other	£22.1m	1,917 jobs, 1,402 business assists, 17 learner assists	£35.8m	4,612 jobs, 1,518 business assists, 155 learner assists
<b>Totals</b>	£55.58m (+£5.7m majors)	5,481 jobs, 200 houses, 1,883 business assists, 1,479 learner assists	£124.9m (+£9.3m)	11,707 jobs, 1,640 houses, 4,040 business assists, 7,529 learner assists

To secure this **we are seeking £56m from the Local Growth Fund in 2015-16** and an additional £5.3m of our pre allocated Transport Majors Funding. These combined investments will lever in an additional £39m from other public sector organisations and £102m from private sector investors. Leverage of £3 for every £1 of Government LGF investment. Across the SEP period as a whole, to support our initial 16 investments, we are seeking £125m from the local growth fund and £9m of pre-committed funding. This will lever a total of £64m from the public sector and £288m from the private sector. **We are also seeking £175k in 2015-16 to fund a feasibility study and business case development for our Proposed Centre for Manufacturing Skills (CMS) Elite Centre.**

### Our local growth deal 2016-17 to 2020-21

We are developing a set of new transformational projects for subsequent years which will tackle our deep-seated barriers to growth. Our flagship project a **Black Country Centre for Manufacturing Skills (CMS) Elite Centre** with our ambitions to develop a stronger partnership with a number of Catapult Centres. This facility, which has extensive business backing, will provide high level, high quality training in the key supply chain skills areas of toolmaking, foundry, forging and advanced CNC.

We are also aiming to become the **UK Centre of Excellence for Light Rail Innovation**. Developed with partners such as the Warwick Manufacturing Group, Centro, UKTram, and the Department for Transport, the centre will showcase emerging innovation utilising opportunities for a demonstrator track, will create opportunities for skills and employment, and develop the capacity in the UK to build rather than import light rail vehicles.

In order to accommodate business growth, through a focus on supply chain expansion we need a good supply of high quality employment sites and premises with relevant access to finance mechanisms. Evidence of business demand shows that we must bring forward a further programme of sites in addition to the Enterprise Zone and City Deal programmes. These sites will have project financing requirements which mechanisms such as the city deal loan fund were not designed to address. We are developing proposals to fund this from 2016-17.

We have developed a programme of medium term priority investments for delivery in 2016-17 and beyond and we have identified a pipeline of additional projects which we will develop with expertise from both public and private sectors.

### Freedoms, flexibilities and non-financial asks of government

A key issue for us is the need for additional revenue resources to enable us to fund a number of our mid-term priorities, particularly our proposals to address our low skills base and incentivise higher levels of business investment in training. As noted above we are specifically seeking £175k in 2015-16 to fund the CMS Elite Centre Business Case. In the longer term we are seeking either access to revenue resources through the local growth fund in 2016-17 and beyond, or an ability to use councils' capital receipts to fund revenue expenditure



linked to the delivery of projects in our growth deal. We have also identified a number of non-financial asks of government to enable faster progress to be made on the delivery of our SEP. These include:

- ✳ Government engagement in discussions to bring forward further strategic sites in our Enterprise Zone;
- ✳ More flexibility in the use of surpluses relating to our superfast broadband programme;
- ✳ Request that the opportunity to bid for 'University Enterprise Zone' status be widened from the Core Cities, to all areas with a City Deal;
- ✳ The extension of the PWLB arrangement in our City Deal to support the private sector investment in bringing forward housing sites;
- ✳ Flexibility on the application of the Employer Ownership Fund to support small businesses.

We want to use the local growth deal negotiations to explore more innovation approaches to addressing the following challenges:

- ✳ Our low skills base and the under-investment by Black Country businesses in skills and training;
- ✳ The delivery of a further programme of high quality employment sites;
- ✳ Strengthening the capacity of businesses to innovate and exploit new opportunities;
- ✳ Significantly improving the Black Country as a place in which to live, work, invest and visit.

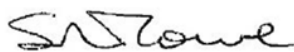
The table below sets out the issues we face in relation to these challenges and the approaches we are keen to develop through discussions with Government. In particular we want to explore:

- ✳ How payment by results could incentivise the provision of training to meet skill gaps identified by businesses and meet the demand for "bite-sized" provision;
- ✳ Whether the application of the principles of social impact bonds could be applied to new enterprise impact bonds to finance a new programme to enhance the capacity of small businesses in the Black Country to innovate and exploit new market opportunities;
- ✳ The use of community-budget type approaches to enable us to make more headway in our action to improve the attractiveness of the Black Country as a place in which to live, work, visit and invest, including the rationalisation of public sector assets.

We are aware that these approaches are among those being explored by the Local Public Service Transformation Network which was established by the government in July 2013, building on the work of the four whole place community budget pilots. We are keen to both engage with and learn from that network and to ensure that there is a West Midlands contribution to it.

We look forward to agreeing with you a Black Country Local Growth Deal that enables Black Country businesses to create more jobs and accelerates our action to exploit the opportunities for growth in the aerospace, automotive and building technology sectors. Increasing our competitive capability for more products to be made in the Black Country and sold around the world.

Signed:



**Stewart Towe Chairman Black Country Local Enterprise Partnership**



**Cllr Roger Lawrence on behalf of the Black Country Joint Committee**

# 1 The Black Country Strategic Economic Plan

## 1.1 A guide to the Black Country Strategic Economic Plan

Our Strategic Economic Plan comprises the following sections:

### ✦ The Black Country Strategic Economic Plan

This section includes a brief description of the Black Country. It summarises our vision for the Black Country in 2033 and our overarching long term framework for delivering that vision. It sets the long term strategic context for our SEP and local growth deal.

### ✦ Our Growth Strategy

This section begins by outlining the 12 strategic programmes that form the core of our current growth strategy. It goes on to identify the main opportunities for additional growth in 2015-16 to 2020-21 and the action that is needed to enable businesses to exploit those opportunities, including a SWOT analysis and spatial focus.

The section goes on to identify the 7 programmes that will form the core of our local growth deal. It also sets out a first phase of 12 priority investments we are confident can begin in 2015-16 and an initial phase of 4 transport investments, including our financial asks of government, to deliver that investment. This section concludes with our non-financial asks of government and a number of innovative approaches that we are keen to explore with government.

### ✦ Medium Term Priorities

This section explains our proposals for 2016–2021 including: three flagship projects, a set of medium term priorities and a pipeline of other projects which require further development.

### ✦ Governance and Accountability

This section sets how we intend to ensure effective governance and delivery of our local growth deal including our joint committee, our plans to set up new delivery arrangements and our proposals for public reporting.

### ✦ Statement on West Midlands Joint Working

A statement on how the West Midlands LEPs intend to develop their close working and collaboration.

### ✦ Priority Project Outlines

Detailed information on our 12 priority investments and 4 initial transport investments.

## 1.2 The Black Country Strategic Economic Plan

- ✪ This section outlines the strategic context within which we are developing our local growth deal. It includes:
- ✪ A short description of the Black Country today
- ✪ A summary of our vision for 2033 and the strategy to achieve that vision.

## 1.3 The Black Country – Our Opportunity

Located at the heart of the national transport network, the Black Country comprises the Boroughs of Dudley, Sandwell, Walsall and the City of Wolverhampton. It comprises 25 towns and four major strategic centres.

The population of the area is 1.14m and growing (having reversed a previous decade of decline), and it is becoming increasingly diverse. In 2001 15% of the population comprised ethnic minority residents: by 2011 the proportion was 23%.

We have the highest proportion of employment in High Value Manufacturing of any LEP area (21%) and the third highest proportion of employment in manufacturing as a whole. The sector accounts for 15.2% of employment. Our specialisms are metal products, plastics and manufacturing tools and machinery. The Black Country has one of the highest densities of automotive businesses, for example, we supply 20% of the UK's aerospace output; and we contribute a £900m share of the £90bn generated by the construction industry. A key focal area is to build upon the local supply chains of these sectors and ensuring that as much as possible of those supply chains are based locally to enable further economic growth in these sectors.

The Black Country Bullet (our online automotive supply chain directory), developed in partnership with Marketing Birmingham, demonstrates that our manufacturing strength lies in our strong and dense network of supply chain companies.

With extensive local transport links, and nationally important motorway and rail infrastructure, our location on the network provides a competitive edge to our economy. With the close correlation between supplier delivery times to the manufacturing sector and productivity growth in the sector, the effectiveness of the local transport infrastructure is an important element in maintaining international competitiveness in our growth sectors.

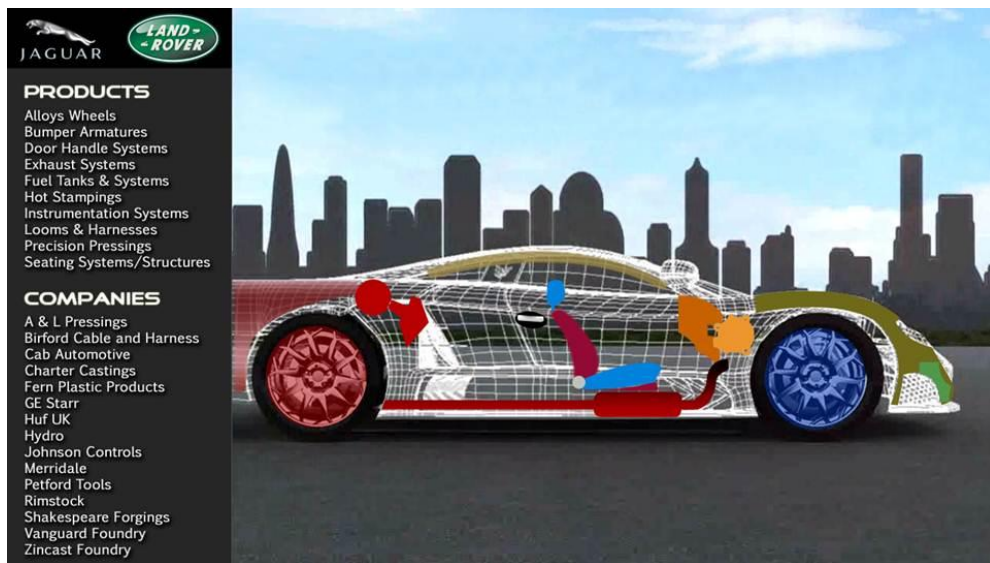
The symbiotic relationship between transport infrastructure and the strength of the Black Country economy is further evidenced by the West Midlands Economic Forum, who cited in research published this year, that 'output performance is likely to be further supported locally by recent upgrading of motorway infrastructure, improved light rail connectivity as well as by the transformation of access to global export markets as a result of increased available capacity at the adjacent Birmingham Airport. In the medium-term, planned and projected regional infrastructure construction will not only further enhance connectivity, but also boost demand for components and products engineered in the Black Country'.

The Black Country has had some notable successes in attracting inward investment, including the recent expansion of JLR and Moog in the Enterprise Zone. Other major companies located in the area include UTC Aerospace Systems, ZF Lemforder, Huf UK and Carillion plc.

We have helped these and other leading companies to meet their skills needs, but we need to do more to meet the skills gaps faced by businesses in our growth sectors. This means building on our success in raising the levels of educational attainment in schools.

The Black Country's GVA is currently a significant £17.2bn and the opportunity to contribute an additional £7.8bn to the UK economy. The area is committed to raising its skills and creating a more dynamic, innovative and competitive economy.

**Black Country Bullet**



The virtual 'Black Country Bullet' car above illustrates examples of Black Country suppliers to JLR.

**1.4 The Black Country in 2033 – Our Overarching Long Term Strategic Framework**

The Black Country is in the right place, at the right time. We are at the heart of an internationally competitive economy with global manufacturing companies and a vibrant supply chain. **Our vision is to grow the global supply chain, with the world class skills it demands.** Based on a business-led analysis of the barriers to growth, our strategic economic plan will enable us to move further and faster towards achieving that vision. We must enable growth in high value sectors in order to strengthen the wider economy leading to an increase in employment and income levels.

The box below summarises our vision for 2033 and the strategic framework we have put in place to deliver it.

<b>Our 30 year Vision, The Black Country Looking Forward .....by 2033 will...</b>
<ul style="list-style-type: none"> <li>✦ Become globally competitive with a significant number of leading manufacturing companies;</li> <li>✦ Comprise a network of four thriving centres, each offering a distinct mix of shopping, leisure, cultural and commercial facilities;</li> <li>✦ Maximise the benefit of its location at the centre of the transport network, ensuring modern, convenient and reliable connectivity both within the Black Country and connecting to key areas of economic growth;</li> <li>✦ Have a high quality environment, including a canal network of which the area is proud and an urban park landscape including greenspace, community and heritage assets making it an attractive place to invest, live, work and visit;</li> <li>✦ Become genuinely inclusive, with citizens who have a sense of belonging and who contribute to the wellbeing of the area;</li> <li>✦ Provide high quality housing which can meet the needs of a balanced population; and</li> <li>✦ Be ambitious and proud with effective partnership working between the private, public and voluntary sectors.</li> </ul>
<b>Our Drivers of Change – People, Place and Business</b>
<p><b>PEOPLE - Raising Employability, Education and Skills</b></p> <ul style="list-style-type: none"> <li>✦ Increasing the number of jobs by 113,060, from a baseline of 432,300;</li> <li>✦ Increasing the number of people with degrees by 80,208 to 231,208, from a current baseline of 151,600; and increasing the proportion of pupils achieving 5+A* GCSEs (including Maths and</li> </ul>

- English) to 59.2%, from a baseline of 58.2%; and
- ✳ A rise in incomes to the national average (+£3,761 per working resident).

**PLACE -Transforming the Black Country Infrastructure and Environment**

- ✳ Increasing the housing stock by a minimum of 47,569 new homes;
- ✳ Delivering an additional 937ha of employment land from a baseline of 634ha;
- ✳ Developing a sustainable, low carbon economy;
- ✳ Providing greatly enhanced movement of goods and people between the four centres, Birmingham and national and global markets;
- ✳ Grow our population to 1.2m (+53,200 residents), from a baseline of 1.14m; and
- ✳ Achieve a better population balance (home to 76,819 additional A/B households, in line with national average, from a baseline of 46,740).

**BUSINESS – Improving Black Country Business Competitiveness**

- ✳ Increasing the business birth rate by 1,453 from 3,400 new business starts

**Our Strong Foundations**

- ✳ Governance - A decade of successful cross boundary cross party effective collaboration now underpinned by an operational statutory Black Country Joint Committee.
- ✳ A Core Strategy - One of the first & biggest joint core strategies, providing the spatial context for our SEP, it:
  - Establishes a pro-growth planning framework;
  - Identifies a growth network comprising 16 growth corridors and four strategic centres;
  - Supports our commitment to delivering at least 63,000 new homes by 2026; and
  - Expands the provision of high quality employment land by a further 1,000 ha.

**We are measuring our progress**

- ✳ Since 2002 we have had in place a set of approved priority indicators against which we measure progress in the Black Country **Performance Management Framework**.
- ✳ Via the Black Country Annual Stakeholders Conference in public forum we report an evidence based progress report on our objectives, available in **published and on line formats**.

**We are Delivering Change..... Progress highlights**

The 2014 Black Country Annual Economic Review public meeting highlights improvement in performance from the Baseline year for the following;

- ✳ GCSEs improvement (21pp) higher than the national percentage point rise (13.4pp) since 2006;
- ✳ 62,000 more residents living in the Black Country since 2002;
- ✳ Earnings on average up by £5,000 per annum, since 2002;
- ✳ 20,000 additional residents with degrees or an equivalent qualification since 2004;
- ✳ Over 15,000 net increase in housing stock since 2006 and
- ✳ Over £100 million of investment in key transport schemes, helping to link areas of economic growth to the national infrastructure network.



## 2 Our Growth Strategy

This section:

- ✪ Summarises our current growth strategy including our 12 strategic programmes, cross-LEP working and alignment with other programmes including the EUSIF;
- ✪ Sets out our proposed local growth deal priorities, including our SWOT analysis, our spatial focus and the 12 priority investments and 4 transport investments which we are confident we can begin delivery of in 2015-16;
- ✪ Sets out our non-financial asks of government and a number of innovative approaches we would like to explore with government; and
- ✪ Summarises the economic impact of our programme.

Our LEP Board has identified 12 strategic programmes (as set out in diagram 1) aimed at:

- ✪ Enabling businesses in our growth sectors to grow and deliver our contribution to the implementation of the UK Industrial Strategy;
- ✪ Ensuring that the Black Country has the economic, social and physical infrastructure to enable those companies to grow.

These programmes form our current growth strategy. Our proposed local growth deal will focus on a subset of these programmes which we are confident will deliver additional jobs, homes and economic growth in 2015-16 to 2020-21.

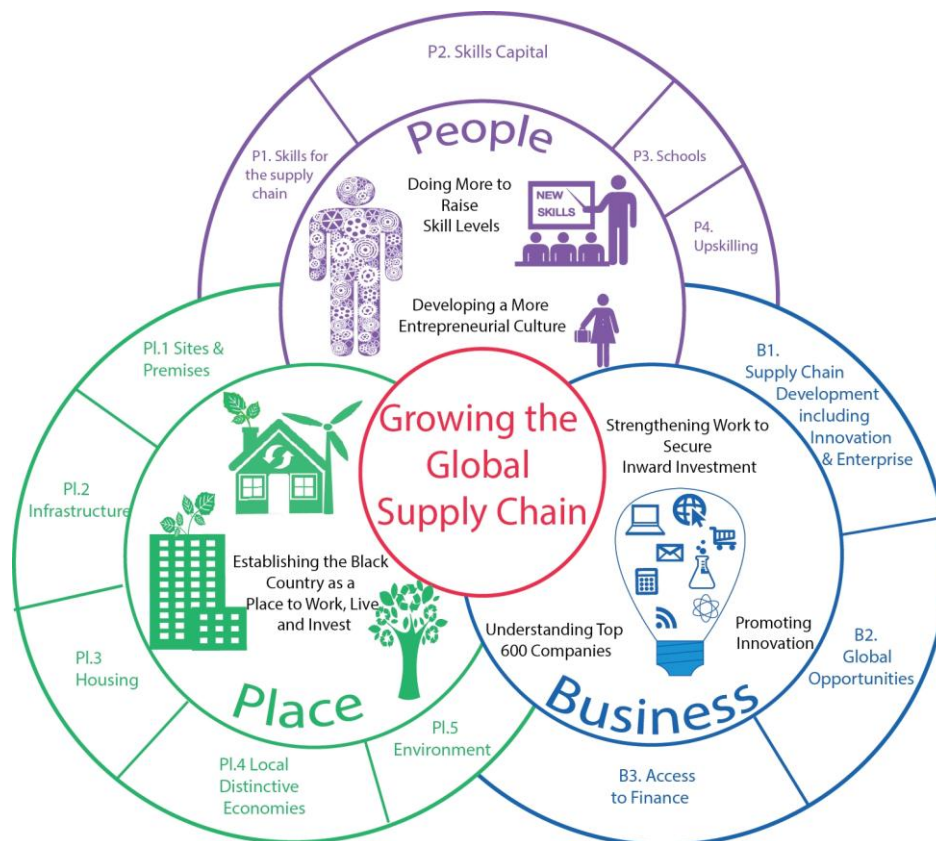


Diagram 1 – 12 Strategic Programmes

A key feature of our approach is to promote the role, growth potential and employment from 10 identified leading sectors that are crucial in securing economic growth, jobs and productivity in the Black Country. These sectors are drawn from a detailed evidence base which articulates the scale and role of specific sectors:

- ✳ Our five transformational sectors, the sectors which will secure most economic growth because of their export potential and supply chain opportunities: advanced manufacturing, building technologies, transport technologies, business services and environmental technologies;
- ✳ Our five enabling sectors which are crucial in terms of the wider economy and quality of life in the Black Country. The effectiveness of our programme to secure growth in the transformational sectors hinges in part on the performance of these sectors. They are: retail, visitor economy, sports, health and the public sector (including education and skills).

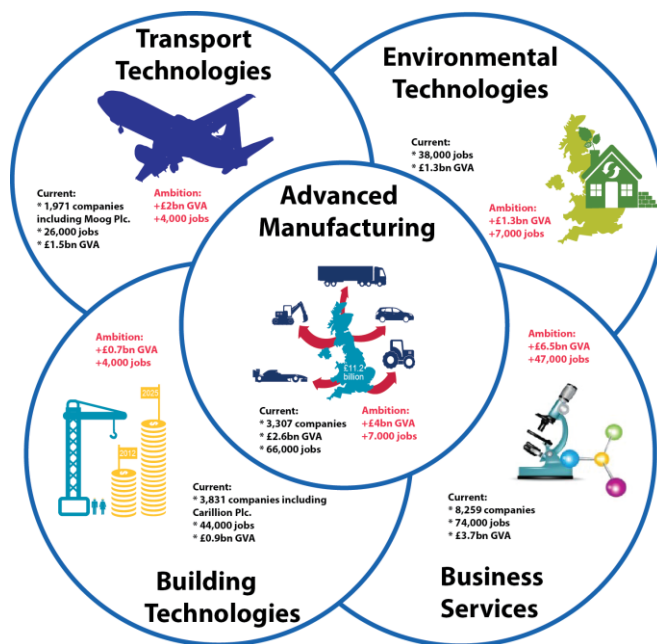


Diagram 2 – Black Country Transformational Sectors



Diagram 3 – Black Country Enabling Sectors

## 2.1 Our Strategic Programmes

The following tables summarise each of our 12 strategic programmes. The tables include a summary of the programme, details of current activity, information on progress to date, the rationale for the programme and, where appropriate a note on medium term priorities.

### 2.1.1 Strategic Programmes to Raise Employability, Education and Skills

P1. Skills for the Supply Chain																																																				
<b>Focus:</b>	<ul style="list-style-type: none"> <li>Ensuring the Black Country has a labour market with the right levels of skills and qualifications to meet the needs of businesses from the area's priority growth sectors. We will work with all businesses to <b>raise the skills</b> of the 432,300 strong Black Country workforce. Ensuring the Black Country has a labour market with the right levels of skills and qualifications to meet the needs of businesses from the area's priority growth sectors. Providing <b>bespoke interventions and meaningful support</b> for local companies that will increase their growth and business competitiveness. Scaling up our successful Skills Factory Model, we will focus on addressing the skills gaps in our transformational and enabling sectors.</li> </ul>																																																			
<b>Objective:</b>	<ul style="list-style-type: none"> <li>Our goal is to increase the number residents qualified to degree level by 32,000 and increase Black Country employer investment in training from 62% to 66% by 2021.</li> </ul>																																																			
<b>Indicator</b>	Baseline - 2006	2014	2021 Target	2033 Target																																																
<b>NVQ Level 4</b>	117,400	151,600	183,683	231,808																																																
<table border="1"> <caption>% of Employers Providing Any Training</caption> <thead> <tr> <th>Region</th> <th>% of Employers</th> </tr> </thead> <tbody> <tr> <td>Cumbria</td> <td>~58</td> </tr> <tr> <td>Black Country</td> <td>~73</td> </tr> <tr> <td>Greater Birmingham and Solihull</td> <td>~62</td> </tr> <tr> <td>The Marches</td> <td>~64</td> </tr> <tr> <td>Coventry and Warwickshire</td> <td>~66</td> </tr> <tr> <td>Worcestershire</td> <td>~66</td> </tr> <tr> <td>Stoke-on-Trent and Staffordshire</td> <td>~66</td> </tr> <tr> <td>Greater Cambridge &amp; Greater Peterborough</td> <td>~73</td> </tr> </tbody> </table>		Region	% of Employers	Cumbria	~58	Black Country	~73	Greater Birmingham and Solihull	~62	The Marches	~64	Coventry and Warwickshire	~66	Worcestershire	~66	Stoke-on-Trent and Staffordshire	~66	Greater Cambridge & Greater Peterborough	~73	<table border="1"> <caption>Skilled Workforce Age Distribution</caption> <thead> <tr> <th>Age Group</th> <th>Ideal (%)</th> <th>Typical (%)</th> </tr> </thead> <tbody> <tr> <td>20-25</td> <td>10</td> <td>10</td> </tr> <tr> <td>26-30</td> <td>10</td> <td>8</td> </tr> <tr> <td>31-35</td> <td>10</td> <td>5</td> </tr> <tr> <td>36-40</td> <td>10</td> <td>4</td> </tr> <tr> <td>41-45</td> <td>10</td> <td>5</td> </tr> <tr> <td>46-50</td> <td>10</td> <td>10</td> </tr> <tr> <td>51-55</td> <td>10</td> <td>15</td> </tr> <tr> <td>56-60</td> <td>10</td> <td>20</td> </tr> <tr> <td>61-65</td> <td>10</td> <td>22</td> </tr> </tbody> </table>			Age Group	Ideal (%)	Typical (%)	20-25	10	10	26-30	10	8	31-35	10	5	36-40	10	4	41-45	10	5	46-50	10	10	51-55	10	15	56-60	10	20	61-65	10	22
Region	% of Employers																																																			
Cumbria	~58																																																			
Black Country	~73																																																			
Greater Birmingham and Solihull	~62																																																			
The Marches	~64																																																			
Coventry and Warwickshire	~66																																																			
Worcestershire	~66																																																			
Stoke-on-Trent and Staffordshire	~66																																																			
Greater Cambridge & Greater Peterborough	~73																																																			
Age Group	Ideal (%)	Typical (%)																																																		
20-25	10	10																																																		
26-30	10	8																																																		
31-35	10	5																																																		
36-40	10	4																																																		
41-45	10	5																																																		
46-50	10	10																																																		
51-55	10	15																																																		
56-60	10	20																																																		
61-65	10	22																																																		
<b>Current Activity:</b>	<ul style="list-style-type: none"> <li>The Black Country Skills Factory is a UKCES funded 2 year pilot project which is currently running across the Black Country. It is the LEPs business lead mechanism to champion and drive skills development from elite needs to grass root requirements, to address the skills shortages in the HVM sector, growing the skills base for global requirements. It has also gathered intelligence on gaps and suitability of provision locally and nationally. It has, directly engaged with in excess of 150 businesses and brokered the provision of bite-sized courses to meet their skills needs. To date it has supported the take up of apprenticeships by 40 HVM companies and begun a programme of activity with schools to promote careers in high value manufacturing.</li> <li>The Black Country Consortium Limited manages a £45K annual programme of workforce development focusing on the sport and physical activity sector including sports coaches, volunteers and professionals, with a focus on developing both generic skills in addition to sport specific skills such as communication, team working and customer services.</li> </ul>																																																			
<b>Medium Term Priorities:</b>																																																				

<p><b>Skills Factory Model</b></p>	<ul style="list-style-type: none"> <li>⊛ Through the BC Skills Factory via the BC Centres for Manufacturing Skills, the programme will support skills development for individuals in the workplace, to enable them to learn new skills in modular units, receive accredited training and provide opportunities for higher level learning. Investment in workforce skills will provide a skilled labour force to underpin the growth of the transformational sectors supply chain that contribute to the key growth areas of aerospace, automotive and construction. Our aim is to build upon the Skills Factory model and to continue and expand its activities following feedback from the pilot. Specific activities include:</li> <li>⊛ Engagement to promote skills development with businesses in the sectors.</li> <li>⊛ <b>Up-skilling</b> existing employees through employer led specifications of bite-sized practical training (1-2 day courses) and the aggregation of demand across several employers. The Skills Factory will contribute up to 30% towards the costs of the bite-sized courses.             <ul style="list-style-type: none"> <li>- <b>Intensive engagement with businesses</b> to promote the benefits of relevant engineering frameworks to employers through impartial advice and information and a wage incentive for engineering companies taking on apprentices for the first time and progressing them through to advanced level apprenticeships.</li> <li>- <b>Promotion of careers</b> in high value manufacturing / engineering to primary and secondary schools with the aim to change the perception of engineering as low pay / low skill career choice and inform young people of career roles.</li> <li>- <b>Master Craftsman trainer program</b> targeting master craftsman to be trained as teacher to utilise them as expert trainers in the industry to pass on their skills before retirement which will help to increase the capacity of the supply side in engineering.</li> </ul> </li> <li>⊛ A sports workforce programme, to develop &amp; implement a sector Action Plan to improve sport specific skills as well as growing the market of those participating and performing in sport.</li> </ul>
<p><b>Rationale for Intervention</b></p>	
<ul style="list-style-type: none"> <li>⊛ Local employers have stated that the lack of skills is a major barrier to their future growth. The Black Country has a higher proportion of companies (38%) that fail to train staff at all compared to elsewhere (34% nationally). Out of all the LEPs, the Black Country has the joint highest percentage for this measure along with Stoke-on-Trent &amp; Staffordshire LEP. Skills shortages for existing businesses remain a concern. In particular the lack of technical skills, leadership and management and enterprise training for the workforce. We have a very high proportion of people with no qualifications (16% compared to 10% nationally) and a low proportion of residents with degrees. There is an under investment by employers in the Black Country in training and financial contribution to workforce development. This reflects issues around a lack of understanding on the benefits and returns on investment that training and development can bring to business. The area has major qualifications deficits, workforces lacking basic skills and lower skills and Managers lacking Level 4 skills as well as Leadership and Management qualifications.</li> <li>⊛ Through recent Black Country research, Engineering and Manufacturing businesses have identified barriers to growth include skill deficiencies, recruitment difficulties and access to a suitably skilled workforce. Although businesses need a high quality workforce, only one in seven Black Country businesses currently employs a graduate.</li> <li>⊛ To realise the ambitions for transformational growth in the Black Country, there is a critical need to strengthen workforce skills at all levels and address skills mismatches, particularly relating to the five identified transformational sectors which are part of the supply chain of the key growth sectors. These will generate the greatest levels of new employment creation, assist business competitiveness and help to improve the skills of local people.</li> <li>⊛ There is a clear lack of young people qualified in STEM subjects, to replace the ageing workforce which links to poor IAG an unattractive image of the engineering / manufacturing sector in schools. The replacement pool of employees suitably qualified in skilled occupations is limited and there are skills shortages at Level 3 &amp; 4 for engineers and technician staff. There are general qualification deficits, with the workforce lacking Level 2 qualifications and Managers lacking Level 4 qualifications. Management teams require more leadership skills to unlock growth, export opportunities in high value markets. There has been a general underinvestment in a sector which requires high level numeracy/IT/literacy skills and is more dependent on higher level skills.</li> <li>⊛ Given the BC's current level of investment in training we have estimated that we need employers to invest an additional £8m per annum to position us in the upper quartile of UK Employer skills survey.</li> <li>⊛ BC Consortium Ltd insight into the needs of communities and clubs identified the growing importance to have a quality, transferable workforce needed to encourage people to participate. There is increasing evidence that sports and volunteering participation contributes to increases in employability.</li> </ul>	





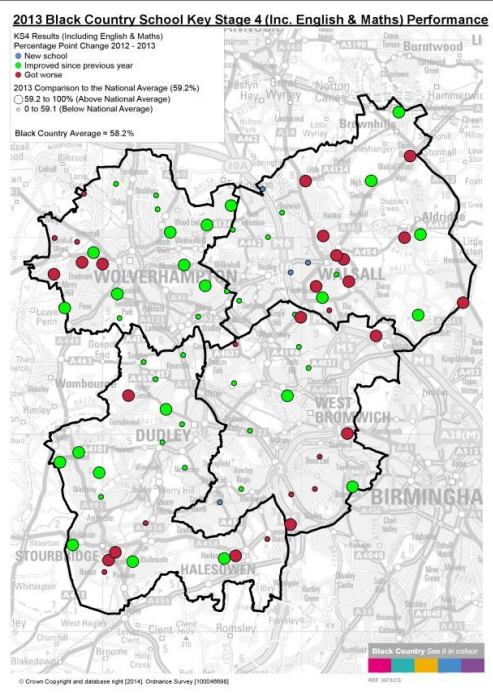
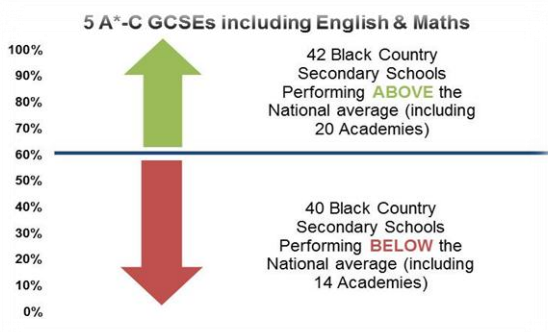
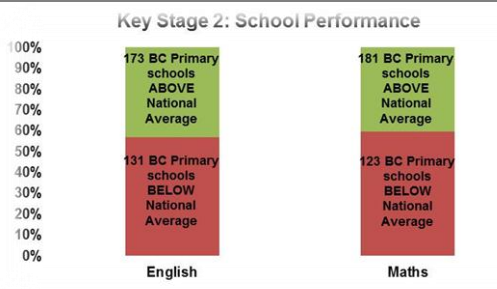
<b>Activity:</b>	<p>Stourbridge), Sandwell College and Walsall College to improve curriculum development and delivery across all subject areas</p> <ul style="list-style-type: none"> <li>⊗ Total College FE Capital Funding allocation from SFA from April 2001 has been over £123m.</li> <li>⊗ In addition to the £7.2m of funding agency investment, Dudley College has invested in the region of £47.5m since 2001.</li> </ul>
<b>Medium Term Priorities:</b>	
<b>BC Centre for Manufacturing Skills (CMS)</b>	<ul style="list-style-type: none"> <li>⊗ A programme of capital infrastructure improvements to the condition of further education and training facilities to meet the evidenced training needs and demand from Black Country businesses from our transformational sectors. We will support local educational institutions to better meet the needs of local businesses, particularly our priority sectors, by developing specialist centres of excellence. Our Black Country Centres of Elite Excellence for Manufacturing Innovation and Skills will be facilitated by our BC Skills Factory as a satellite under the branding of the HVM Catapult Centre Network. The <b>Black Country Centre for Manufacturing Skills (CMS)</b> will be a new build 3,000 square metres elite, high value manufacturing (HVM) skills training centre in the key supply chain skills areas of Toolmaking, Foundry/forging and Advanced CNC. As the national centre of toolmaking, CMS will serve local, regional and national needs. Over five years, CMS will provide opportunities for 430 additional Advanced and Higher Apprentices per year; and an extra 850 learners from 450 manufacturing businesses bringing the Black Country above the national average for investment in training. Specialist trainers will be increased by 25.</li> </ul>
<b>FE Capital Infrastructure programmes</b>	<ul style="list-style-type: none"> <li>⊗ 31% of current Black Country FE College capital stock is deemed as C&amp;D quality, significantly worse than the majority of other LEP areas, for example only 10% of Tees Valley stock is classed as C&amp;D. We will work with our network of Colleges, for example Wolverhampton College who has a 50% C&amp;D grade to improve all stock across the Black Country ensuring Black Country Businesses can access the kit they require in a quality environment.</li> <li>⊗ After quality environment. We aim to work in partnership with the BeActive Partnership and Sport England to align sports capital investment to maximise investment and impact.</li> </ul>
<b>Rationale for Intervention</b>	
<p>Poor facilities and out of date equipment is constraining the ability of training providers to meet skills gaps identified by businesses in our priority sectors.</p> <p>“We would be interested in higher level programming CNC courses with Heidenhain Controls. The colleges only have ‘toy’ machines and can’t add any value for us”. Chris Johnson Managing Director, Phoenix Pattern &amp; Tool Co Ltd. The Black Country economy has a very high concentration of businesses in three key growth sectors: aerospace, automotive and construction. The Black Country has one of the highest densities of automotive businesses, for example, we supply 20% of the UK’s aerospace output; and we contribute a £900m share of the £90bn generated by the construction industry. A key focal area is to build upon the local supply chains of these sectors and ensuring that as much as possible of those supply chains are based locally to enable further economic growth in these sectors.</p> <p>The Black Country is England’s largest High Value Manufacturing cluster and global supplier of unique products generating £5.4bn UK GVA. 1 in 5 people in the Black Country is employed in this sector in comparison to 1 in 8 in the UK and there are 5,000 employers in the Black Country. The sector faces specific issues. There is a clear lack of young people qualified in STEM subjects coming through the system to replace an ageing workforce which links to poor IAG and an unattractive image of the engineering / manufacturing sector in schools. The replacement pool of employees suitably qualified in skilled occupations is limited and there are skills shortage at Level 3 and 4 for engineers and technician staff. There are general qualification deficits, with the workforce lacking Level 2 qualifications and Managers lacking Level 4 qualifications. Management teams require more leadership skills to unlock growth, export opportunities in high value markets. There has been a general underinvestment in a sector which requires high level numeracy/IT/literacy skills and is more dependent on higher level skills.</p> <p>Ensuring the Black Country has a labour market with the right levels of skills and qualifications to meet the needs of businesses from the area’s priority growth sectors. Providing bespoke interventions and meaningful support for local companies that will increase their growth and business competitiveness.</p>	

**P3. Schools - Raising Skills for the Future**

**Focus:**   
 ☉ Businesses are important stakeholders in the education system and by engaging with more employers we can enhance and strengthen links with education and the local economy. We will establish a **Black Country Schools collaborative** to drive school performance across all age-ranges by bringing together primary & secondary schools, councils, university, business and OFSTED to deliver a shared commitment to raising the educational attainment and life prospects of young people in the Black Country area. Securing a cultural shift in the way curriculum is delivered so that it relates much more to the world of work and to the local labour markets.

**Objective:**   
 ☉ Our goal is to ensure that: all 82 secondary schools (including the 49% (40) currently underperforming) perform above the national average for 5+A\*-GCSE's with a focus on key STEM subjects along with English and Maths; and all 304 primary schools (including the 43% (131) currently underperforming) perform above the national average.

Indicator	Baseline - 2006	2014	2021 Target	2033 Target
%o 5+ A*-C GCSEs including English and Maths	37.2%	58.2%	59.2%	All schools performing above national average



**Current Activity:**

**Education Business Partnerships**   
 ☉ Schools are able to purchase the following packages of support from Education Business Partnerships: Me, My Future and Job days (creative entrepreneur days and apprentices challenges targeted at different year groups), Careers Days, Maths Days, Skills Factory School challenge (setting up mini manufacturing businesses and creating new products), Interview techniques, Practice Interviews, Science Challenges, Skills Factory Events, HR Theme (applications and legislation), Enterprise Events and organising work experience placements for secondary school pupils.

☉ Sandwell Council are currently piloting 'Job Junction' in 10 secondary schools. Job Junction brings together local youngsters, teachers, local businesses, carers, parents and the local authority to help prepare young people for the workplace and then help them into work. This is based on the Burnley model.

☉ Through the EU strategy, the 4+ campaign model will be delivered to Year 10 and Year 11

	<p>students. This is currently being run in Wolverhampton schools.</p> <ul style="list-style-type: none"> <li>✳ The Black Country has launched a Growth Pledge whereby employers are able to pledge work experience opportunities, site visits and career talks to young people.</li> <li>✳ Education Central is a social enterprise company within the University of Wolverhampton. It is an Academy sponsor, currently with ten schools, which will expand up to twenty five in the next twelve months. All of the Education Central Academies will be within twenty five miles of the University's main campus in Wolverhampton. A further ninety schools have selected Education Central as their school improvement partner. The improvement techniques utilised during the Black Country Challenge have been included within the Education Central portfolio and the overall progress of the academies and schools has been endorsed by Ministers and Inspectors. Linkages with local businesses have also been reinforced through governing body membership and specific projects. With its regional focus, Education Central is well placed to play a key role in local regeneration by raising aspirations and ensuring the supply of well qualified young people as future employees.</li> <li>✳ There are three UTC's in the Black Country driving activity, they are the Construction and Building Technologies led by the CITB and Health UTC located in Sandwell and the Black Country UTC. Walsall College, as Lead Sponsor, has now secured agreement from the Department for Education to re-locate the Black Country UTC into a town centre location in Walsall. Close proximity to Walsall College will provide outstanding synergies for substantial growth in engineering and manufacturing for the benefit of Walsall learners and employers. Working with all stakeholders, including UoW as co-sponsor, this will add significant capacity to, and impetus for regeneration, job and wealth creation and prosperity. In line with employer needs, Walsall College's ambitions for STEM and engineering will tie in with BCUTC in order to create a seamless education and training progression route to address current and future skills gaps.</li> <li>✳ The Government's School Games programme enables the Black Country to upskill 257 young people in leadership and volunteering including in customer care, statisticians and media. This is in addition, to enabling young people to develop their physical literacy, volunteering, sport and communication skills through moderating the Primary School Sport Premium</li> </ul>
<b>Medium Term Priorities</b>	
<p><b>Strengthening business engagement with schools:</b></p>	<ul style="list-style-type: none"> <li>✳ Our aim is to strengthen our <b>Employer Education Engagement (EEE)</b> through the identification of Business Leaders to improve leadership and management of schools and colleges by more active Governors, particularly where governance and performance is weak or lower than national average, focused on leadership and management skills. This approach has already been piloted as a key component of the Schools Engagement element of the BC Skills Factory.</li> <li>✳ These Business Leaders will also act as 'role models' and 'business ambassadors' to drive further business investment into education from the wider business community. We will work closely with our top 600+ BC strategic companies in order to reach their supply chain and SME's in their sectors in order to improve EEE. These Business Leaders keep young people informed about business development and labour market opportunities in the local economy, enabling more informed career choices with a key focus on our growth manufacturing and engineering sectors of Automotive, Aerospace and Building Technologies.</li> <li>✳ Implementation of a Workplace Activity Challenge in response to those businesses who have identified concerns or built stamina and or agility as a person specification requirement to encourage more employees to have a more active lifestyle and also as an intervention to reduce long term sickness absenteeism</li> </ul>
<p><b>A Black Country 4+ Campaign</b></p>	<ul style="list-style-type: none"> <li>✳ Ensuring that each young person has at least four significant and profound contacts with the 'world of work' before entering GSCE provision (when they will receive further 4+ contacts through ESF funded activity). The contacts will help young people make informed career choices.</li> </ul>
<b>Rationale for Intervention</b>	

Black Country Businesses report the lack of ‘work ready’ employees. This programme will help to improve the softer skills which employers are seeking for and skills that have been identified as important for employment and building resilience in young people, a trait employer’s are seeking. The performance of Black Country schools (in terms of GCSE results) is continuing to improve and against some measures, schools in the area are performing better than the national average. In other respects, however, the skills base of the area is poor and must be improved if we are to achieve our economic ambitions. Compared to the national average the Black Country under performs in STEM subjects, specifically in technology and engineering: only 54 pupils in the area entered engineering-related GCSE courses in 2013. Business concerns about both the work-readiness of people leaving full time education and the poor quality of careers advice and guidance provided by schools.

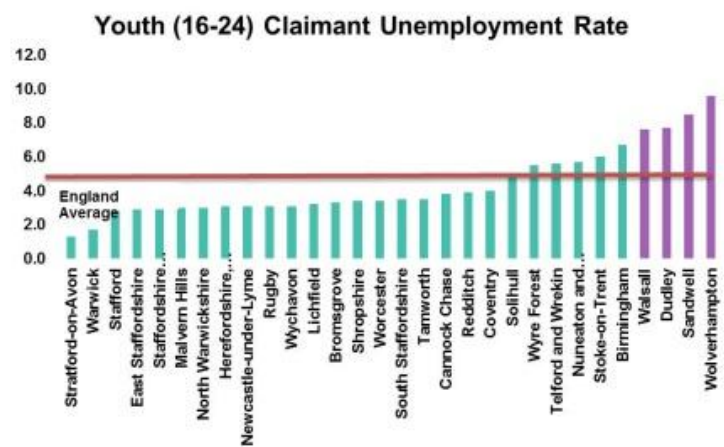
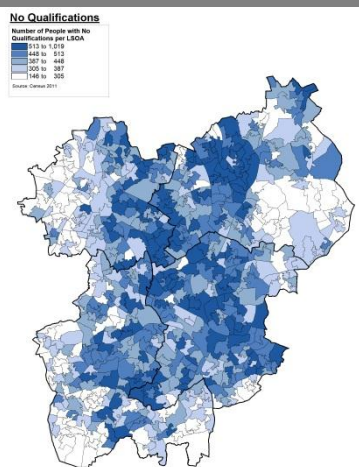
**P4. Skills for the Unemployed**

**Focus**  
 A programme to address the low skills levels of Black Country residents which remains a significant constraint on growth. Through the EU programme we are investing in bespoke activities that tackle barriers to improve the employability and skills of groups and communities furthest from the labour market and families with multiple and complex needs in order to reduce overall unemployment in the Black Country and stimulate enterprise development, including social enterprise. The new European Investment Strategy sets out an ambition for the European Social Fund Programme to focus and address the following areas:

1. Promoting Social Inclusion Among Disadvantaged Groups
2. Young People and Unemployment (Ages 15-24)
3. Employment Support for the Over-25s who are unemployed 24mths plus
4. Skills for Growth (aged 19+)

**Objective:**  
 To improve the life chances of residents through employability and skills development of groups and communities furthest from the labour market, particularly those individuals or families with multiple and complex needs in order to reduce overall unemployment in the Black Country and stimulate enterprise development, including social enterprise.

Indicator	Baseline - 2006	2014	2021 Target	2033Target
No Qualifications	133,500	111,500	92,656	64,391



Current Activity:	
	<ul style="list-style-type: none"> <li>✦ Central Government Commitments - Provision of £2.8m to support the delivery of the housing welfare pilot project through the City Deal. This will provide intensive support to 2,800 long term unemployed social housing tenants. The welfare pilot will target people with complex needs that are hard to reach.</li> <li>✦ Talent Match will be targeting 1,417 young people aged 18-24 in high unemployment hotspots with the view of assisting them into sustainable employment. This will be achieved through intensive 1-2-1 mentoring support in community hubs.</li> <li>✦ Current Jobcentre Plus provision; youth contract; get Britain working programme; work programme; help to work</li> <li>✦ Current ESF provision; workless families with multiple barriers, response to redundancy; skills support for the unemployed</li> <li>✦ DCLG troubled families.</li> <li>✦ Dame Kelly Homes Trust - The Dame Kelly Holmes Legacy Trust seeks to get young lives on track by using world class athletes to engage, enable and empower disadvantaged young people. The program uses the power of sport and athlete mentors to help young people aged 16-24 in to employment, education or training in some of the most deprived communities across the UK.</li> <li>✦ Dame Kelly Holmes Legacy Trust programme using talented athletes to provide life and sport skills to unemployed young people with a target of 60 young people over 2 years.</li> </ul>
Medium Term Priorities:	
EU Strategy	<ul style="list-style-type: none"> <li>✦ Through the new EU programme we are investing in bespoke activities that tackle barriers to improve the employability and skills of groups and communities furthest from the labour market and families with multiple and complex needs in order to reduce overall unemployment in the Black Country and stimulate enterprise development, including social enterprise.</li> <li>✦ The new European Investment Strategy sets out an ambition for the European Social Fund Programme to focus on and address the following areas: <ul style="list-style-type: none"> <li>- <b>Promoting Social Inclusion Among Disadvantaged Groups</b> - Initiatives to support barriers of the economically inactive residents and neighbourhoods with high worklessness. The programmes will support troubled families, improve digital/financial inclusion, offer community grants, improve neighbourhood infrastructure, and targeted workless communities.</li> <li>- <b>Young People and Unemployment (Ages 15-24)</b> - Tackling key issues and characteristics in education/learning disadvantages, personal issues, structural factors, and family/cultural expectations. These are issues that have been outlined by Research by Barnados - Helping the Inbetweeners (2013) which explains non participation amongst young people</li> <li>- <b>Employment Support for the Over-25s</b> who are unemployed 24mths plus Tackling low general skills levels and multiple barriers in key groups and communities which is restricting employment prospects and progression for the older age cohort.</li> <li>- <b>Skills for Growth (aged 19+)</b> - Research undertaken with Employers highlights the challenges and difficulties they face in finding suitable people to employ. There are insufficiently skilled workforces in the BC for the job opportunities available. Upskilling provision needs to be provided in modules of suitable length and offering sufficient flexibility, to enable employers and employees to balance work needs and upskilling commitments.</li> </ul> </li> </ul>
Rationale for Intervention	
<ul style="list-style-type: none"> <li>✦ Skills levels for 25-49 yr olds in the BC are much lower than their peers across the rest of England, with only 28% of this cohort having a degree compared to 42% nationally. 13% of 25-49 yr old adults have no qualifications; almost</li> </ul>	



double the national rate (7%)

- ✪ Low skills level remains a significant constraint on economic growth. The Black Country has low skills levels - there are significantly more people with no qualifications and fewer people with higher qualifications than the country as a whole. 16% of the working-age population had no qualifications in 2012, compared with 10% nationally (although this has reduced significantly from 24% in 2007). It also has far fewer people with degree-level qualifications than the national average, at 22%, compared with 33% nationally. 28% of BC vacancies are categorised as 'hard to fill', higher than the national rate of 22%.
- ✪ The Black Country remains behind the national average in English and Maths at Key Stage 2. In relation to apprenticeships, data from the Skills Funding Agency shows that 12,390 people across the Black Country were undertaking an apprenticeship in 2012-13.
- ✪ Over 25's make up the largest group of unemployed and workless residents (27,335) claiming JSA against 10,370 under 25s (November 2013, Nomis). 6,455 of the cohort are aged 50-64 years which is equivalent to 3.3% of persons claiming JSA as a proportion of resident population of the same age. This is nearly double the GB figure of 1.9% for the same cohort (November 2013, Nomis).

### 2.1.2 Strategic Programmes to Transform the Black Country Infrastructure and Environment

**PL1. Expanding the Availability of High Quality Employment Land and delivering a portfolio of strategic mixed use development opportunities.**

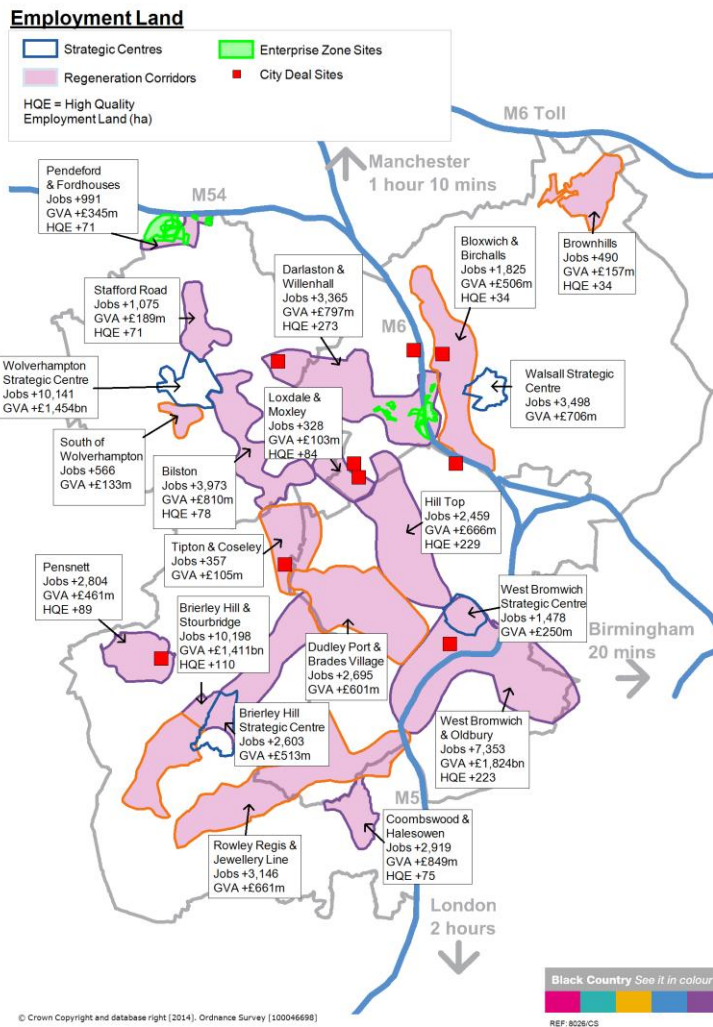
**Focus:**

- Our approved Core Strategy sets out a clear growth network of 4 centres and 16 corridors. Exploiting our growth corridors: We will support the functioning and development of local growth clusters in our growth corridors, in particular to better exploit innovation and supply chain opportunities. Our aim is to grow GVA in these corridors from £9bn to £19bn and create an additional 40,000 jobs on top of a jobs base of 244,000.
- We will implement targeted programmes to ensure a continuous supply of competitive sites and buildings for business growth and enhance the quality of strategically important business locations.

**Objective:**

- Our aim is to create and/or transform 1,500 ha of high quality employment land to meet the needs of our expanding and new companies.

Indicator	Baseline - 2004	2014	2021 Target	2026 Target
Hectares of high quality employment land	500ha	634ha	+411ha	1,500 ha high quality employment land



Current Activity:	
<b>Enterprise Zone</b>	<ul style="list-style-type: none"> <li>⊕ The Black Country Enterprise Zone covers 120 hectares of land across two prime locations: i54 Wolverhampton North and Darlaston in Walsall. Together these sites offer some of the most desirable and competitive locations for business within the Black Country, at the heart of the West Midlands manufacturing and distribution networks. We have invested approx £60m in transport schemes at J2 of the M53 and Darlaston to enable and support this growth. The Zone is already acting as a catalyst for growth for the national and local economy. The decision by Jaguar Land Rover (JLR) to invest £0.5bn in its new UK engine centre of excellence is a landmark moment and its impact is potentially transformational. Also significant is Moog's decision to invest £15m in new facilities, creating 400 jobs.</li> </ul>
<b>City Deal</b>	<ul style="list-style-type: none"> <li>⊕ Through the City Deal we created the Black Country Investment Fund to stimulate the local commercial land market through the provision of finance to developers of key industrial sites. This fund will be created through the agreement of a £20m Public Works Loan Board (PWLb) project rate loan facility, with agreed flexibilities, and an investment of £10m from the four Black Country Local Authorities.</li> </ul>
Medium Term Priorities	
<b>Employment Programme</b>	<b>Land</b>
	<ul style="list-style-type: none"> <li>⊕ A programme to respond to the needs of businesses in our target sectors for high quality sites. Based on our detailed knowledge of business requirements the programme will include strategic acquisitions, site remediation and forward funding. We aim to deliver a portfolio of high quality employment sites and strategic mixed use development opportunities in high profile locations within our growth network.</li> <li>⊕ Working with businesses and the education sector, the Black Country has the opportunity to develop expertise to test and implement new approaches to facilitate the remediation of nearly 1000ha of land for employment land and housing development. Strong spatial planning will optimise the allocation and use of land for development to maximise long term benefits and protect environmental infrastructure.</li> </ul>
<b>CIL</b>	<ul style="list-style-type: none"> <li>⊕ All BC LA's are at various stages of their Community Investment Levy (CIL) positions with the outcome being a range of charges (some zero charges) subject to local viability issues and market demand.</li> </ul>
Rationale for Intervention	
<p>The shortage of high quality employment sites and premises is a significant constraint on growth in the Black Country, particularly in high value manufacturing. The high level of remedial costs, fragmented land owners and unrealistic landowner expectations means that the market is not responding to the demand for sites. There is evidence of companies taking on sub-standard space, hindering their productivity and capacity to grow. There is also evidence of companies locating elsewhere because of a lack of suitable sites and premises.</p> <p>There are a large number of sites and premises in the Black Country that the market alone is not able to bring into use, or upgrade. Intervention is needed in order to enable growth which is currently constrained by lack of high quality site and facilities availability across the Black Country. The focus is on supporting improvements that create a doubled dividend of sustainable growth i.e. an increase in sustainable living, work and business accommodation and facilities management, as well as increasing SME competitiveness, and creating new forms of enterprise e.g. social enterprise, mutual and co-operatives.</p> <p>This programme also has the opportunity to stimulate the development of a low carbon economy, as well as innovation in land remediation and environmental technologies.</p>	

<p><b>Aligned Activity to PL1</b></p> <p><b>Black Country Enterprise Zone</b></p>	<p>Our Enterprise Zone is already acting as a catalyst for growth for the national and local economy, most notably in relation to the aerospace and automotive sectors. The Enterprise Zone Delivery Plan (March 2013), Action Plan (June 2013) and the Implementation Plan (November 2011) set out proposals to bring forward over 120 ha of developable land in the 5-year period 2012 to 2017, which could deliver over 3,000 net additional jobs. Longer term the zone could provide up to 7,000 jobs. However, there is considerable work ahead to unlock the latent economic potential of the Zone further, particularly in Darlaston where previous contamination means the land remediation and infrastructure challenges are more complex, and land values are lower. Concerted action between public and private partners is needed to address the market failures.</p>
---	---

<p><b>Objective:</b></p>	<p>Two important sites near to the M6 (Jct10) are particularly problematic and progress hinges on high level negotiations with the landowners National Grid and the HCA. One site, Phoenix 10, is the next major strategic opportunity in the zone</p>
--------------------------	--

Black Country Enterprise Zone - Darlaston sites



Black Country Local authorities have demonstrated their appetite for sharing risk in their decision to use the uplift in business rates at i54 and, in principle, Phoenix 10 to secure the borrowing needed to fund upfront infrastructure and remedial work in the Zone. This required the development of a detailed financial model to make the necessary informed investment decisions. The Local Enterprise Partnership and the local authorities are aligning funding from a number of different sources in order to bring about the delivery of the Enterprise Zone.

<p><b>Current Activity:</b></p>	<p>Public sector investment so far includes:</p> <ul style="list-style-type: none"> <li>✪ £250,000 from the Growing Places Fund for the Darlaston Investigation Grants Programme.</li> <li>✪ £26million for the Darlaston SDA Access Project funded by DfT, Walsall Council and Centro.</li> <li>✪ £46.5million for the i54 Motorway Link, on-site infrastructure and off-site highway improvements. Approximately £40m of this is Local Authority borrowing against business rate uplift.</li> <li>✪ A commitment to Investment from Walsall MBC, the Homes and Communities Agency, and the BCLEP for Phoenix 10 through prudential borrowing against future business rate uplift.</li> <li>✪ Approximately £150,000 from Walsall MBC and Wolverhampton CC for property consultancy work commissioned through DTZ.</li> </ul> <p>Private sector Investment leveraged so far is approximately £520 million. Six businesses now occupy approximately 29 ha of the Zone and 2,113 jobs have been created. In addition to JLR and Moog, other firms that have invested in the area include Eurofins, International Security Printers, Nationwide Platforms and Skylift.</p>
---------------------------------	--

**Medium Term Priorities:** Concerted action between public and private partners is needed to address the market failures, and we are pursuing the followings asks with government in order to enable us to make progress:

<p><b>OUR ASK</b></p>	<p>Brokering high level meetings and actions with National Grid and the HCA to agree a way forward on key sites in the zone; Ensure high level involvement of government departments and national agencies in discussions and actions on the Enterprise Zone including Highways Agency, Environment Agency, DCLG, DfT and DEFRA; The identification of a Ministerial link for the BC Enterprise Zone.</p>
-----------------------	---

PI2. Connecting our Goods, Services and Employees to work and to International Markets	
<b>Focus:</b>	<ul style="list-style-type: none"> <li>✦ We will implement a programme of interventions to significantly improve the Black Country’s connectivity, support the provision and improvement of employment sites, support the growth of our centres and contribute to our longer term connectivity vision, including Hs2. The effectiveness of the local transport infrastructure is an important element in maintaining international competitiveness in our growth sectors.</li> <li>✦ The Black Country Core Strategy focuses growth (housing, employment land, offices, retail uses) on an integrated network of Corridors and Strategic Centres. This maximises use of existing transport network but is also dependent on the significant further transport investment to greatly enhance interconnectivity not only in the Black Country but also with Birmingham.</li> <li>✦ The delivery of sustainable housing growth - and indeed sustainable economic growth - in the Black Country as well as Birmingham is dependent upon investment in the urban infrastructure to create a quality of environment that is competitive with the best European cities. At the very least this will require implementation of a multi-modal integrated transport network which provides fast and reliable connections between all of the Centres of the conurbation with each other - as well as to Birmingham City Centre - to the Airport and HS2).</li> <li>✦ The Black Country is already close to the national target for superfast broadband, with 92% of premises covered. However the coverage of businesses is much lower, at 63%. There is therefore much more to be done to maximize the economic benefits from superfast broadband (SFB). The Black Country Broadband Plan provides for a potential further 36,000 premises to be connected. Connection of about 21,000 premises will deliver a minimum 95% coverage in any one borough location. The overall aim will be to maximise coverage to reach the Broadband UK (BDUK) target of 95% coverage, maximising business coverage as far as possible given the commercial viability of enabling each Primary Connection Point and ensuring that there is 100% in strategic centres.</li> </ul>
<b>Objective:</b>	<ul style="list-style-type: none"> <li>✦ It is clear that in order to remain competitive and support the growth in our key sectors, our infrastructure must be able to provide <b>quick, efficient and reliable movement of products and people to the road and rail network</b>. As such, investment in the following priorities is required to support future business connectivity and competitiveness.</li> <li>✦ <b>Motorway Connectivity</b> – providing capacity and improving reliability of journey time to the motorway network. Specifically improving access at J10 of the M6, and J1&amp;2 of the M5, for the 98 strategic companies within 2 miles of those junctions, which turn over £4.5bn annually and provide 30,462 jobs.</li> <li>✦ <b>Maximising the Benefits of HS2</b> – investment in key rail projects will allow the Black Country to see the benefits of 3,300 new jobs created and £180m a year boost to the economy , released capacity, improvements to freight services and direct connectivity to the HS2 stations predominantly through Wolverhampton Interchange and the Snow Hill Line.</li> <li>✦ <b>Unlocking Key Growth Areas</b> – providing the key infrastructure required to unlock housing and employment sites will help ensure that we have a pipeline of high quality sites available to the market. The programme of small scale investment for the next two years will support the development of approx 1500 housing units, 10 ha of employment land and can enable over 1200 jobs to be created in the Black Country.</li> <li>✦ <b>Sustainability and Innovation</b> – making the most efficient use of local transport networks by targeting short trips, which can be undertaken by active modes, will reduce localised congestion. This will provide more efficient access to the strategic transport network which in turn supports regional export growth and International competitiveness as well as social inclusion by reducing severance and more effectively connecting local communities with employment and other services. Through careful and innovative planning and targeted investment, the Black Country’s canals, rivers and green infrastructure can be improved in conjunction with sustainable transport links to improve the connectivity and quality of the</li> </ul>



landscape and make the Black Country a more attractive place to invest, work and live.

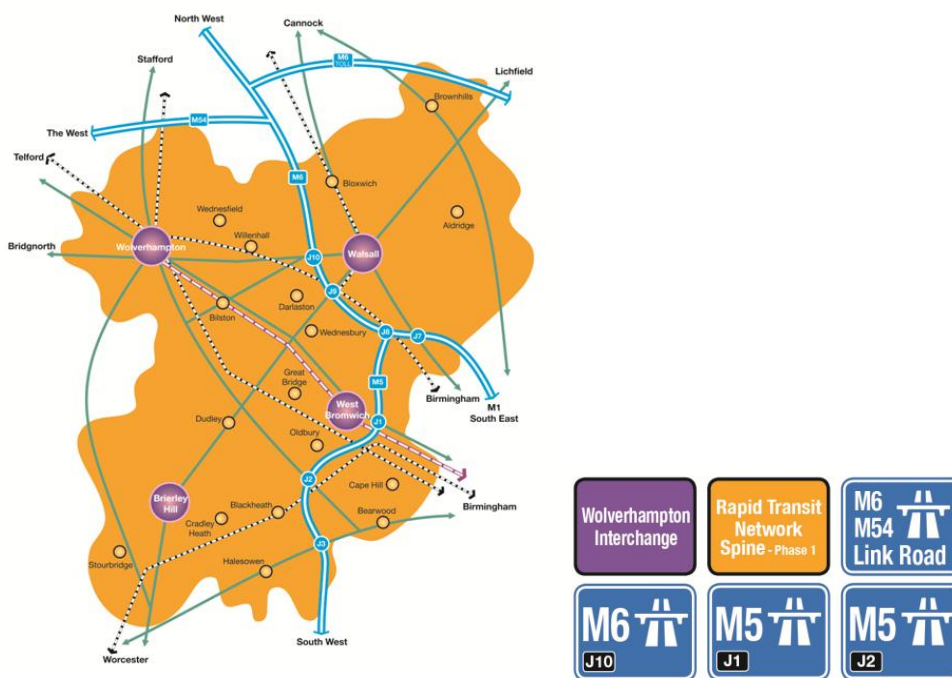
**Connectivity** Schemes Delivered to date

The Black Country has been investing in critical infrastructure projects to support the priorities listed above, and have delivered a number of key schemes, including:

- ✪ Burnt Tree Island, which improves journey time reliability from the west through to M5 J2 (£12m)
- ✪ A41, which created a dual carriage underpass directly improving links and reliability to M5 J1 (£25m)
- ✪ Wolverhampton Interchange Phase 1, the redevelopment of the City Centre Bus Station now a modern mixed use development (£22m)
- ✪ Pinchpoint Schemes J2 M5 & J9 M6,

Enterprise Zone Infrastructure Schemes: M54 J2 – improving motorway access to the I54 Enterprise Zone site (£46m) and Darlaston Strategic Development Area, providing essential access to the Enterprise Zone Site (£26m).

Devolved Majors Funding will deliver: A4101- increasing capacity, reducing delay and improving connectivity from a key employment area to M5 J2 and Aldridge Station/Electrification – providing direct access to the rail network, linking the eastern part of the conurbation to key growth opportunities including HS2.



**Medium Term Priorities: - see growth deal transport tables on page 63**

**Rationale**

The recent Black Country Barriers to growth survey results show approx. 25% of businesses interviewed stated that their business faced problems with transportation and logistics. Commonly mentioned problems were specific road access problems onto individual business sites; General problems around congestion and the road network being insufficient to deal with the volume of heavy goods vehicles and congestion on M6 making it difficult to attract suppliers to the West Midlands “Trying to attract suppliers into the West Midlands is difficult due to congestion, problems on the M6 and the toll road”. It is clear that in order to remain competitive and support the growth in our key sectors, our infrastructure must be able to provide quick, efficient and reliable movement of products and people to the road and rail network.

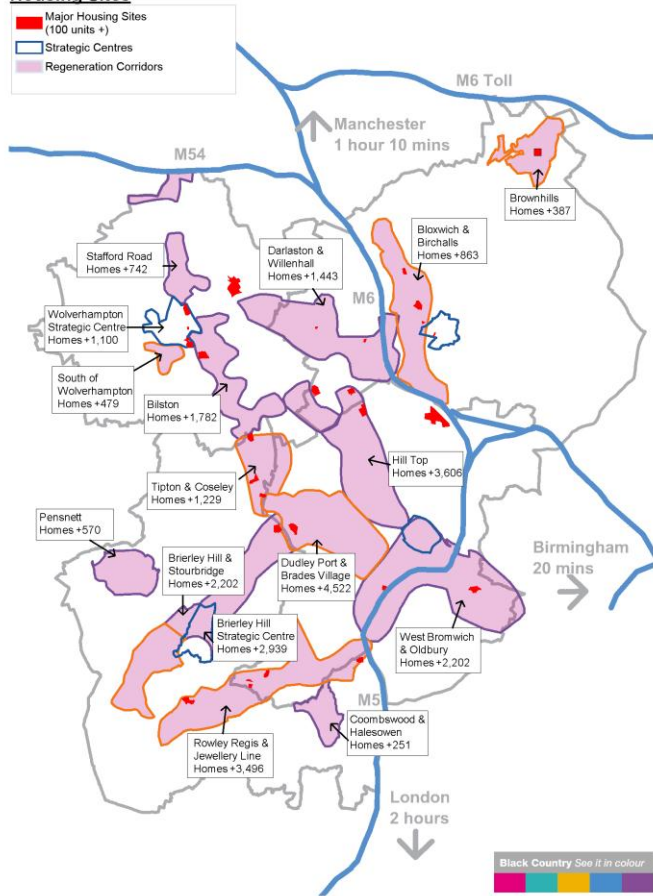
**PL3. Housing**

<b>Focus:</b>	<ul style="list-style-type: none"> <li>⊕ Acceleration of the housing market to support economic growth. The objective of this programme is to provide an improved housing offer (comprising an attractive mix of housing for sale and rent, including social housing) in our growth network, including residential development in our strategic centres.</li> <li>⊕ The Black Country Strategy is focussed on a re-balance of our population as well as growing levels of accommodation for more people residing in the area – this means attracting and retaining a greater proportion of higher income households with the skills to drive a knowledge-led economy. We need to create a greater variety of quality housing environments and broaden our housing offer by including a variety of house types at a range of price points to meet the needs of a mixed market. We want to encourage the inclusion of alternative tenures such as Mutual Home Ownership, Market Rent and other alternatives to meet the housing needs of younger people.</li> <li>⊕ The Black Country approach has been to assess employment land needs and housing land opportunities. From our Core Strategy we are clear, as shown in the following maps of the quantum and location of houses required. We have identified capacity for the majority of our housing need through the recycling of 1,100ha of redundant/poor quality employment land while protecting high quality employment land and identifying locations for creation of further high quality employment land. We have identified housing capacity to accommodate additional dwellings through transfer of poor quality employment land that will not contribute to the BCs economic sustainability.</li> <li>⊕ The Black Country has skills in planning, design and construction that can work together in more integrated ways. Green infrastructure, including open spaces, green walls and roofs, sustainable urban drainage schemes (SUDS) and rain gardens all have a part to play in reducing the impact of extreme weather events and improving resilience. The challenges are to strengthen local supply chains and make new housing and business development more resource efficient, while developing new technologies and techniques for both new-build and retrofit.</li> </ul>			
<b>Objective:</b>	<ul style="list-style-type: none"> <li>⊕ Our aim from 2006 to 2026 is to build a minimum additional 63,000 net new homes, we have already built 22,000.</li> </ul>			
<b>Indicator</b>	Baseline - 2004	2014	2021 Target	2026 Target
<b>Numbers house</b>	445k	+16k	+22k	+25k;+63,000 net new homes
<b>Current Activity:</b>				
	<ul style="list-style-type: none"> <li>⊕ Cross tenure Housing and Land Group established to stimulate debate on increasing the supply of new housing.</li> </ul>			
	<ul style="list-style-type: none"> <li>⊕ Meetings with key private house-builders and developers to understand the barriers to building more homes.</li> </ul>			
<b>Medium Term Priorities</b>				
<b>Establish a Joint Land Committee and implement new delivery models.</b>	<ul style="list-style-type: none"> <li>⊕ Creating a joint land committee to help bring forward sites in order to:                         <ul style="list-style-type: none"> <li>- Unlock sites</li> <li>- Identify strategic land opportunities and agree actions to bring them forward</li> <li>- Meet with significant land-holders in the area including banks that are holding repossessed sites</li> <li>- Encourage LA's to nominate a key point of contact to assist in progressing key schemes through the pre-planning and planning process</li> </ul> </li> <li>⊕ We will revisit existing Section 106 agreements covering stalled sites, in order to see if changes can be made in order to increase their financial viability; Develop a Black Country approach to management of local authority land, premises and assets, e.g. a</li> </ul>			

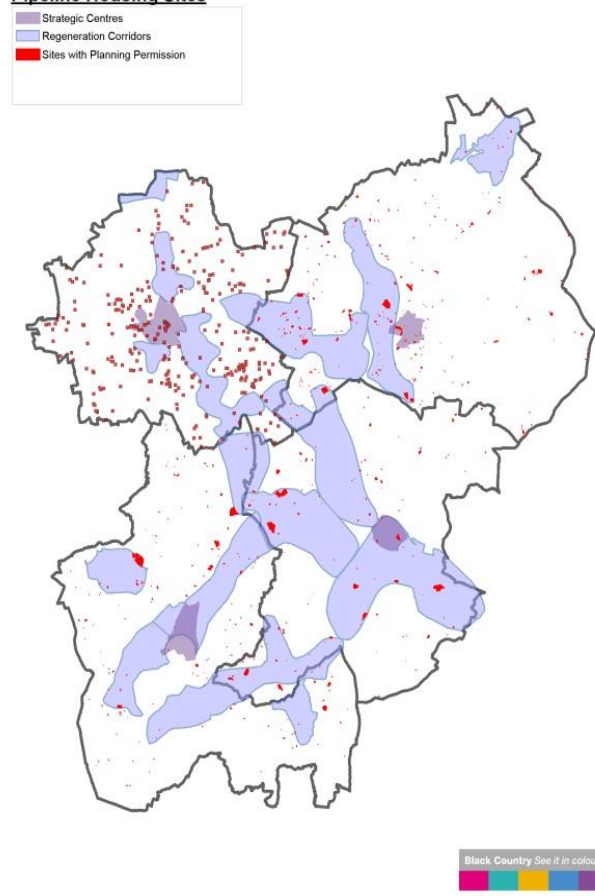
joint land committee; not only to find efficiencies, but to enable a coordinated approach to the way local authorities approach the disposal and development of sites and premises they own

- ✪ Work with HCA in order to coordinate interventions in Black Country housing markets.
- ✪ New models of organisation to speed delivery.
- ✪ Establish a local Land Infrastructure Loan Fund to help unlock blocked sites with ground condition problems. Fund repaid upon sale of last house on the development
- ✪ Establish a local fund to assist first time buyers with deposits
- ✪ Share good practice on joint venture models
- ✪ Actively encourage the formation of partnerships between LA's HA's and housebuilders to bring forward cross-tenure developments

### Housing Sites



### Pipeline Housing Sites



### Rationale for Intervention

The shortage of quality sites is having a real impact on the acceleration of housing development across the Black Country. There are a large number of sites in the Black Country that the market alone is not able to bring into use, or upgrade. Intervention is needed in order to enable development which is currently constrained by a lack of high quality sites and availability of facilities across the Black Country. The focus is on supporting improvements that create a doubled dividend of sustainable growth i.e. an increase in sustainable living accommodation as well as increasing the quantum and quality of housing stock across the Black Country. The shortage of high quality housing is a significant constraint on our ability to attract and retain graduates and high skilled workers.

This programme also has the opportunity to stimulate the development of a low carbon economy, as well as innovation in land remediation and environmental technologies.

**PI4. Distinctive Urban Centres**

**Focus:**

- ❖ The strategic urban centres have an important role to play in making the Black Country a good place in which to live, work, visit and invest. In particular, the cultural, leisure, events, conferencing and hospitality offer is increasingly important in attracting and retaining businesses and a skilled workforce.
- ❖ This programme seeks to significantly increase the number of local employment opportunities for niche sectors that directly exploit local “place based” assets e.g. heritage, knowledge and culture.
- ❖ Through this programme we will also exploit the inter-linkages between culture, creativity and the wider knowledge economy, including high value manufacturing research, innovation and technologies
- ❖ We plan to develop the distinctive offer in each strategic centre, building on existing assets:
  - The cultural and creative economy in Wolverhampton’s city centre, and the close association between the Civic Halls, Grand Theatre, Art Gallery and Lighthouse Media centre and the University of Wolverhampton, SPARK the creative industry incubation centre at the nearby Science Park and Wolverhampton College.
  - The visitor attractions around Dudley Castle Hill, including a new Black Country Geopark
  - The new leisure offer in Walsall Town Centre
  - The food and drink specialisms in Sandwell’s spatial corridor

**Objective:**

- ❖ Create and safeguard jobs, as well as support the growth and viability of existing businesses
- ❖ Create an attractive and distinctive offer for business, visitors and residents, compared to Birmingham and neighbouring counties - by fully exploiting the best of what we already have.
- ❖ Catalyse wider housing, economic growth and inward investment
- ❖ Develop a creative and entrepreneurial culture, by exploiting the opportunities for work based training and innovations across the cultural, creative and wider technology and manufacturing sectors

**Current Activity:**

❖ **Visitor Economy Strategy:** The Black Country LEP in partnership with GBSLEP and



	<p>Marketing Birmingham has commissioned a Visitor Economy Strategy (VES) for the two LEP areas, including the strategic growth cluster at Castle Hill Dudley. The VES focuses on the visitor economy and cultural sector as a whole and its contribution to economic growth including entry level jobs and the development of transferable skills. The VES will provide strategic guidance for development of the sector, working arrangements with Birmingham and a rationale to align and attract Visit England and ERDF funding. The draft framework proposes action in four areas: business tourism, attracting international leisure visitors, cultural events and the importance of maximising the local market and spend from within the City Region. The VES discussions have included new ways of working together and the opportunities to connect and package the 2015 International Festival of Glass in Stourbridge with other high value, hand-made consumer goods such as leather in Walsall and jewellery in Birmingham.</p> <ul style="list-style-type: none"> <li>❖ <b>Wolverhampton’s cultural and creative economy</b> - There are six venues in the city that are classified as national / regional cultural assets, e.g. Art Gallery has the best collection of Pop Art in UK and the Civic Halls and Grand Theatre are highly regarded within the entertainment sector. The Civic Halls provide the largest entertainment and concert facility in the Black Country, as well as working with Wolverhampton College to create a Backstage Academy. There are also 80 new creative industries being incubated at the nearby SPARK centre on the Wolverhampton Science Park.</li> <li>❖ <b>Castle Hill Dudley</b> – this includes the Dudley Zoological Gardens, active in global animal conservation &amp; research, Dudley Castle, Dudley Canal Trust and The Black Country Living Museum which has international heritage links for example with the Ruhr. The Black Country is preparing an application to achieve UNESCO Geopark status based on the geological heritage and the story of how the Black Country mineral deposits helped shape the industrial revolution. Castle Hill has seen £10 million investment in car parking and access infrastructure and developments such as the new Canal Trust visitor centre and Dudley Zoo Plaza with phased development of entertainment facilities and new visitor experiences. The Castle Hill attractions currently have 600,000 visitors per year, with a target to increase visitors to 1 million by 2020.</li> <li>❖ <b>Walsall’s new leisure offer</b> - A nine screen cinema is currently being constructed in the town centre as part of the longer term Gigaport scheme which aims to create a business and office corridor.</li> <li>❖ <b>Sandwell food and drink specialisms</b> - An action research project is currently being undertaken. This explores the potential to stimulate local demand for quality products through the use of public levers, including local procurement policies.</li> <li>❖ <b>Black Country Garden City:</b> A new Black Country Garden City proposal led by urban design charity MADE has been entered for the Wolfson Foundation £250,000 prize for a new garden city design. The first phase is centred on Smethwick and Oldbury and will be called Albion. The project has involved urban designers, architects, property developers, engineers, landscape architects, ecologists, housing, sustainability and public health experts based on the existing green infrastructure, canals and spaces.</li> <li>❖ <b>The Birmingham and Black Country Local Nature Partnership</b> champions the role of the natural environment in achieving a vibrant, healthy and prosperous Birmingham and Black Country. Based on a sustainable and integrated system underpinning the health and well-being of nature, people and the economy. The Economic Intelligence Unit is working with the LNP on the development of an Environmental Performance Management Framework to ensure clear measures of success and logic chains for activity. This work is supported by the Black Country Environment Forum which brings together key stakeholders including Defra.</li> <li>❖ The Black Country is working closely with the <b>Environment Agency</b> and Severn Trent Water, given the Black Country as a key component in the delivery of the Water Framework Directive and its unique position at the ‘head of the catchment’.</li> <li>❖ Sandwell Leisure Facilities offer – New build and modernisation of all 9 Sandwell Leisure Facilities including the new West Bromwich Leisure Centre and the Portway Lifestyle Centres</li> </ul>
--	---



<b>Medium Term Priorities:</b>	
<b>Growing the City Centre cultural and business offer</b>	<ul style="list-style-type: none"> <li>✳ As well as being the Centre for six nationally recognised venues, Wolverhampton City centre is the main campus for Wolverhampton University and has the highest concentration of businesses in the City, with approx. 1,300 businesses (20% of total), employing over 30,000 people (almost a third of the City’s workforce). An enhanced cultural offer would not only increase GVA and jobs, the footfall generated would also improve the profitability and turnover of local businesses and increase the number of overnight cultural visitors and spend.</li> <li>✳ An in-depth Green Book economic impact appraisal and options analysis by Burns Owen Partnership in 2013 confirmed that urgent investment in the Civic Halls and Grand Theatre venues is required in order to support over 600 existing jobs, and create new jobs, in the wider economy. This study involved wide reaching engagement of partners, businesses in the sector, residents and visitors (and potential visitors) outside of the region.</li> <li>✳ Improving the Black Country Sports and Physical Activity Infrastructure and Offer – through the provision of a co-ordinated plan to improve the quality of both the sports and physical activity facilities along with the marketing of a quality offer to people to take part in physical activity and sport and the alignment of £800,000 investment needed to increase participation as well as contribute to addressing for example, Anti-social behaviour.</li> <li>✳ Development of a University of Wolverhampton led “Institute of Sport” focusing on steering action needed to develop a centre of excellence for academic, community and performance sport in partnership with national and local stakeholders including the British Judo Association.</li> </ul>
<b>Black Country Events and Festivals Offer</b>	<ul style="list-style-type: none"> <li>✳ <b>Improving the Black Country Festivals Offer.</b> Activities include the development and delivery of an integrated business, cultural, sport and learning events programme that will operate across the Black Country. This will include work place training for existing staff, and specialist support and training to improve the offer and how it is marketed. Activities will take account of recommendations in the ERDF funded Enchanted City Pilot developed in partnership with Marketing Birmingham.</li> </ul>
<b>Rationale for Intervention</b>	
<ul style="list-style-type: none"> <li>✳ High quality strategic centres are key to the attractiveness of the Black Country as a place in which to live, visit, work and invest.</li> <li>✳ <b>The urgent need to modernise Black Country cultural venues in order to increase turnover and profitability,</b> alongside increasing the quality of on the job training and work experience. Investment is needed to address the under-investment that is holding back these niche sectors. For example, Wolverhampton Civic Halls and Grand Theatre have been identified through an independent economic impact assessment as businesses that are vital to the local economy (supporting over 600 local jobs) but are held back by the poor quality of the physical asset. Lack of suitable start-up and grow-on accommodation. Wolverhampton’s City Centre Area Action Plan also highlights the need for incentives to develop the City Centre’s cultural and artistic quarters and new studio space.</li> <li>✳ Poor perception of the Black Country as a place to visit needs to be addressed in terms of the region’s ability to capitalise on new domestic and international growth. Demand from international visitors is expected to grow in the UK at a particularly strong rate of 6.1% annual growth in real terms. Domestic tourism will see a 3% real terms increase.</li> </ul>	

<b>PL5. Quality Environment and Low Carbon Economy</b>	
<b>Focus:</b>	<ul style="list-style-type: none"> <li>✦ Global and local environmental issues, such as the depletion of natural resources, require new approaches to economic growth and the management of local environmental assets. One strand of this programme will focus on the significant opportunities to increase the number of new environmental businesses, products and services from a different approach to industrial, housing and mixed use developments, retrofitting and improvement and development of our cultural assets and public realm.</li> <li>✦ The quality of the local environment also has an important role to play in making the Black Country a good place in which to live, work, visit and invest. We will transform the quality of the environment using an urban park model. This includes developing and delivering a package of strategic environmental improvements, with a particular focus on the role that green space, green corridors and the extensive canal network can play in supporting new housing and business development, restoring and connecting our ecological networks, supporting the visitor economy and facilitating a step change in walking and cycling facilities.</li> </ul>
<b>Objective:</b>	<ul style="list-style-type: none"> <li>✦ To grow the number of new environmental businesses, products, services and innovations in the Black Country that also contribute to significant improvements in the local environment e.g. better management of local resources, including waste management.</li> <li>✦ Bring further de-contaminated land back into use, as well as the development of the environmental technology sector through trialling new innovative bio-remediation technology and processes. To include identifying opportunities for temporary uses e.g. biomass and willow coppicing to generate new environmental businesses and income streams that can be invested in further research, development and environmental improvements</li> <li>✦ Significantly improve the quality of the local environment along key gateways, adjacent to major employment and housing sites prioritised for investment</li> <li>✦ Create a network of green corridors linking key employment sites, residential areas and strategic centres, in order to support local economic growth and local businesses.</li> <li>✦ Through projects that seek to address fuel poverty and provide better access to a high quality natural amenities and recreational opportunities, we will also contribute to making the Black Country attractive to more A and B residents, as well as helping to tackle fuel poverty and health inequalities for those that are more disadvantaged. Health and wellbeing are key contributors to greater productivity at all levels within the workforce.</li> </ul>
<b>Current Activity:</b>	<ul style="list-style-type: none"> <li>✦ A cross sector partnership of organisations has launched the Black Country Green Growth Plan – which maps out how a shift towards a low carbon economy can be achieved.</li> <li>✦ All four local authorities and their partners have strategies and plans for the management and improvement of green and open space. Plans are currently being locally delivered in an incremental way</li> <li>✦ The Canal and River Trust also has a strong presence across the Black Country, and is working closely with the Local Authorities and other key partners on joint projects and investments e.g. canal side quarter on the fringe of Wolverhampton City Centre</li> <li>✦ A Black Country Environmental Infrastructure Implementation Plan is currently being developed which will provide a framework for how the Black Country can tackle its environmental infrastructure priorities, as well as make a tangible contribution to economic and social objectives. There are also plans to establish a Prioritisation Panel under the aegis of the Black Country Environmental Forum to identify and promote the most beneficial Environmental Infrastructure</li> </ul>

	<p>projects, as well as oversee stakeholder engagement, especially in the construction, industrial and third sectors.</p> <ul style="list-style-type: none"> <li>🌀 Opportunities to developing innovative approaches to spatial and regeneration planning are also continuing to be developed.</li> </ul>
<b>Medium Term Priorities:</b>	
<b>Implementing the Black Country Green Growth Plan - shifting towards a low carbon economy</b>	<ul style="list-style-type: none"> <li>🌀 Through the Green Growth Plan we will build our expertise and capacity in new technologies that can help reduce our carbon footprint, reduce pollution and improve air and water quality. Examples include electric car charging points, solar energy, combined heat and power schemes (CHP) and waste reduction and new approaches such as the 'People's Power Station'.</li> <li>🌀 Other projects in the pipeline are a cross tenure housing retrofit programme, non-domestic building refurbishment projects, Black Country Green Investment Finance through the EU Structural Investment and Funding strategy, small scale waste to energy plants, renewable energy demonstrators.</li> </ul>
<b>Green and Blue Environmental Infrastructure Improvement programme</b>	<ul style="list-style-type: none"> <li>🌀 Some critical parts of the waterways across the Black Country have disappeared from the map, including the Bradley Canal Arm, a mile or so of canal with eight locks joining the Birmingham navigations with the higher Wolverhampton navigations. The Bradley Canal Arm is a relatively short section of canal, but with eight locks in need of restoration it will be a major project. The canal channel was buried with loose fill and the structure of six of the locks, at Weddell Wynd, are still in place. The two locks beyond the flight at Moxley End are fully preserved. Restoration would provide a new focus for informal recreation and help to contribute to the economic regeneration of areas such as Bilston and Moxley. The Canal route to Bilston Urban Village will carry on all the way to Walsall Centre or to Birmingham, linking the Black Country route. As a major historic asset, the development would attract boaters and other canal users to the area.</li> </ul>
<b>New environmental approaches to the de-contamination of land</b>	<ul style="list-style-type: none"> <li>🌀 Addressing the poor legacy from the past is a critical issue in the Black Country. There are a large number of degraded brownfield sites in the Black Country that the market alone is not able to bring into use. These present significant opportunities to introduce and innovate new low carbon and bio-remediation processes. Working with businesses and the education sector, the Black Country has the opportunity to test and implement new approaches whilst facilitating the achievement of its target to remediate nearly 1000ha of land for employment land and housing development.</li> <li>🌀 Funding from European sources such as Horizon 2020 will be explored, as well as UK sources. The expertise of remediating contaminated land can also become an export product/service.</li> </ul>
<b>Developing the environmental management sector</b>	<ul style="list-style-type: none"> <li>🌀 We are exploring how we can strengthen the economy and improve the environment by supporting businesses that manage and utilise green infrastructure, such as biomass production and urban forestry, and developing their supply chains.</li> </ul>
<b>Exploiting new environmental technologies and processes in building and construction Industries.</b>	<ul style="list-style-type: none"> <li>🌀 The challenges are to strengthen local supply chains and make new housing and business development more resource efficient, while developing new technologies and techniques for both new-build and retrofit. This includes scaling up existing good practice across the Black Country.</li> </ul>
<b>Mitigate heat islands, pollution and extreme weather events</b>	<ul style="list-style-type: none"> <li>🌀 We are also exploring how Green infrastructure, including open spaces, green walls and roofs, sustainable urban drainage schemes (SUDS) and rain gardens can play in reducing the impact of extreme weather events, improve resilience and also address air quality problems.</li> </ul>

#### Rationale for Intervention

- ✦ The recession has eroded the capacity of the Black Country to respond to opportunities such as this.
- ✦ The Black Country needs to be robust in the face of future changes in rising energy costs and be resilient in respect of extreme weather conditions and other environmental threats. Failure to promote and support renewable energy sources (including biomass), improve energy efficiency and reduce waste will impact on the viability of business and future prosperity.
- ✦ There are just under 500,000 households and 40,000 businesses in the Black Country, spending over £1.5 billion a year on fuel to power their buildings, vehicles and homes and generating more than 500,000 tonnes of domestic waste and more than 3.2 million tonnes of commercial and industrial waste. The potential economic value of processing these value streams locally in a more environmentally friendly way is approximately £1 billion a year.
- ✦ Poor environmental quality is impairing the Black Country's economic success by presenting a negative image which deters inward investment, attraction and retention of skilled workers and the development of the visitor economy. A poor environmental experience on arrival impacts on the visitor welcome and overall experience and is impairing the Black Country's economic success to attract visitors, increase overnight stays and repeat visits.
- ✦ Opportunities to address the health and well-being issues, including those generated through fuel poverty, are being lost, which has a knock on impact for local employment and productivity in the workforce.

### 2.1.3 Strategic Programmes to Improve Black Country Business Competitiveness

#### B1: A Supply Chain Fit To Supply - Supply Chain Development including Innovation & Enterprise

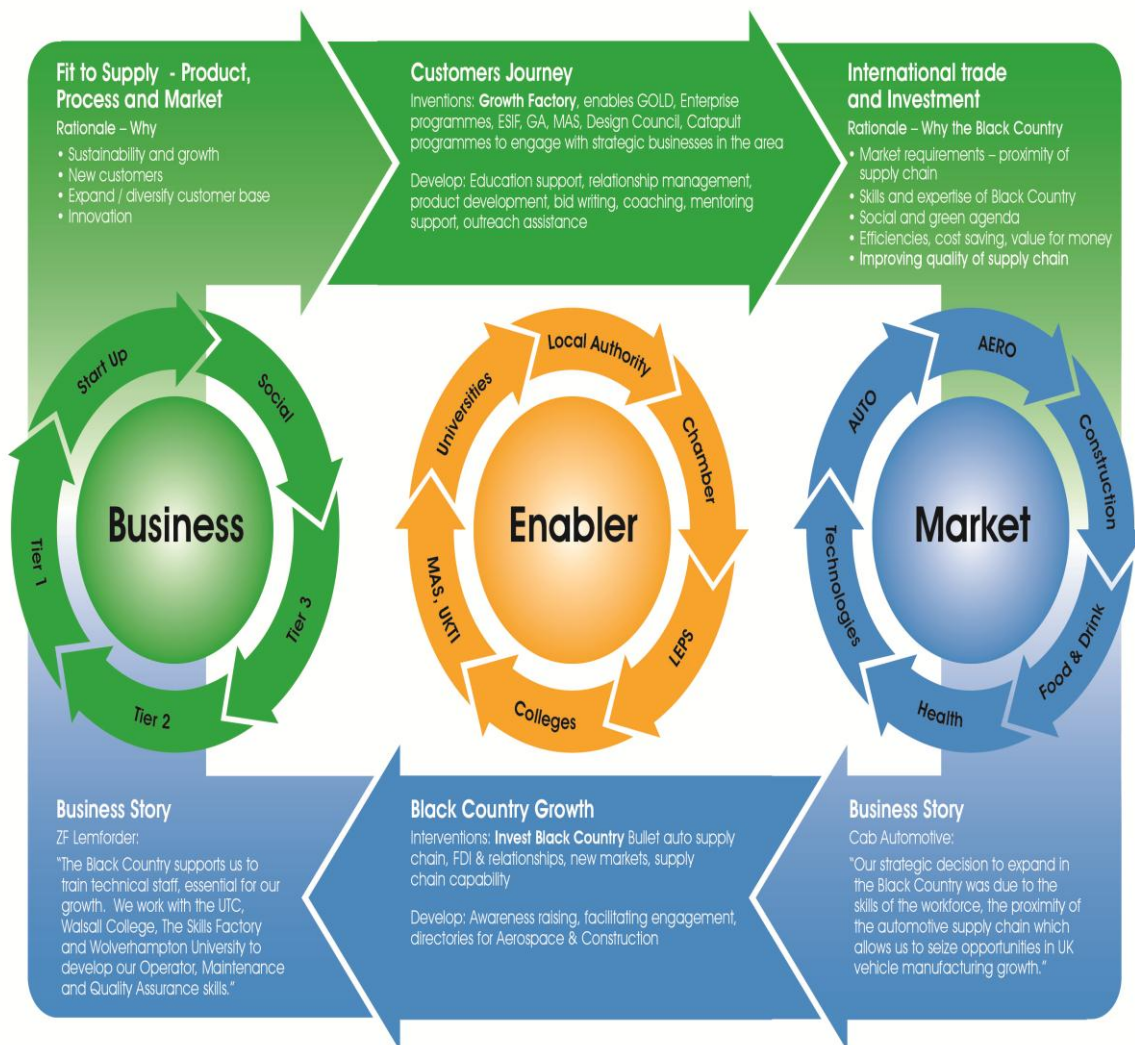
<b>Focus:</b>	<ul style="list-style-type: none"> <li> <span style="color: green;">✦</span> The overall aim of the programme is to capture, for the Black Country, economic growth arising from a number of growing sectors. Our objective is to improve the levels of innovation and enterprise in the Black Country, and then link these businesses to our exploiting global opportunities programme, to show to the world we have a quality supply chain that offers innovation, flexibility and that comes on the back of a skilled, passionate local business community. To achieve this we are undertake a series of activities under the following areas:             <ul style="list-style-type: none"> <li> <span style="color: green;">✦</span> <b>Taking the Black Country to the market</b>                      In order to win new business, companies in the Black Country need to first understand what is expected of them, both from the industry and from the markets they are looking to grow in. Our role will be to set out the opportunities alongside the needs of the buyers and articulate this to companies in the Black Country. Highlighting to Black Country businesses the trends in product development that they need to either follow or be ahead of to win new work and creating linkages with the Technology Strategy Board, HEIs and innovation developments. Along with helping to make the links between market opportunities and business who are ready to tender, we also want to support those who have ambitions of growth but are not yet at the stage of competing either in new markets or on a larger scale, to ensure they are fit to supply. The route to coordinating the range of support and raising awareness of the opportunities at a local level will be through the Black Country Growth Factory, our holistic business support co-ordination vehicle. This will ensure businesses are accessing all available support and every business network to give them the best opportunity to exploit the opportunities presented to them.                 </li> <li> <span style="color: green;">✦</span> <b>Bringing the market to the Black Country</b>                      We need to give maximum visibility of our companies in the Black Country, to the wider global market. To make this happen we need to be able to identify and target the markets which presents the best opportunities for our business and for investment. We will provide a platform which we can use to show what our companies do best and what the Black Country has to offer. We will work with companies to determine smart specialisations, potential new developments in key markets and make sure they are fit to win work leading to world class accreditations, collaborations with institutions and a strategy for expansions as a given. Generating start-ups in key sectors is fundamental. The route to make this happen will be through the services of Invest Black Country – the international team for the LEP tasked with driving up exports alongside UKTI and generating new foreign investment.                 </li> <li> <span style="color: green;">✦</span> <b>Innovation Support</b>                      The pro-active targeting of key markets in our three key sectors of Aerospace, Automotive and Construction Technologies directing the provision of integrated and targeted support for businesses will enable them to exploit the opportunities for growth that we have identified. This programme will enable our companies to respond to new market opportunities through innovation in products and processes, critical in the key sectors we have identified.                 </li> <li> <span style="color: green;">✦</span> <b>Entrepreneurialism</b>                      Foster a more entrepreneurial culture and increase the number of births by 1,500 per year.                 </li> </ul> </li> </ul>
---------------	--

<b>Objective:</b>	We will work with our strategic companies and SMEs to enable Black Country companies to better exploit supply chain opportunities. We will focus on our transformational sectors, particularly Automotive and Aeronautical. Our ambition is to secure an additional £10bn growth in GVA from our transformational sectors. We will implement a programme to develop a more entrepreneurial and dynamic economy including: growing existing businesses; providing enterprise support for new business creation and aim to increase Business Births by an additional 1,453 from current base of 3,400.
-------------------	--

Indicator	Baseline - 2004	2014	2021 Target	2033 Target
<b>Starts</b>	4,175	3,400 new starts	3,981	4,853



## Black Country Growth



**Current Activity:**

**Black Country Growth Hub** ✪ We have recently secured £3.1m from the Regional Growth Fund to establish a Black Country Growth Factory. Based in the Wolverhampton Science Park, it will offer small to medium-sized businesses access to a range of services to help, expand, promote and support their businesses. The service will include export support and advice on new markets and supply chain opportunities.

**Social Enterprise Cabinet** ✪ We have established a social enterprise cabinet, including representatives of infrastructure organisations and are implementing a social enterprise plan

**Medium Term Priorities**

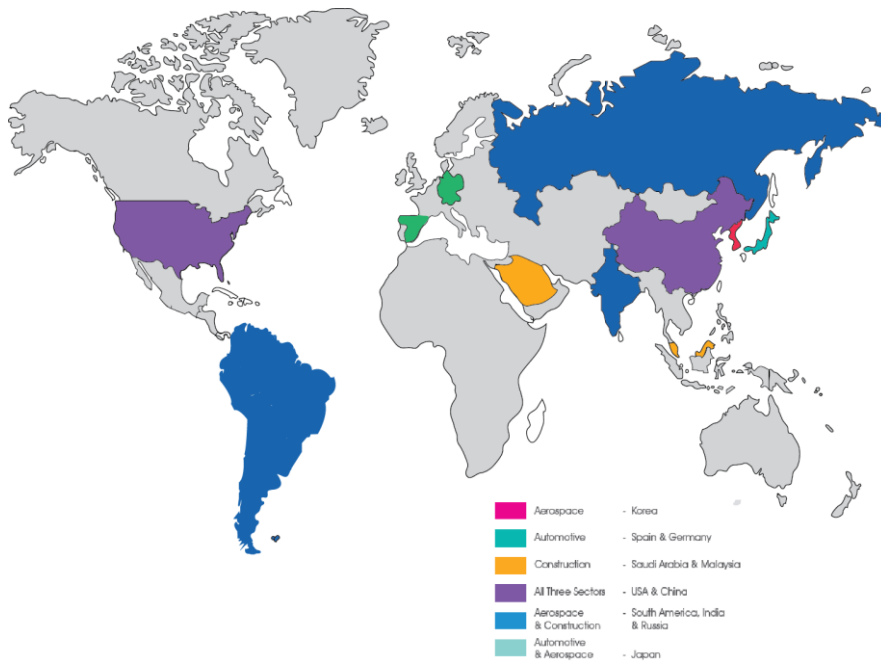
**Access to key areas of support and wider interventions will help** ✪ A key task is to ensure that Black Country businesses have the best possible understanding of the requirements of buyers in their particular sectors and markets. This involves both ensuring that businesses are aware of live market opportunities and

<p><b>to exploit the innovation potential that we have identified in the Black Country.</b></p>	<p>supporting those who have the ambition to grow but are not currently in the position to do so. The opportunity for Black Country businesses to innovate in markets, new enterprise, products, processes and services is also fundamental. To do this, supply chain businesses must be successfully and commercially exploiting new ideas that will involve knowledge, technology, expertise and adaptability. The following is how we propose to address the obstacles to innovation across all our programmes:</p> <ul style="list-style-type: none"> <li>⊗ <b>Innovation Support</b> - the right mix of guidance, expertise and facilities to help businesses understand and implement innovation</li> <li>⊗ <b>Infrastructure</b> - the right operating environment both now and in the future</li> <li>⊗ <b>Property</b> - Accessible physical facilities where research and near market research can be tested</li> <li>⊗ <b>Insight</b> - Sharing and exploiting knowledge</li> <li>⊗ <b>Finance</b> - the right mix of equity investments, loans and grants are in place and accessible near by</li> <li>⊗ <b>Skills</b> - In schools, colleges, HE, businesses and research institutions accessible nearby.</li> </ul>
<p><b>Innovation</b></p>	<ul style="list-style-type: none"> <li>⊗ Developing the demand and infrastructure for innovation: We will enable businesses to invest in innovation through improved networks, collaboration with educational institutions and increasing SME capacity. We will focus in particular on the potential for innovation in our transformational sectors.</li> </ul>
<p><b>UK Centre for Light Rail Innovation</b></p>	<ul style="list-style-type: none"> <li>⊗ The Black Country has an ambition to become the UK Centre for Light Rail Innovation. Working with key partners who can provide light rail sector expertise, such as the Warwick Manufacturing Group, Centro (West Midlands PTE), UKTram and the Department for Transport, our aim is to deliver a Centre of Excellence in Dudley. The scheme builds on the recommendations as set out in the Department for Transport's 'Green Light for Light Rail' report published in September 2011 and the work that is being undertaken on innovative light rail by the Technology Strategy Board.</li> </ul>
<p><b>Smart Specialisation</b></p>	<ul style="list-style-type: none"> <li>⊗ Smart Specialisation is a concept that emerged from authoritative studies of how productivity is evolving in private firms. It recognises that businesses are best placed to lead in the identification of new opportunities for growth in a rapidly globalising economy. Aligning with the Industrial Strategy, The Black Country has a high concentration of businesses in Aero, Auto and Construction that provides the basis for a strong competitive offer not just regionally but across the globe.</li> <li>⊗ Objective - A targeted programme of collaboration between firms looking to innovate, with the networks of HE's, research agencies and public agencies, such as TSB, in the Black Country and Embed Smart specification in to policy and funding programmes to drive Innovation across the Black Country.</li> </ul>
<p><b>Rationale for Intervention</b></p>	
<p>Innovation performance of Black Country firms is low compared to most LEP areas. To increase this and realise the growth benefits of innovation, requires greater engagement between businesses and the knowledge base (addressing imperfect information and positive externality market failures). While there is a clear sector focus for investments, a more detailed smart specialisation plan for the Black Country is required (and is under development).</p> <p>There is a wider need for enhanced business support to help address the current weakness in the Black Country business base, by supporting local people to set up new businesses, and to help improve the competitiveness of existing businesses. The Black Country has low business stock and low annual business birth rates (just 30 per 10,000 population, compared with 42 nationally). The Black Country is ranked 38th out of 39 LEP areas by level of self-employment, which is 6% in the Black Country, compared with 9% nationally.</p>	

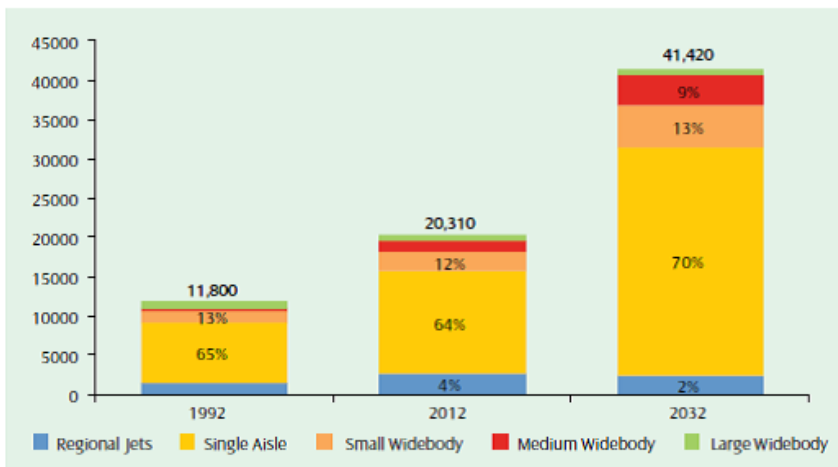
**B2. Exploiting Global Opportunities**

<p><b>Focus:</b></p>	<p>🎯 We will attract more companies to the Black Country and drive up exports by delivering a focussed programme of activity directly aligned to current and emerging global economic opportunities. We will build upon our existing clusters of specialism and major employers in the Black Country and link these to major projects and growth projections in key sectors (Aerospace, Automotive and Building Technologies) and key markets (12 identified – see map and aerospace opportunity chart below).</p>
<p><b>Objective:</b></p>	<p>We will develop a more integrated and better targeted approach to securing inward investment and supporting more companies to export.</p>

**Key Markets for Black Country Business Growth in Key Sectors**



**Global Fleet Developments 2012-2032**



Source: Boeing CMO, Ascent & WMEF

Boeing anticipates a doubling of its fleet by 2032. With 3% of global aerospace output coming from the Midlands area, and the Black Country responsible for a large percentage of this – this growth alone represents a major manufacturing and innovation opportunity for our business base

Current Activity:	
<b>Invest Black Country</b>	<ul style="list-style-type: none"> <li>⊕ This single team was created to improve our competitiveness around foreign direct investment and work with UKTI. It secured a 15% increase in jobs created through FDI in the Black Country in 2012-13</li> </ul>
	<ul style="list-style-type: none"> <li>⊕ Focussed entirely on raising the profile of the Black Country the IBC team has generated over 100 new investment enquiries for the area.</li> </ul>
Medium Term Priorities	
	<ul style="list-style-type: none"> <li>⊕ Invest Black Country will increase foreign direct investment into the Black Country, creating 100 new jobs per annum and generating an additional £3m of productivity into the Black Country economy per year.</li> </ul>
	<ul style="list-style-type: none"> <li>⊕ This programme will align Investment and Export led growth activity in key markets and sectors, making the Black Country a viable trading partner for 12 target markets (as set out on the previous map)</li> </ul>
Rationale for Intervention	
<p>The Black Country has comparative sector strength in Aerospace, Automotive and Construction Technologies, particularly in technology development, component manufacturing and industrial processing. Economic forecast predicts growth of at least 8% across these three sectors, making it viable that the Black Country could exploit these global opportunities over the next five years. Yet very few companies which currently do not export plan to do so.</p> <p>This programme will ensure that as production in these industries grows, the Black Country is promoted as an excellent location for new businesses, and for existing businesses to grow.</p> <p>We believe that £94bn of Construction opportunities exist, £3bn of automotive components are imported every year by our UK OEMs and over 27,000 new aircraft are expected to be built in the coming decade. These massive opportunities are directly aligned to the sector strengths of the Black Country. The objective of this project is to line up our businesses to be able to take advantage of them, and to promote the area to companies who need a UK or European base in these industrial sectors.</p> <p>By promoting these global growth opportunities to our local supply chains and by delivering a range of structured export interventions, we will ensure that more local companies grow through export led growth.</p> <p>The Black Country is renowned nationally as the hub of manufacturing in the UK, this programme will ensure that message is known globally and will support UKTI in attracting more companies to the country.</p>	

<b>B3. Access to Finance</b>	
<b>Focus:</b>	Providing improved access to debt, grant and equity finance to SMEs for business creation, growth and improved productivity.
<b>Current Activity:</b>	
<b>Growing Places</b>	✳️ £14.1m of Growing Places funding was awarded to the Black Country. This funding has been allocated in full, the recycled element will be utilised to fund more Black Country businesses.
<b>Regional Growth Fund – direct support for businesses</b>	✳️ To date over £4m of funding has been awarded directly from Government to Black Country Business who are delivering projects that will secure 340 jobs and create a further 171 jobs that would otherwise have been lost overseas.
<b>Growing Priority Sector</b>	✳️ The Black Country LEP has been awarded £12.9m of Regional Growth Funding. Grants of between £50k and £1m are provided to support companies with their growth ambitions. £10.9m has been awarded to Black Country businesses
<b>BCRS Business Loans</b>	✳️ Loans available to companies who are unable to access finance from traditional sources, loans available from £10k- £100k
<b>Advanced Manufacturing Supply Chain Initiative</b>	✳️ 5 Black Country supply chain companies have been approved for £7m loan funding and £700k of grant, subject to due diligence. This includes a tier one company, provided funding to increase their manufacturing capacity and a tooling company provided with loan funding to support their tooling activity
<b>Green Bridge Funding</b>	✳️ Green Bridge Funding-in partnership with other WM LEP areas, Birmingham City Council successfully bid for £19m of Regional Growth Funding. To date the Black Country has been awarded £4.5m of funding to businesses who will create and safeguard 768 jobs.
<b>Black Country Investment Fund</b>	✳️ £20m Fund has been established by the LEP to provide loan funding to landowners to fund the cost of site remediation and servicing of sites for employment uses. The objective is to create a supply of quality employment sites available to meet the requirements of inward investors and indigenous companies, for early development
<b>Medium Term Priorities</b>	
<b>Investment Fund /Single Application Process</b>	Work has already begun to simplify the funding landscape for Black Country Businesses. This includes a single funding factsheet for government-backed funding, meet the funder events and a single expression of interest form. We aim simplify the process even further by having one single application for all applications for one single Black Country Investment Fund.
<b>Funding Escalator</b>	More joined up approach to funding deals, with more involvement from private sector finance institutions.
<b>Rationale for Intervention</b>	
Need to address a gap in debt and equity finance supply to SMEs (resulting from imperfect information of risk by lenders).	
A recent survey of local businesses highlighted that almost half of businesses felt confused by the current business support landscape and what funding or support is available to them. Black Country partners are currently developing a single gateway model – the Growth Factory, to ensure a single gateway for companies and individuals to be signposted to relevant support available to them for setting up, growing and improving their business.	



### 2.1.4 Cross-LEP & Cross Organisation Aligned Activity

The Black Country LEP has worked closely with a number of other LEPs and a wide range of delivery partners in developing our programme (particularly through the EUSIF Strategy work), most notably with the five other LEPs in the West Midlands area particularly GBSLEP where we are working to align our approach in the overlapping area to maximise economic benefit for the wider economy. There are several areas of our strategy where we anticipate close-working with other partners:

	Illustrative Aligned Activity					
	EZ	City Deal	EUSIF	Cross LEP	Other	Growth Fund
<b>Raising Employability, Education and Skills</b>						
<b>P1. Skills for the supply chain</b>	✓	✓	✓	✓	✓	✓
£30m EUSIF Skills for Growth Programme			£30m			
Black Country LEP Employment & Skills Board, UK Commission for Employment and Skills funding for £1m Black Country Skills Factory project, Black Country Skills Factory Board					£1m	
Training Provider Network, NAS, Skills Funding Agency						
<b>P2. Skills capital</b>	x	x	x	x	x	✓
Skills Funding Agency, Training Provider Network, Colleges, HEI's, Sport England						
<b>P3. Schools and college statutory education provision.</b>	x	x	✓	x	✓	x
Schools, HEI's, UTC's, Academy Sponsors, Education Central, Local Authorities, Ofsted, CIPD, Businesses, BITC, Black Country BeActive Partnership						
<b>P4. Securing and up-skilling the Black Country residents and employees</b>	✓	✓	✓	x	✓	x
£20m EUSIF Programme for Young People and Unemployment (Ages 15-24), £11m for Employment Support for the Over-25s and £15.2m for Promoting Social Inclusion among Disadvantaged Groups			£45m			
Job Centre Plus, Health & Well Being Boards, Voluntary Sector, Faiths Group						
City Deal Welfare Pilot					£5.6m	
BeActive Partnership and Dame Kelly Holmes Legacy Trust						
<b>Transforming the Black Country Infrastructure and Environment</b>						
<b>PI1. Expanding the Availability of High Quality Employment Land and delivering a portfolio of strategic mixed use development opportunities.</b>	✓	✓	✓	x	✓	✓
E.g. EUSIF Employment Land Dev. Programme			£7m			
City Deal PWLB Facility		£20m			✓	
Private and public sector landowners						
<b>PI2. Infrastructure to Support Growth</b>	x	x	x	✓	✓	✓
National Partners including Network Rail alignment including HS2, Highways Agency £32m for M6 J10, Centro					£32m	

	Illustrative Aligned Activity					
	EZ	City Deal	EUSIF	Cross LEP	Other	Growth Fund
WM LEP's covering Greater Birmingham & Solihull LEP (GBSLEP) ,Stoke & Staffordshire LEP, Marches LEP, Coventry & Warwickshire LEP and Worcestershire LEP Collaborative Statement				✓		
Local Partners including BeActive Partnerships, Canal and Rivers Trust, BC LA's, Birmingham City Council, Sustrans, Warwick Manufacturing Group					£3m	
Black Country Broadband Project - BDUK, Broadband Suppliers e.g. BT & Virgin, £4.9m awarded by BDUK					£10m	
<b>PL3.Expanding the construction and renewal of housing stock</b>	x	x	x	✓	✓	✓
National Partners including Homes and Community Agency					✓	
Local Partners including Registered Landlords e.g Accord Housing, Walsall Housing Group, Private Sector Developer e.g. Persimmon Homes, Taylor Wimpey, Barratt Home, Keepmoat, Galiford Try and Local Authorities					✓	
<b>PL4. Locally Distinctive Economies</b>	x	x	✓	✓	✓	x
National partners including Visits Economy, Arts Council and Lottery						
EUSIF Project on Support for Local Growth Clusters			£4m			
Marketing Birmingham and GBSLEP on jointly commissioned Visitor Economy Strategy						
Black Country Visitor Economy Group including Dudley Castle Hill, Wolverhampton Racecourse and Black Country Hotels Association.						
Sport England BeActive Partnership						
<b>PL5. Overall quality environment and low carbon.</b>	x	x	✓	✓	✓	x
BC Environmental Forum including DEFRA Family, UNESCO via Geopark, Seven Trent and River Trust on Water Catchment Plans						
EUSIF programme to support Energy Efficiency and the Green Economy and a Programmes to Improving and Exploiting our Green and Blue Infrastructure			£19m			
Joint WM LEP Statement developed for West Midlands LEPS on intent to collaborate on EU priorities on low carbon, climate change and the environment – August 2013						
Birmingham and BC Local Nature Partnership						
<b>Improving Black Country Business Competitiveness</b>						
<b>B1. Developing a Supply Chain fit to supply (including smart specialisation - innovation, r&amp;d and entrepreneurship)</b>	✓	✓	✓	✓	✓	✓
UKTI						
EUSIF Project for Business Support for Growth and Improved Productivity and additional Growth Factory funding			£8.4m			
EUSIF programme on Infrastructure for Innovation and programme on Increasing SME Demand and Capacity for			£20m			

	Illustrative Aligned Activity					
	EZ	City Deal	EUSIF	Cross LEP	Other	Growth Fund
Innovation						
EUSIF Programme on Enterprise Support for Business Creation			£5m			
Business Intermediaries including Chamber of Commerce, Federation of Small Businesses, EEF, Institute of Directors, BCRS						
Cross WM LEP working on Business Support with D2N2 LEP, Cheshire and Warrington LEP, GBSLEP, Marches LEP, Coventry and Warwickshire LEP, Worcestershire LEP and Stoke and Staffordshire LEP						
Joint WM LEP on Smart Specialisation and Research, Development, Technology and Innovation (RDTI)						
Working with West of England LEP on Social Enterprise Cabinet						
Birmingham Science City Board						
£3m Growth Factory RGF project including , University of Wolverhampton, Manufacturing Advisory Service, Technology Strategy Board					£3m	
BeActive Partnership						
Local Authorities						
<b>B2. Exploiting global opportunities</b>	x	x	✓	✓	✓	✓
EUSIF Programme for Inward Investment and Exporting			£4.6m			
Working with GBSLEP and UK Trade and Investment, Invest Black Country, Marketing Birmingham						
Investment Agencies across the West Midlands, PA Consulting.						
Private Sector lead agencies, Legal firms, Accountants, Property Developers, Site owners						
Invest Black Country working with Business Birmingham on a joint ERDF project to attract foreign direct investment.						
<b>B3. Access to Finance</b>	x	x	✓	✓	✓	x
Joint statement developed with West Midlands LEPs on use of Financial Engineering Instruments						
Working with WM LEP's and Liverpool LEP and Finance Birmingham, Intermediaries, Businesses						
EUSIF SME Access to Finance programmes			£8m			
Black Country LEP Access to Finance Board, 190 Businesses who attended a Black Country Meet the Funder event on 28 January 2014.						

## 2.2 Our Local Growth Deal Priorities

Given the scale of our economic ambitions we are keen to ensure that we use the opportunity presented by our local growth deal to pursue the opportunities in the Black Country that are most likely to lead to additional job creation and economic growth and to focus our efforts on action that we are confident will enable businesses to realise those opportunities. We need to be clear;

- ✳ Which sectors we intend to target;
- ✳ Which barriers to growth we should give priority to and how; and
- ✳ How we should target our resources and interventions spatially.

We have identified three sectors in which there is the greatest potential for growth: aerospace, automotive and building technologies. And we have selected seven priority programmes from our 12 to enable businesses in those sectors to overcome the barriers to growth that they face.

This section of our SEP summarises the evidence we have used to justify the priorities, programmes and projects we are proposing to include in our local growth deal. It includes:

- ✳ A SWOT analysis which brings together our analysis of the opportunities for and barriers to growth;
- ✳ A more detailed summary of the skills challenge we face;
- ✳ An introduction to our approach to developing the supply chain;
- ✳ Our proposed spatial focus; and
- ✳ Details of our priority programmes and associated projects proposed for 2015-16.

### 2.2.1 SWOT analysis

The following SWOT analyses summarise the evidence we have gathered to inform our prioritisation process in relation to our three strands, People, Business and Place.

People	
<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>✳ The density of employment in the manufacturing sector providing a core skills base.</li> <li>✳ The successful drive to improve school and pupil performance.</li> <li>✳ The establishment of the Black Country Skills Factory and its impact to date.</li> <li>✳ The high level of investment of some major employers in apprenticeships and skills.</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>✳ The above average proportion of people with no qualifications.</li> <li>✳ The below average proportion of people with NVQ Level 4 qualifications and above.</li> <li>✳ The underperformance of Black Country pupils in relation to STEM subjects.</li> <li>✳ Poor quality of careers advice and guidance.</li> <li>✳ General and specific recruitment and skills barriers identified by employers, particularly in our growth sectors.</li> <li>✳ Very low employer investment in skills and training (38<sup>th</sup> out of 39 LEPs).</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>✳ The potential greater impact of the Skills Factory on more companies, including smaller businesses.</li> <li>✳ The scope for greater collaboration and specialisation between suppliers.</li> <li>✳ The potential for retiring skilled workers to become trainers.</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>✳ The ageing workforce.</li> <li>✳ Smaller businesses in particular fail to engage and invest in skills and training.</li> <li>✳ Lack of equipment to deliver the training that employers want.</li> <li>✳ Shortage of qualified trainers in some sectors.</li> </ul>

Place	
<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>✦ Located at the heart of the transport network – motorway, rail and aviation.</li> <li>✦ Unique industrial and geological heritage and assets.</li> <li>✦ High density and clusters of companies in our growth sectors.</li> <li>✦ Evidence of local businesses’ plans to expand in the Black Country.</li> <li>✦ 15,400 new housing units delivered since 2006 (25% of target up to 2026) .</li> <li>✦ Existence of a number of distinctive centres linked by employment and transport corridors.</li> <li>✦ Wolverhampton City Centre: 2,000 businesses, 30,000 jobs and two major company HQs (Carillion and Marston’s).</li> <li>✦ Pro-growth core strategy covering the whole area with review in 2016.</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>✦ High levels of congestion and specific accessibility constraints on employment and housing sites.</li> <li>✦ Need for Junction improvements to J10 on M6 and J1 &amp;2 on M5.</li> <li>✦ Very limited supply of Grade A &amp; B business premises. Too much Grade C and in poor condition.</li> <li>✦ Shortage of shovel ready employment sites.</li> <li>✦ Very high site assembly and preparation costs leading to financial requirement the City Deal loan fund was not designed to meet.</li> <li>✦ Poor housing mix and slowdown in housing development since 2008.</li> <li>✦ 47,000 homes in planning pipeline.</li> <li>✦ Shortage of modern office stock (90% of stock in Wolverhampton over 20 years old).</li> <li>✦ Under-investment in cultural, green and blue infrastructure.</li> <li>✦ Lack of space for creative industries.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>✦ HS2 – economic growth and released capacity on West Coast Main Line.</li> <li>✦ Alignment with Highways Agency route based strategy priorities.</li> <li>✦ Evidence of indigenous business growth in key sectors and inward investment.</li> <li>✦ Live commercial interest in sites and premises for high value manufacturing companies.</li> <li>✦ Majority of businesses planning to expand premises envisage doing so locally.</li> <li>✦ The foundations of a distinctive cultural offer including art galleries, museums, theatre, Wolverhampton Civic Hall and the Dudley Castle Quarter.</li> <li>✦ To use the Growth Deal capital investment as a lever to delivering our sustainability and low carbon objectives.</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>✦ Competition from areas with more Grade A &amp; B premises, and more easily developed sites in areas with less congestion.</li> <li>✦ Impact on centres of changing trends in retailing, leisure, commuting and residential choice.</li> <li>✦ Scale of the challenge of closing the finance gap in relation to many potential employment sites.</li> <li>✦ Poor housing mix undermines the wider Black Country offer.</li> <li>✦ Lack of journey time reliability impacts on investment decision making.</li> <li>✦ Lack of investment in modernising cultural and environmental assets threatens growth and our quality of life offer.</li> </ul>



Business	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>✦ The Black Country specialism in metal products, plastics and manufacturing of tools and machinery.</li> <li>✦ 4,100 manufacturing businesses accounting for 15.2% of employment.</li> <li>✦ Highest proportion of employment in advanced manufacturing (10%) than any other LEP area.</li> <li>✦ Prime location in the West Midlands cluster of the aerospace industry with leading companies and unique product range.</li> <li>✦ 20% of UK aerospace output underpinned by 4 Black Country companies. Aerospace employs 3,000 people.</li> <li>✦ Black Country companies in the automotive sector support the supply chain of 10 OEMs, 7 of which are within 45 minutes' drive.</li> <li>✦ The Automotive sector employs 4,000 people and wider supply chain 12,500.</li> <li>✦ Over 48% of business base is foreign-owned, reflecting collaborative and tight network of supply chain companies.</li> <li>✦ 66 strategically important companies in construction including Carillion PLC and Bullock and Barhale.</li> <li>✦ Versatility of Black Country businesses, with businesses rooted in one sector securing orders to engineer and manufacture specialist components by others.</li> <li>✦ Black Country exports are successful in 'difficult' export economies due to the supply of high precision, high value specialist parts; exemplified for example by the <u>global supply</u> of Range Rover Evoque handles and locking mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>✦ The fall in the number of jobs: since 2002 the number has fallen by 9% (41,000) compared with an increase of 3% nationally and a fall of 2% in the West Midlands.</li> <li>✦ The recession damaged businesses' credit, reduced staff, eroded capacity to innovate and halted investment in premises and equipment.</li> <li>✦ Lack of dynamism, innovation and competition in the wider economy and poor leadership in many businesses: low business stock and business births.</li> <li>✦ Many advanced manufacturing businesses not moving into R&amp;D or product development.</li> <li>✦ Few businesses that do not currently export plan to do so.</li> <li>✦ Large number of very small companies.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>✳ Boeing and Airbus anticipate near doubling of civilian aircraft fleet by 2033.</li> <li>✳ SMMT predict UK automotive production could increase from 1.6m units in 2013 to 2.2m in four years.</li> <li>✳ UKTI identification of £94bn opportunities for UK businesses to secure orders from global construction projects.</li> <li>✳ Local businesses across supply chain report increase in new customer orders and enquiries from new markets.</li> <li>✳ Companies in supply chain for aerospace, automotive and construction sectors are predicting growth of between 5% to 10% in 2015-16.</li> <li>✳ Attractiveness of locating close to global OEMs and Tier 1 suppliers.</li> <li>✳ Requirements of “just in time” and “just in sequence” manufacturing.</li> <li>✳ Success in securing £3.1m from the Regional Growth Fund to establish a Black Country Growth Factory.</li> <li>✳ Impact of Growth Accelerator higher in Black Country than nationally</li> </ul>	<ul style="list-style-type: none"> <li>✳ High levels of congestion are reducing competitiveness of existing businesses and attractiveness to inward investors.</li> <li>✳ The ageing workforce.</li> <li>✳ Specific skills gaps.</li> <li>✳ Lack of availability of high quality business premises and the length of time required to bring forward high quality, well-connected employment sites.</li> <li>✳ Inability of businesses to access finance.</li> <li>✳ Competition from emerging economies, including Russia, India and Brazil.</li> </ul>

### 2.2.2 Our Skills Challenge

As is clear from the above analysis we face a major skills challenge which is set out in more detail in the table below. There are four dimensions to this challenge:

- ✳ A number of underlying issues relating to the skills base of the Black Country which will be explored in more detail later in this section;
- ✳ Major developments in our target sectors, particularly in relation to technological change;
- ✳ Significant specific skill gaps in each of the sectors; and
- ✳ The low level of investment by Black Country businesses in skills and training.

The Skills Challenge	
The Black Country	Building Technologies
<ul style="list-style-type: none"> <li>✳ 38<sup>th</sup> (out of 39) LEPs in terms of investment in training.</li> <li>✳ Only 62% of Black Country businesses invest in training compared to the UK average of 66%.</li> <li>✳ An above average number of people with no qualifications. In 2012 16.4% of working age population had no qualifications. The number is falling but at a slower rate than nationally.</li> <li>✳ A below average number of people qualified to NVQ level 4 or above. In 2012 22.4% of the population were qualified to this level.</li> </ul>	<ul style="list-style-type: none"> <li>✳ Skills requirements and levels being driven by technological change and innovative construction methods.</li> <li>✳ New skills and upgrading of skills of current workforce required in face of rapidly ageing workforce.</li> <li>✳ Strong cross-sector correlation in light of importance of manufacture of products for construction sector.</li> <li>✳ In 2013 12 local employers reported difficulty in recruiting and 47 expected a skills shortage in:                         <ul style="list-style-type: none"> <li>○ Engineers;</li> <li>○ Experienced construction workers;</li> </ul> </li> </ul>

The Skills Challenge	
<p>The number is increasing, but not as quickly as nationally.</p> <ul style="list-style-type: none"> <li>✦ Black Country schools have improved, but our pupils are underperforming in STEM subjects compared with the national average – with 68.8% achieving an A*-C grade compared with 73.6% in England.</li> <li>✦ Only 54 Black Country pupils entered engineering related GCSE courses in 2013.</li> </ul>	<ul style="list-style-type: none"> <li>○ Key trades.</li> <li>✦ Businesses report need for new and upgraded skills in 13 areas including:                             <ul style="list-style-type: none"> <li>- Design and product knowledge;</li> <li>- High level construction technology; and</li> <li>- Sustainable energy.</li> </ul> </li> </ul>
Aerospace	Advanced manufacturing (inc automotive)
<ul style="list-style-type: none"> <li>✦ Businesses report need for high-value skills: engineering, science, project management and production.</li> <li>✦ Particular requirement for engineers to support automation of Additive Manufacturing processes.</li> <li>✦ Investment in current workforce and high level apprenticeships to meet sector target of 50% of workforce qualified to Level 4 by 2022.</li> <li>✦ Specific company requirements include:                             <ul style="list-style-type: none"> <li>○ Moog: metallurgists;</li> <li>○ UTC Aerospace Systems Aerospace: electrical and mechanical engineers;</li> <li>○ GE Aviation and MT Aerospace: electrical and mechanical engineers.</li> </ul> </li> <li>✦ Other job roles required:                             <ul style="list-style-type: none"> <li>○ Higher level specialists;</li> <li>○ Plant and site managers;</li> <li>○ Engineering staff;</li> <li>○ Technical staff;</li> <li>○ Operational staff.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✦ Sector becoming more dependent on higher level skills: workforce lacking level 2; engineers and technicians required with Level 3 &amp; 4; and managers with Level 4.</li> <li>✦ Over 20 major companies report skills barriers: Walsall Pressings, Abbey Spuncast, Assa Abloy, BE Wedge, Barnfather Wire, Brookside Metal, PRD Fastenings, TRS Engineering, ZF Lemforder, Caparo, Phoenix Calibration, JWCL Ltd, Podmores, JLR, Fourmasters, Thomas Dudley, Maloney Metalcraft, Metal Assemblies Ltd, Impalloy, Rotech Laboratories, Craig and Derricott.</li> <li>✦ The gaps identified include: tool makers, welders, PLC programmers, CNC programmers, Maintenance engineers &amp; fitters, CAD operatives, Skilled machine setters, staff with breadth of expertise, Cathodic protection, Metallurgy, LEAN training for managers, Leadership skills.</li> </ul>

### 2.2.3 Spatial Focus

There is a spatial manifestation of both the growth potential and the barriers to achieving growth. This spatial focus is fundamental to our approach:

- ✦ Given the importance of clusters in aerospace our location on one of the two West Midlands aerospace corridors is critically important;
- ✦ The importance of ‘just in time’ sequence manufacturing in the automotive sector means that the proximity of supply chain companies to JLR and other major manufacturers is also crucial;
- ✦ Our position at the heart of the motorway network and good links with the rail network and international airports is a core feature of our attractiveness to businesses;
- ✦ The development of our strategic centres is crucial to the Black Country becoming a first class location in which to live, work, visit and invest.

We are therefore focussing our activity in a Growth Network of corridors and centres, which form a sub-set of the four strategic centres and 16 growth corridors identified in our core strategy. The network has been informed by:

- ✦ We have intelligence that 400 companies in the Black Country have definite plans to grow;
- ✦ The location of strategic companies including those in aerospace, automotive and construction sectors:

- ✳ Areas with the highest density of companies in our target sectors, many of which are currently located in poor premises and/or have ambitions to expand or relocate;
- ✳ Locations with major opportunities for growth exploiting the potential of good connectivity and the opportunities presented by key Enterprise Zone sites and developments at Wolverhampton North, including i54 and Darlaston;
- ✳ Our knowledge of market interest and constraints in different employment and housing sites and locations;
- ✳ The wider contribution of our strategic centres to the area's attractiveness, as a place in which to live, work, visit and invest.
- ✳ The map in PI1 and PI3 shows the location of the corridors and centres in our proposed Growth Network.

#### 2.2.4 Our Local Growth Deal Priorities for Enabling Additional Growth

The Black Country Local Growth Deal will focus on what we have identified as being the best opportunities for securing additional jobs, houses and economic growth between 2015-16 and 2020-21. They are:

- ✳ Enabling businesses in the aerospace, automotive and building technology sectors and their supply chains to grow;
- ✳ Further action to improve the Black Country as a place in which to live, work, visit and invest.

The most significant barriers to exploiting these opportunities are:

- ✳ Specific skills gaps in our growth sectors and a lack of capacity to meet them;
- ✳ Our low skills base and under-investment in skills and training;
- ✳ The erosion of the capacity of Black Country businesses to innovate and respond to new opportunities;
- ✳ The shortage of high quality employment sites and premises and the high cost of bringing new sites forward;
- ✳ Our poor housing mix;
- ✳ Growing levels of traffic congestion, constraining local movements and access to the motorway network.

In the light of this analysis we have developed seven priority programmes which will address these barriers, enable businesses in our priority sectors (aerospace, automotive and building technologies) to grow and improve the Black Country as a place in which to work, live, visit and invest. The programmes are summarised in the tables below which explain how each programme addresses the opportunities for growth and barriers to growth identified earlier. They also show how the programmes relate to the projects we are proposing for 2015-16 and our non-financial asks of government.

#### 2.2.5 Process of Prioritisation

We have used a rigorous process to appraise investments proposed for inclusion in our local growth deal. Key elements of our approach – which has been applied to transport and other projects – include:

- ✳ An open call for proposals;
- ✳ The use of outline business case submissions (known as strategic outline cases for transport schemes);
- ✳ The use of independent panel.

The **prioritisation of transport projects** began earlier as a result of a Department for Transport requirement that the Black Country Strategic Transport Board (STB) produced a list of prioritised schemes by 31 July 2013 in order to feed into its investment programme for 2015-19.

To determine what schemes should be prioritised, the Black Country STB developed a process which was used to decide the prioritised list. It included an open call for projects, development of a bespoke application form – a strategic outline case – and a prioritisation spreadsheet – the Black Country Prioritisation Tool. The prioritisation process addressed;

**Strategic Fit** including Access to International Gateways and HS2, Access to Growth and Regeneration, Access to Labour and Skills, LEP Transport Priorities and Market Demand;

**Economic Fit** including Freight and Business Efficiency, Business Investment, Labour Market Efficiency, Links to national networks and international gateways, Carbon Emissions, Social Distributional impacts (i.e. State any impact on accessibility, acceptability and availability for vulnerable user groups), Expected Value for Money category and Benefits to areas of High Indices of Multiple Deprivation; and

**Deliverability** covering Development Cost, Affordability, Design Stage, Delivery Programme, Public Support, Stakeholder Support, Political Support, Delivery Risks, Statutory Instrument Requirements, Land Requirements and Planning Consent Requirements.

Three consultants from three different consultancies were appointed as an independent panel to undertake the prioritisation process. A final report written by the prioritisation panel, was produced and submitted to the STB. The prioritised list, representing the BCLEP investment programme was submitted to the DfT on 31 July 2013. An independent review of the process was commissioned from URS, who determined that the process was robust and fit for purpose. The prioritised projects feature in this plan. Additional information on the process is available by request

For **other proposed investments**, a bespoke application in the form of an Outline Business Case (OBCs) and supplementary guidance was developed in consultation with skills capital colleagues and green book experts. The Outline Business Case template required information on the Government 5 case model – strategic case, commercial case, finance case, economic case and management case.

On 12th February 2014 the BC LEP launched an open call for Outline Business Cases for its 7 priority programme areas. This was sent to a wide range of stakeholders and was provided on the BCLEP's website.

An independent panel including skills capital specialists from SFA was established to undertake the prioritisation process. The panel was issued with 54 completed OBCs. The panel applied a grading dependent on a score for: strategic fit, value for money, match funding, delivery timescale and delivery risk management. Great weighting was given to delivery time and delivery risk. Projects were categorised from A to D reflecting the strength of the case and realistic spend prospects for 2015-16.

Feedback was provided to all projects sponsors and B projects were asked to resubmit their OBC by the 17th March addressing the points of clarification raised by the panel. The Chair of the panel reviewed the revised submissions on the 18th March and a list of projects with strong strategic fit, value for money and deliverable in 2015/16 were selected.

The projects were reviewed in terms of value for money looking at cost per outputs and funding request as % of total project cost in order to determine a prioritisation order.

As the Strategic Economic Plan covers a longer time frame than the devolved majors programme, the STB considered a number of additional transport schemes for inclusion in the SEP. In their report to the LEP board dated January 27th, the STB recommended that in addition to those schemes prioritised through the transport majors process, that the LEP also include two schemes; M5 J1 and the Snow Hill Lines, and two programmes; access to growth and managing short trips. The LEP board accepted these recommendations, and Outline Business Cases were submitted for them. They were then considered and prioritised in accordance with the other schemes in the SEP.

The result of this prioritisation process is reflected in the list of proposed investments for 2015-16 (2.3) and the medium term priorities and pipeline projects (3.3 and 3.7).

## 2.2.6 Priority Projects Overview

These projects are shown on pages 54-70.



PEOPLE					
Drivers of Growth	Barriers to Growth	Our Priority Programmes	Our Projects 2015-16		Counterfactual
			Economic Rationale	The Projects	
<ul style="list-style-type: none"> <li>✦ The high level of employment in manufacturing – which accounts for 15.2% of employment – and Our particular strength in aerospace, automotive and building technologies.</li> <li>✦ Our success in driving school improvement and the impact to date of our Skills Factory in meeting the skills needs identified by businesses.</li> <li>✦ The high level of investment by some major Black Country employers in apprenticeships and training.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Businesses’ under-investment in skills and training, particularly small businesses.</li> <li>✦ Specific skill gaps in our growth sectors and a lack of capacity to meet them.</li> <li>✦ An ageing workforce.</li> <li>✦ High proportion of people with no qualifications and low proportion with degrees</li> <li>✦ Underperformance in relation to STEM subjects at GCSE</li> </ul>	<p><b>P1 Skills for the supply chain</b> (current and future workforce): a two-strand programme to:</p> <ul style="list-style-type: none"> <li>✦ Ensure that businesses in our target sectors can access the skills they need, building on our successful Skills Factory.</li> <li>✦ Build the skills base of the future through an Employer Education Engagement Programme.</li> </ul> <p><b>P2 Skills Capital:</b> funding for infrastructure to meet evidenced needs of businesses in our target sectors.</p>	Provides additional capacity to deliver higher level apprenticeships and skills training for our target sectors, meeting skills gaps identified by businesses.	Advanced Science, Engineering & Technology at Halesowen College	<ul style="list-style-type: none"> <li>✦ Failure of BC Business to expand and raise UK GVA due to skills shortages.</li> <li>✦ 188 lost jobs and 575 learners unassisted including 250 apprenticeships</li> </ul>
			Supports skills provision in a target sector. An example of innovative building technology. Contributes to the development of Dudley Town Centre.	Dudley Advance Phase 2: Centre for Advanced Building Technologies & Construction Skills (CABTech)	<ul style="list-style-type: none"> <li>✦ HS2 opportunities missed to UK economy.</li> <li>✦ 1,430 business unassisted and 3,350 learners unassisted</li> </ul>
			Provides additional capacity to provide training in our target sectors, including provision to meet specific skill gaps identified by businesses.	Growing Training and Skills Provision: Automotive & Engineering Centre and Building Technologies & Construction Centre at BMet.	<ul style="list-style-type: none"> <li>✦ Failure BC Business to expand and raise UK GVA due to skills shortages</li> <li>✦ High levels C&amp;D grade stock</li> <li>✦ 330 lost jobs and 3k less learners</li> </ul>
			Addresses the need for special equipment to enable skills gaps identified by businesses to be met. Provides access to advanced digital technology.	FAB Kit	<ul style="list-style-type: none"> <li>✦ Lack investment in training of the workforce</li> <li>✦ 204 businesses unassisted</li> </ul>

BUSINESS					
Drivers of Growth	Barriers to Growth	Our Priority Programmes	Our Projects 2015-16		Counterfactual
			Economic Rationale	The Projects	
<ul style="list-style-type: none"> <li>✦ Our manufacturing base accounting for 15.2% of employment.</li> <li>✦ Our particular strength in aerospace, automotive and building technologies.</li> <li>✦ Extensive evidence of global and national growth in these sectors.</li> <li>✦ Dense supply chain relationships.</li> <li>✦ Regionally 224 live investment inquiries with potential for 13,500 jobs.</li> <li>✦ Scope for companies to upgrade activity across value chain</li> </ul>	<ul style="list-style-type: none"> <li>✦ Recession has eroded capacity of many businesses to innovate and respond to opportunities.</li> <li>✦ Few businesses plan to begin exporting or move into new product development.</li> <li>✦ Low level of business births and low business stock.</li> <li>✦ Lack of awareness of business support and networking opportunities.</li> </ul>	<p><b>B1: Developing a supply chain fit to supply:</b> a programme to support Black Country businesses to better build and better exploit the local supply chain through innovation support.</p> <p><b>B2: Exploiting Global Opportunities:</b> activity which adds value through rigorous targeting (of sectors and countries) and alignment and collaboration with neighbouring LEPs and national programmes.</p>	Addresses the erosion of capacity of Black Country businesses to access finance and exploit new market opportunities.	Growing Priority Sector Regional Growth Fund	<ul style="list-style-type: none"> <li>✦ Supply chain unable to grow and meet demand.</li> <li>✦ 1500 lost jobs and £162m private sector leverage</li> <li>✦ Lack access to high growth markets for construction SMEs</li> <li>✦ 1,280 lost jobs</li> <li>✦ Lack innovation space and development of smart specialisations to support UK economy</li> </ul>
			Enables SMEs in the building technologies sector to gain “first mover advantage” in UK smart grid market.	The People’s Power Station Demonstrator and Catalyst	
			Supports creation of new businesses and growth of existing businesses. Contributes to graduate retention. Supports growth of high value manufacturing.	Science, Technology and Prototyping Centre.	

Made in the Black Country: Sold Around the World

PLACE					
Drivers of Growth	Barriers to Growth	Our Priority Programmes	Our Projects 2015-16		Counterfactual
			Economic Rationale	The Projects	
<ul style="list-style-type: none"> <li>✦ Dense supply chain relationships and clusters of companies in our growth sectors</li> <li>✦ Location at the heart of the national motorway and rail networks.</li> <li>✦ Potential attractiveness as a place to live, work, visit and invest.</li> <li>✦ HS2</li> </ul>	<ul style="list-style-type: none"> <li>✦ Shortage of high quality of employment premises and of “shovel ready” sites for new premises.</li> <li>✦ Very high remedial costs involved in bringing forward sites for development.</li> <li>✦ Time required to bring forward sites.</li> <li>✦ Poor housing mix.</li> <li>✦ Stalled housing developments.</li> <li>✦ Under-investment in strategic centres and poor quality office accommodation.</li> <li>✦ Growing levels of traffic congestion, constraining access to the motorway network.</li> <li>✦ Poor access to potential housing and employment sites.</li> </ul>	<p><b>PI1: Employment Sites and Premises:</b> delivering a programme of market-tested sites to meet the needs of businesses in our target sectors and a programme of property enhancements for out of date industrial buildings;</p> <p><b>PI2: Infrastructure to Support Growth:</b> a programme of transport interventions to tackle congestion, improve access to the motorway network and provide access to key employment sites.</p> <p><b>PI3: Housing:</b> acceleration of the housing market to support economic growth.</p> <p><b>PI4: Distinctive Urban Centres:</b> Improve the offer of our strategic urban centres to increase the attractiveness of the Black Country as a place to live, work, visit, invest and do business in.</p>	Enables stalled housing development to proceed.	Housing: Goscote Lane Corridor	✦ 735 less houses
			Infrastructure investment and remediation work to bring forward housing and employment sites.	Housing: Regeneration of Bilston Centre	✦ 580 less houses
			Remediation work and infrastructure investment to bring forward key industrial site with known developer interest.	Employment sites and premises: Bentley Lane Remediation	✦ 800 less jobs
			Major contribution to the attractiveness of the Black Country as a place in which to live, work, invest and visit.	Growing the City Centre Cultural and Business Events Offer	✦ 968 less jobs
			Enables important housing development to proceed and improved business premises.	Housing: Woods Lane Sandwell	✦ 247 less jobs
			Enables traffic impact of significant jobs and housing growth within 10 minutes of J 10 to be accommodated.	Infrastructure: M6 Junction 10	✦ Reduced capacity, long delays and reduced investment in the Darlaston Enterprise Zone
			Addresses shortfall in modern commercial floorspace and improves gateway to Black Country	Infrastructure: Wolverhampton Interchange	<ul style="list-style-type: none"> <li>✦ Loss of 73,862 sqft of office/retail / leisure floorspace</li> <li>✦ 278 Jobs lost</li> <li>✦ Lack of strategic gateway for City</li> </ul>

Made in the Black Country: Sold Around the World

PLACE					
Drivers of Growth	Barriers to Growth	Our Priority Programmes	Our Projects 2015-16		Counterfactual
			Enables key housing and employment sites in which there is developer interest to be brought forward.	Infrastructure: Accessing Growth Fund	<ul style="list-style-type: none"> <li>⊛ Locked housing and employment sites</li> </ul>
			Reduces congestion and improves Black Country as place in which to live and work.	Infrastructure: managing short trips	<ul style="list-style-type: none"> <li>⊛ Lack of active travel opportunities</li> <li>⊛ Increased congestion on local networks</li> <li>⊛ No behaviour changes in travel modes</li> </ul>

Section 2.3 sets out those projects we are confident that we can deliver in 2015-16. And section 3 summarises a number of projects which we are developing for delivery later in the SEP period.

### 2.3 Implementation Plan – Our Local Growth Deal Project Deliverables

This section includes details of the 12 priority projects and 4 transport projects on which we are confident that delivery can begin in 2015-16 and which would make a significant contribution towards the delivery of our growth objectives. We have calculated that these projects would enable the delivery of:

Area	Total LGF 2015-16	Outputs-Impact 2015/16	Total LGF 2015-21	Outputs-Impact 2015/21
<b>Transport</b>	£11.2m (+£5.7m majors)	2,746 jobs	£56.4m (+£9.3m)	2,806 jobs
<b>Skills Capital</b>	£14.6m	528 jobs, 478 business assists, 1,286 learner assists	£15.9m	2,258 jobs, 78 houses, 2,509 business assists, 7,135 learner assists
<b>Housing</b>	£7.7m	290 jobs, 200 houses, 3 Business assists, 176 learner assists	£17.2m	2,031 jobs, 1,562 houses, 13 business assists, 239 learner assists
<b>Other</b>	£22.1m	1,917 jobs, 1,402 business assists, 17 learner assists	£35.8m	4,612 jobs, 1,518 business assists, 155 learner assists
<b>Totals</b>	£55.58m (+£5.7m majors)	5,481 jobs, 200 houses, 1,883 business assists, 1,479 learner assists	£124.9m (+£9.3m)	11,707 jobs, 1,640 houses, 4,040 business assists, 7,529 learner assists

### Transport Funding

To secure this we are seeking £11.2m from government in 2015/16 and drawing down an additional £5.7m of its pre-allocated Transport Majors funding. These combined investments will lever in an additional £41m from other public sector organisations and £102m from private sector investors. The table above is available in more detail in the appendices.

### 2.3.1 Our Financial Growth Fund asks of government

The following table sets out our call on the local growth fund for 2015/16 to 2020/21:

		Outputs 2015/16				Cost (£m)							Outputs 2015/21			
		Jobs	Houses	Business assists	Learner Assists	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Jobs	Houses	Business assists	Learner Assists
<b>All</b>	BCLGF (Pre-Committed)	5,481	200	1,883	1,479	£5.70	£3.60	£0.00	£0.00	£0.00	£0.00	£9.30	11,707	1,640	4,040	7,529
	BCLGF (Competitive)					£55.58	£19.18	£25.36	£18.77	£6.32	£0.00	£125.21				
	Other Public Source					£40.65	£9.57	£22.52	£16.06	£0.00	£0.00	£88.79				
	Private (own funds)					£72.42	£14.27	£7.98	£0.28	£0.00	£0.00	£94.95				
	Private (3rd party)					£29.69	£35.48	£47.08	£39.97	£26.97	£14.27	£193.45				
	Total					£204.04	£82.10	£102.94	£75.07	£33.28	£14.27	£511.69				

The priority projects in prioritised order are set out below:



Made in the Black Country: Sold Around the World

SEP Programme	Project Title - Delivery Organisation (DO) - Project Sponsor (PS)	Project Description	2015/16 Local Growth Fund Ask	2016/21 Future Year Local Growth Fund Ask	Total Cost
B1 Developing a Supply Chain fit to supply	- <a href="#">Growing Priority Sector Regional Growth Fund</a> DO- Black Country Consortium PS - Sarah Middleton	<b>Providing Access to Finance via a Regional Growth Fund</b> to Grow our Priority Sectors via capital investment in plant, machinery & property. A £15m fund will be available over 3 years, leveraging in over £40m of private sector investment and generating 1,500 jobs.	£5,000,000	£10,000,000	£55,500,000
P2. Capital	Skills <a href="#">Advanced Science, Engineering &amp; Technology at Halesowen College</a> DO - Halesowen College Keith Bate	<b>£3m investment in a New Advanced Science, Engineering and Technology Skills Centre</b> based at Coombs Wood Business Park to up skill the local population in science, technology and engineering to advanced and higher levels to meet the needs of employers. Providing 250 higher level apprenticeships in higher level IT, laboratory technician, electrical engineering and business/accounts. The new centre will work with a range of leading companies including Exova, Eurofins Scientific and Sterling Power Group who will provide the practical training facilities.	£1,059,000	n/a	£5,304,000
P2. Capital	Skills <a href="#">Dudley Advance Phase 2: Centre for Advanced Building Technologies &amp; Construction Skills</a> (CABTech) - Dudley College Lowell Williams	State of the art <b>new Centre for Advanced Building Technologies &amp; Construction Skills</b> comprising approximately 4,427m <sup>2</sup> of new teaching and workshop facilities to complete the £48m investment in Dudley Advance. Leading in Building Information Modelling the centre will up skill over 3,250 people in the first 5 years and ensure the sector is ready for the opportunities from High Speed 2.	£7,384,000	£1,295,000	£49,768,000
PL3. Housing	<a href="#">Goscote Lane Corridor</a> - Walsall Housing Group/Walsall MBC - Carole Wildman; Simon Neilson	Investing £28m in a transformational programme to bring forward a residential development of <b>750 houses</b> on three related vacant brownfield sites, totalling 21 hectares, within the Goscote Lane Corridor regeneration area in Blakenall, Walsall, accompanied by environmental and infrastructure improvements and stewardship scheme.	£2,500,000	£6,317,000	£28,397,000
PL1. Employment Sites & Premises	<a href="#">Bentley Lane remediation</a> DO - Private Landowners/Walsall MBC PS - Simon Neilson	Creating <b>11ha of high quality employment land</b> , this project is investing in a key industrial development location (Bentley Lane) to undertake on site remediation works (to assist in addressing a viability gap) and off site infrastructure (road improvements). The site has known developer interest from a locally based national operation planning significant business expansion. The net developable area is in the region of 400,000sq/ft plus, resulting in 800 jobs.	£8,800,000	N/a	£38,800,000
PL3. Housing	<a href="#">Regeneration of Bilston Centre</a> - Wolverhampton CC Tim Johnson	Delivering the Core Strategy and working with partners including the HCA and Wolverhampton City Council who have committed investment to provide further infrastructure and services and remediation to <b>Bilston Urban Village site</b> to facilitate the release of further viable residential and employment development sites including <b>580 houses.</b>	£3,250,000	N/a	£54,660,000

Made in the Black Country: Sold Around the World

SEP Programme	Project Title - Delivery Organisation (DO) - Project Sponsor (PS)	Project Description	2015/16 Local Growth Fund Ask	2016/21 Future Year Local Growth Fund Ask	Total Cost
B1 – Developing a Supply Chain fit to supply	<a href="#">The People's Power Station Demonstrator and Catalyst</a> DO – Encraft PS - Matthew Rhodes	A £3m project with funding from the Technology Strategy Board to launch <b>The People's Power Station</b> and make the Black Country a national leader in the development and deployment of smart grid technologies, a global market growing at 30% a year across the EU and estimated to be worth £3-5Billion a year to UK companies by 2020. The project will provide grants to building owners to install smart control technologies and local energy storage systems, enabling the Black Country to create a critical mass of demand for smart grid technologies and services faster than other regions.	£500,000	N/a	£3,000,000
PL4. Distinctive Urban Centres	<a href="#">Growing the City Centre Cultural &amp; Business Events Offer</a> DO - Wolverhampton CC PS - Keren Jones	An investment of £5m to support a £20m investment to <b>transform Wolverhampton strategic centre</b> . The project is a major refurbishment and extension of the Civic Halls, coupled with adaptations to the Grand Theatre, to enable the expansion of the Civic Halls offer as a multi-purpose leisure, entertainment, business conferencing and training venue, in order to meet demand and stimulate further economic development and investment in the city centre. The project will address the barriers to the growth and viability for both of these key venues in Wolverhampton City Centre. To ensure business continuity during building works, a temporary venue will be leased and improved, making the site more attractive for business and commercial development. The Civic Halls is a unique, nationally recognised venue in cultural and creative industry sector (Burns Owen Partnership Report for Wolverhampton City Council, 2013).	£5,000,000	£1,600,000	£20,020,000
PI.3 Housing	<a href="#">Woods Lane Sandwell</a> DO - Sandwell MBC PS- Philippa Smith	£5m LGF investment to enable a new road junction to access development site for approximately <b>247 units</b> , together with relocation of at least three manufacturing businesses, and environmental improvements to River Stour. This project will leverage in £30m of private sector funding and will assist the relocation of at least 3 local manufacturing businesses, safeguarding 56 existing jobs and creating 10 new jobs. It will regenerate 9.43 hectares of poor quality industrial land, and improve approximately 0.6km of the River Stour Corridor.	£1,961,000	£3,138,000	£35,628,000
P2. Skills Capital	<a href="#">Automotive &amp; Engineering Centre &amp; Building Technologies and Construction Centre at Birmingham Metropolitan College</a> DO -Birmingham Metropolitan College PS - Julie Nugent	£15m to build and establish a <b>world class training and education facility</b> at the BMET Stourbridge Campus that will provide the programmes of learning and skills acquisition that the engineering, manufacturing and the automotive industries require in the Black Country. Training facilities will include Computer Integrated Manufacturing, CNC Machining, Welding and Toolmaking, Mechatronics, Transport Technologies and Automotive specialising in high value processes. Also to build a <b>Building Technology and Construction Centre</b> housing wet trade's utilities, plumbing and gas training and assessment centre.	£6,000,000	N/a	£15,200,000

Made in the Black Country: Sold Around the World

SEP Programme	Project Title - Delivery Organisation (DO) - Project Sponsor (PS)	Project Description	2015/16 Local Growth Fund Ask	2016/21 Future Year Local Growth Fund Ask	Total Cost
<b>B1. Developing a Supply Chain Fit to Supply</b>	<a href="#">Science, Technology and Prototyping Centre</a> DO - University of Wolverhampton PS - Nigel Babb	<b>A new Science, Technology and Prototype Centre</b> expanding the Wolverhampton Science Park facilities and extending the work of the Black Country Growth Factory and Caparo Innovation centre. The £10m centre will provide <b>2,839m<sup>2</sup></b> of lettable high quality managed office space as well as dedicated and/or shared workspace and laboratory/testing space to facilitate prototype and R&D activity, supporting growth in the Black Country Enterprise Zone and the wider region.	£2,787,000	£2,088,000	£10,000,000
<b>P2. Skills Capital</b>	<a href="#">FAB KIT</a> DO - Sandwell College, PTP Training, Comms PS - Scott Upton, Rob Colbourne, Colin Mills	£.5m Investment in a range of high tech high value manufacturing <b>capital equipment</b> to meet the identified short term needs of Black Country businesses to meet growing demand and increase output. Equipment includes creation of a 'Fab Lab' to turn ideas into new products and prototypes by giving them access to a range of advanced digital manufacturing technology based on a Massachusetts Institute of Technology (MIT) model. Two training providers - Incomm and PTP will provide CNC machines and training currently required by Black Country businesses to enable them to grow.	£176,300	N/a	£525,000
		<b>Totals</b>	<b>£44,417,300</b>	<b>£24,438,000</b>	<b>£316,802,000</b>

## Transport Projects

The following outlines the transport schemes which have been prioritised by the Black Country Strategic Board (LTB) and the LEP. The process of prioritisation can be found in section 2.2.5 for reference. The projects are listed in terms of deliverability and the first four all begin project spend in 2015/2016. These projects address a range of issues and further scheme details can be found in the project tables in Chapter 10.

- ✳ **Interchange Phase 2.** This Scheme provides a fully integrated multi modal transport hub, delivers new commercial floor space for high value jobs and improves a strategic gateway to Wolverhampton and the Black Country. A new railway station building will be constructed and the existing multi storey car park refurbished and extended. The Midland Metro will be extended to serve the new railway station and recently completed bus station. This scheme builds on the £22 million already invested in Interchange 1, leverages in over £70 million of private sector investment and aligns an additional £40 million of public sector investment. The scheme delivers 74,000 sq ft of office/retail/leisure floorspace. This scheme is being delivered in partnership with Centro, Neptune, Virgin Trains, Network Rail and the Canals and River Trust.
- ✳ **M6 J10.** This scheme seeks to improve highway capacity and reduce vehicle delays by building new wider bridges over the motorway which increase capacity and improve efficiency. J10 is situated between the City of Wolverhampton and the town of Walsall, both key Black Country Strategic Centres, and adjacent to the Black Country Route which is home to many of our key businesses. The scheme will facilitate investment at the Darlaston Enterprise Zone as well as the 10 key employment sites within a 10 minute drive of M6 J10 which can support 4206 potential new jobs. There are 2585 new homes proposed within the 10 minute radius as well. Critically, this scheme is being designed and developed in partnership with the Highways Agency, whose letter is attached with the letters of support, indicates For M6 J10, they would be looking to ally £32m of funding, to the requested SEP funding, providing that it is forthcoming before 2020. We will be working closely with the Agency over the next few months (and through the SEP negotiation period) so the HA can come to a view this summer about whether they would be able to fund the scheme in its entirety, independently of the outcome of the SEP.
- ✳ **Access to Growth Fund.** This is a scaleable programme of schemes which help unlock key growth areas by providing necessary infrastructure. The fund is designed to be flexible and to help provide the LEP with the ability to react quickly to market interest in housing, employment and other commercial activities. In 2015 the programme will fund infrastructure linking to key sites SEPPL2 Bentley Bridge and SEPPL11 Bilston Urban Village and will help deliver approximately 1,500 housing units and 10 ha of industrial development land.
- ✳ **Managing Short Trips.** The programme encompasses a range of improvements which includes innovative interconnect way-finding and signage and investment in walking and cycling routes across the Black Country, which will form an attractive, sustainable active travel network. The programme will be transformational for an area with low levels of cycling participation and significant health and social deprivation. The Programme builds from the successes of the Local Sustainable Transport Fund (LSTF) and will align European Funding and Revenue funding and has significant partner support from Sustrans, The Canal and River Trust and the Black Country BeActive Partnership all of whom have provided letters of support setting out how the scheme aligns to their ambitions and funding programmes.

## Medium Term Projects (post 2016)

- ✳ **A4101 Pensnett High Street-** increasing capacity, reducing delay and improving connectivity from a key employment area to M5 J2). This scheme has an allocation from the Transport Majors and does not require any additional funding from the competitive element of the Growth Fund. (2016-2018).
- ✳ **M5 J2 -** This scheme involves a major capacity improvement to the linked junctions of Birchley Island and the M5 J2, building on the Highways Agency scheme to widen the motorway 'off' slips as part of the Pinch Point Programme. (2016-2018)
- ✳ **Snow Hill Lines -** This is a cross LEP supported scheme, which features in the HS2 connectivity package for the West Midlands. It includes the reinstatement of Platform 4 at Snow Hill Station (vacated by Birmingham City Centre Midland Metro extension) and a new turn back facility at Rowley Regis and is critical in ensuring the Black Country maximises the impact of HS2 investment. (2017-2019)
- ✳ **M5 J1 –** This scheme will carry out a major grade improvement to the junction, increasing the capacity of all approaches to the junction. It is a key link to the national network for West Bromwich, North Smethwick, and links to Birmingham and key Black Country centres. (2018-2020)

Made in the Black Country: Sold Around the World

- Aldridge Station/Electrification** – providing direct access to the rail network, linking the eastern part of the conurbation to key growth opportunities including HS2 (2018-2019). This scheme has an allocation from the Transport Majors, and is seeking to align funding from Network Rail, and does not require any additional funding from the competitive element of the Growth Fund.

SEP Programme	Project Title - Delivery Organisation (DO) - Project Sponsor (PS)	Project Description	2015/16		2016/21		Total Cost
			Local Growth Fund Ask		Future Year Local Growth Fund Ask		
			Majors Allocation		Majors Allocation		
PL2. Infrastructure	<a href="#">M6 Junction 10</a> (Transport Majors) DO - Walsall MBC PS - Matt Crowton	A major motorway junction congestion busting scheme with complementary improvements to the adjacent local highway network This project is jointly designed and funded in partnership with the Highways Agency and will deliver £221m of journey time benefits.	£300,000	£660,000		£28,990,000	£64,490,000
PL2. Infrastructure	<a href="#">W'ton Interchange</a> (Transport Majors) DO – W'ton CC PS - Peter Taylor	The project will provide a fully integrated multi-modal transport hub, deliver new commercial floor space for 278 high value jobs and improve the strategic gateway to Wolverhampton, the wider Black Country, Birmingham and HS2. A new rail station building will be constructed & the multi-storey car park refurbished & extended.	£5,400,000	£4,500,000	£3,600,000		£103,600,000
PL2. Infrastructure	<a href="#">Access to Growth Fund</a> DO - BC Director of Transport PS - Laura Shoaf	A fund designed to help deliver smaller schemes (above £500,000 but less than £5,000,000) which improve access to employment sites and strategic centres. Schemes include highway efficiency improvements, sustainable transport, and interchange improvements which will deliver 1,600 housing units, a 10ha employment site and 215,000 sqft of B1 premises.		£4,500,000		£13,500,000	£18,000,000
PL2. Infrastructure	<a href="#">Managing Short Trips</a> DO – Centro PS -Sandeep Shingedi	The Managing Short Trips programme encompasses a range of improvements which includes innovative 'Interconnect' way finding, and signage supported by physical walking and cycling routes across the Black Country to form an attractive Active Travel Network.		£1,500,000		£2,700,000	£8,800,000
		<b>Totals</b>	<b>£5,700,000</b>	<b>£11,160,000</b>	<b>£3,600,000</b>	<b>£45,190,000</b>	<b>£194,890,000</b>



### 2.3.2 Priority Projects by Theme

The funding profile for the people, place and business projects is set out in the tables below. The first table covers 2015/16 costs and outputs and the second table covers costs and outputs for the period 2015/2021. **The full set of project outlines are set out in chapter 8.**

#### Summary of People 2015/16 Priority Projects

Ref	Project or Programme Name & Brief Summary	Sources of funding	Outputs 2015/2016				Cost (£m)						Outputs 2015/2021				
			Jobs	Houses	Business assists	Learner Assists	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Jobs	Houses	Business assists	Learner Assists
SEPP2	Advanced Science, Engineering & Technology Centre	BCLGF (Pre-Committed)	31	-	43	96								188	-	255	575
		BCLGF (Competitive)					£1.06					£1.06					
		Other Public Source															
		Private (own funds)					£1.87	£1.25	£0.88			£4.00					
		Private (3rd party)					£0.25					£0.25					
		<b>Total</b>					<b>£3.18</b>	<b>£1.25</b>	<b>£0.88</b>			<b>£5.30</b>					
SEPP3	DUDLEY ADVANCE PHASE 2 Centre for Advanced Building Technologies and Construction Skills (CABTech)	BCLGF (Pre-Committed)	405	-	310	650								1,680	78	1,430	3,250
		BCLGF (Competitive)					£7.38	£1.30				£8.68					
		Other Public Source					£4.78					£4.78					
		Private (own funds)					£35.60	£0.62				£36.21					
		Private (3rd party)						£0.10				£0.10					
		<b>Total</b>					<b>£47.76</b>	<b>£2.01</b>				<b>£49.77</b>					
SEPP5	Growing training and skills provision – Automotive & Engineering Centre & Building Technologies and Construction Centre	BCLGF (Pre-Committed)	55	-	103	500								330	-	620	3,000
		BCLGF (Competitive)					£6.00					£6.00					
		Other Public Source															
		Private (own funds)					£6.80	£0.40				£7.20					
		Private (3rd party)					£2.00					£2.00					
		<b>Total</b>					<b>£14.80</b>	<b>£0.40</b>				<b>£15.20</b>					
SEPP11	FAB Kit	BCLGF (Pre-Committed)	37	-	22	40								60	-	204	310
		BCLGF (Competitive)					£0.18					£0.18					
		Other Public Source															
		Private (own funds)					£0.32					£0.32					
		Private (3rd party)					£0.03					£0.03					
		<b>Total</b>					<b>£0.53</b>					<b>£0.53</b>					
<b>Total People</b>		BCLGF (Pre-Committed)	528	-	478	1,286								2,258	78	2,509	7,135
		BCLGF (Competitive)					£14.62	£1.30				£15.91					
		Other Public Source					£4.78					£4.78					
		Private (own funds)					£44.58	£2.27	£0.88			£47.73					
		Private (3rd party)					£2.28	£0.10				£2.38					
		<b>Total</b>					<b>£66.26</b>	<b>£3.66</b>	<b>£0.88</b>			<b>£70.80</b>					

Summary of Place Outline Business Cases (non-transport)

Ref	Project or Programme Name & Brief Summary	Sources of funding	Outputs 2015/2016				Cost (£m)							Outputs 2015/2021			
			Jobs	Houses	Business assists	Learner Assists	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Jobs	Houses	Business assists	Learner Assists
SEPPL21	Goscote Lane Corridor	BCLGF (Pre-Committed)	195	100	2	176								1,250	735	9	239
		BCLGF (Competitive)					£2.50				£6.32	£8.82					
		Other Public Source					£3.68					£3.68					
		Private (own funds)					£10.20					£10.20					
		Private (3rd party)								£5.70		£5.70					
		Total					£16.38			£5.70	£6.32	£28.40					
SEPPL2	Bentley Lane	BCLGF (Pre-Committed)	800	-	-	-							800	-	1	-	
		BCLGF (Competitive)					£8.80					£8.80					
		Other Public Source															
		Private (own funds)					£15.00	£10.00	£5.00			£30.00					
		Private (3rd party)															
		Total					£23.80	£10.00	£5.00			£38.80					
SEPPL11	Regeneration of Bilston Centre	BCLGF (Pre-Committed)	80	100	-	-							515	580	-	-	
		BCLGF (Competitive)					£3.25					£3.25					
		Other Public Source					£7.65					£7.65					
		Private (own funds)															
		Private (3rd party)					£7.76	£7.20	£7.20	£7.20	£7.20	£43.76					
		Total					£18.66	£7.20	£7.20	£7.20	£7.20	£54.66					
SEPPL15	Growing the City Centre cultural and business events offer	BCLGF (Pre-Committed)	270	-	1,345	-							968	-	1,345	108	
		BCLGF (Competitive)					£5.00	£1.40	£0.20			£6.60					
		Other Public Source					£1.14	£4.05	£1.95	£0.10		£7.24					
		Private (own funds)					£1.80	£2.00	£2.11	£0.28		£6.19					
		Private (3rd party)															
		Total					£7.94	£7.45	£4.26	£0.38	£0.00	£0.00					£20.02
SEPPL30	Woods Lane	BCLGF (Pre-Committed)	15	-	1	-							266	247	4	-	
		BCLGF (Competitive)					£1.96	£2.54	£0.60	£0.00		£5.10					
		Other Public Source					£0.57					£0.57					
		Private (own funds)															
		Private (3rd party)						£4.38	£4.38	£7.07	£7.07	£7.07					£29.96
		Total					£2.53	£6.92	£4.98	£7.07	£7.07	£7.07					£35.63
<b>Place Total</b>		BCLGF (Pre-Committed)	1,360	200	1,348	176							3,799	1,562	1,359	347	
		BCLGF (Competitive)					£21.51	£3.94	£0.80		£6.32	£32.57					
		Other Public Source					£13.04	£4.05	£1.95	£0.10		£19.14					
		Private (own funds)					£27.00	£12.00	£7.11	£0.28		£46.39					
		Private (3rd party)					£7.76	£11.58	£11.58	£19.97	£14.27	£14.27					£79.42
		<b>Total</b>					<b>£69.31</b>	<b>£31.57</b>	<b>£21.43</b>	<b>£20.34</b>	<b>£20.58</b>	<b>£14.27</b>					<b>£177.51</b>

Summary of Priority Transport Projects

Ref	Project or Programme Name & Brief Summary	Sources of funding	Outputs 2015/2016	Cost (£m)						Outputs 2015/2021	
			Jobs	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Jobs
SEPPL38	M6 Junction 10	BCLGF (Pre-Committed)	-	£0.30						£0.30	-
		BCLGF (Competitive)		£0.66	£0.46	£14.26	£14.27			£29.65	
		Other Public Source		£1.98	£0.63	£15.97	£15.96			£34.54	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>		<b>£2.9</b>	<b>£1.1</b>	<b>£30.2</b>	<b>£30.2</b>			<b>£64.49</b>	
SEPPL41	Wolverhampton Interchange	BCLGF (Pre-Committed)	1,590	£5.40	£3.60					£9.00	1,590
		BCLGF (Competitive)		£4.50						£4.50	
		Other Public Source		£15.40	£0.90	£3.80				£20.10	
		Private (own funds)									
		Private (3rd party)		£5.00	£10.30	£22.00	£20.00	£12.70		£70.00	
		<b>Total</b>		<b>£30.30</b>	<b>£11.20</b>	<b>£25.80</b>	<b>£20.00</b>	<b>£12.70</b>		<b>£103.60</b>	
SEPPL44	Accessing Growth	BCLGF (Pre-Committed)	10								70
		BCLGF (Competitive)		£4.50	£4.50	£4.50	£4.50			£18.00	
		Other Public Source									
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>		<b>£4.50</b>	<b>£4.50</b>	<b>£4.50</b>	<b>£4.50</b>			<b>£18.00</b>	
SEPPL45	Managing Short Trips	BCLGF (Pre-Committed)	1,146								1,146
		BCLGF (Competitive)		£1.50	£1.95	£0.75				£4.20	
		Other Public Source		£1.70	£1.95	£0.75				£4.40	
		Private (own funds)									
		Private (3rd party)		£0.20						£0.20	
		<b>Total</b>		<b>£3.40</b>	<b>£3.90</b>	<b>£1.50</b>				<b>£8.80</b>	
<b>Total Transport</b>		BCLGF (Pre-Committed)	2,746	£5.70	£3.60					£9.30	2,806
		BCLGF (Competitive)		£11.16	£6.91	£19.51	£18.77			£56.35	
		Other Public Source		£19.08	£3.48	£20.52	£15.96			£59.04	
		Private (own funds)									
		Private (3rd party)		£5.20	£10.30	£22.00	£20.00	£12.70		£70.20	
		<b>Total</b>		<b>£41.14</b>	<b>£24.29</b>	<b>£62.03</b>	<b>£54.73</b>	<b>£12.70</b>		<b>£194.89</b>	

Made in the Black Country: Sold Around the World

Summary of All Transport Projects

Ref	Project or Programme Name & Brief Summary	Sources of funding [include rows for each funding type: pre-committed LGF; competitive LGF; LA funding; private investment etc]	Outputs 2015/2016	Cost (£m)						Outputs 2015/2021	
			Jobs	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Jobs
SEPPL38	M6 Junction 10	BCLGF (Pre-Committed)	-	£0.30						£0.30	-
		BCLGF (Competitive)		£0.66	£0.46	£14.26	£14.27			£29.65	
		Other Public Source		£1.98	£0.63	£15.97	£15.96			£34.54	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>			£2.9	£1.1	£30.2	£30.2			
SEPPL41	Wton Interchange	BCLGF (Pre-Committed)	1,590	£5.40	£3.60					£9.00	1,590
		BCLGF (Competitive)		£4.50						£4.50	
		Other Public Source		£15.40	£9.00	£3.80				£28.20	
		Private (own funds)									
		Private (3rd party)		£5.00	£10.30	£22.00	£20.00	£12.70		£70.00	
		<b>Total</b>			£30.30	£22.90	£25.80	£20.00	£12.70		
SEPPL44	Accessing Growth	BCLGF (Pre-Committed)	10								70
		BCLGF (Competitive)		£4.50	£4.50	£4.50	£4.50			£18.00	
		Other Public Source									
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>			£4.50	£4.50	£4.50	£4.50			
SEPPL45	Managing Short Trips	BCLGF (Pre-Committed)	1,146								1,146
		BCLGF (Competitive)		£1.50	£1.95	£0.75				£4.20	
		Other Public Source		£1.70	£1.95	£0.75				£4.40	
		Private (own funds)									
		Private (3rd party)		£0.20						£0.20	
		<b>Total</b>			£3.40	£3.90	£1.50				
SEPPL37	A4101 Pensnett High Street	BCLGF (Pre-Committed)	-		£1.10	£1.80	£0.70	£0.20		£3.80	-
		BCLGF (Competitive)									
		Other Public Source		£0.20	£0.30	£0.40	£0.30			£1.20	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>			£0.20	£1.40	£2.20	£1.00	£0.20		
SEPPL39	Birchley Island M5 J2	BCLGF (Pre-Committed)	-	£0.10						£0.10	-
		BCLGF (Competitive)			£7.00	£6.00	£4.30			£17.30	
		Other Public Source		£0.20	£0.20	£0.20				£0.60	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>			£0.30	£7.20	£6.20	£4.30			

Made in the Black Country: Sold Around the World

SEPPL40	M5 J1	BCLGF (Pre-Committed)	-								
		BCLGF (Competitive)					£9.00			£9.00	
		Other Public Source			£0.20	£0.20	£0.22			£0.62	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>			£0.20	£0.20	£9.22			£9.62	
SEPPL42	Aldridge Station	BCLGF (Pre-Committed)	-			£4.10	£1.10			£5.20	
		BCLGF (Competitive)									
		Other Public Source		£0.20	£0.20	£10.00	£5.00			£15.40	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>		£0.20	£0.20	£14.10	£6.10			£20.60	
SEPPL43	Snow Hill Line	BCLGF (Pre-Committed)	-								
		BCLGF (Competitive)				£2.00	£1.25			£3.25	
		Other Public Source		£0.20	£0.20	£10.50	£6.25			£17.15	
		Private (own funds)									
		Private (3rd party)									
		<b>Total</b>		£0.20	£0.20	£12.50	£7.50			£20.40	
<b>Total Transport</b>		BCLGF (Pre-Committed)	2,746	£5.80	£4.70	£5.90	£1.80	£0.20		£18.40	
		BCLGF (Competitive)		£11.16	£13.91	£27.51	£33.32			£85.90	
		Other Public Source		£19.88	£12.68	£41.82	£27.73			£102.11	
		Private (own funds)									
		Private (3rd party)		£5.20	£10.30	£22.00	£20.00	£12.70		£70.20	
		<b>Total</b>		<b>£42.04</b>	<b>£41.59</b>	<b>£97.23</b>	<b>£82.85</b>	<b>£12.90</b>		<b>£276.61</b>	



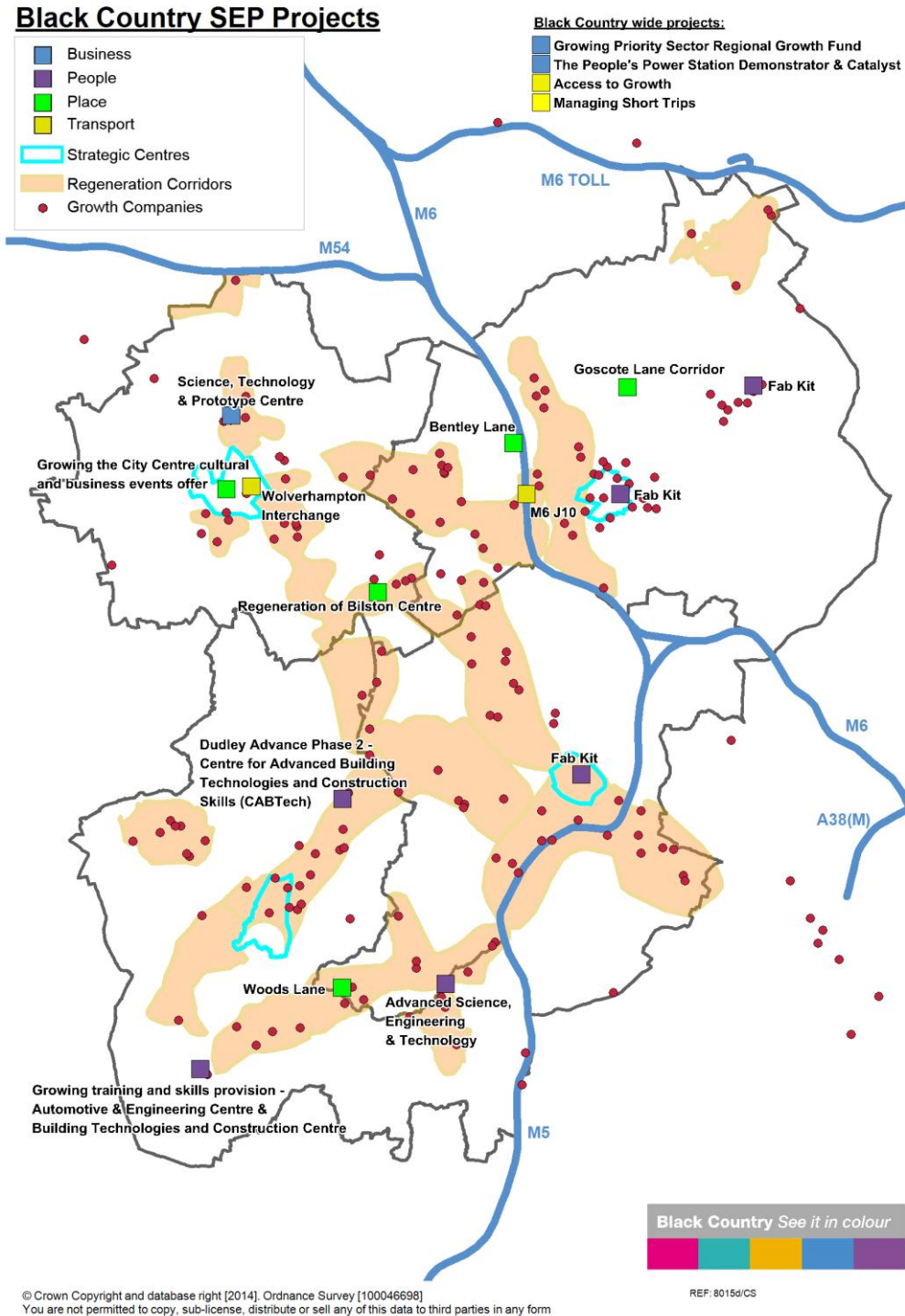
Made in the Black Country: Sold Around the World

Business Projects

Ref	Project or Programme Name & Brief Summary	Sources of funding [include rows for each funding type: pre-committed LGF; competitive LGF; LA funding; private investment etc]	Outputs 2015/2016				Cost (£m)						Outputs 2015/2021			
			Jobs	Houses	Business assists	Learner Assists	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Jobs	Houses	Business assists
SEPB1	Growing Priority Sector Regional Growth Fund	BCLGF (Pre-Committed)	620	-	17	11							1,500	-	100	35
		BCLGF (Competitive)					£5.00	£5.00	£5.00			£15.00				
		Other Public Source														
		Private (own funds)														
		Private (3rd party)					£13.50	£13.50	£13.50			£40.50				
		<b>Total</b>				£18.50	£18.50	£18.50			£55.50					
SEPB6	The People's Power Station Demonstrator and Catalyst	BCLGF (Pre-Committed)	213	-	40	-							1,280	-	52	-
		BCLGF (Competitive)					£0.50					£0.50				
		Other Public Source					£1.50					£1.50				
		Private (own funds)					£0.05					£0.05				
		Private (3rd party)					£0.95					£0.95				
		<b>Total</b>				£3.00					£3.00					
SEPB2	Science, Technology & Prototyping Centre	BCLGF (Pre-Committed)	14	-	-	6							64	-	20	12
		BCLGF (Competitive)					£2.79	£2.04	£0.05			£4.88				
		Other Public Source					£2.25	£2.04	£0.05			£4.34				
		Private (own funds)					£0.79					£0.79				
		Private (3rd party)														
		<b>Total</b>				£5.82	£4.08	£0.10			£10.00					
<b>Business Total</b>		BCLGF (Pre-Committed)	847	-	57	17							2,844	-	172	47
		BCLGF (Competitive)					£8.29	£7.04	£5.05			£20.38				
		Other Public Source					£3.75	£2.04	£0.05			£5.84				
		Private (own funds)					£0.84					£0.84				
		Private (3rd party)					£14.45	£13.50	£13.50			£41.45				
		<b>Total</b>				<b>£27.32</b>	<b>£22.58</b>	<b>£18.60</b>			<b>£68.50</b>					

### 2.3.3 Links to priority growth network

As we explained in section 2.2.4 our growth network is key to our strategy, enabling us to focus and prioritise our activity spatially as well as by sector. The map below plots the location of our proposed projects in relation to our growth network.



### 2.3.4 Freedoms and Flexibilities to enhance local delivery

We are keen to use our local growth deal negotiations to work with government to develop innovative ways of tackling some of the fundamental issues highlighted in this plan. We have identified a number of specific asks of government which will help us to deliver our priority programmes. We have also identified a number of areas in which we wish to explore more radical approaches drawing on learning from the Local Public Service Transformation Network and exploring the application of some of the principles underpinning initiatives such as payment by results and social impact bonds.

A key issue for us is the need for additional revenue resources to enable us to fund a number of our mid-term priorities, particularly our proposals to address our low skills base and incentivise higher levels of business investment in training. Specifically, we are seeking £175k in 2015-16 to support a feasibility study and business case development for our proposed Centre for Manufacturing Skills (CMS) Elite Centre with co-investment from the Skills Factory. In the longer term we are seeking either access to revenue resources through the local growth fund in 2016-17 and beyond, or an ability to use councils' capital receipts to fund revenue expenditure linked to the delivery of projects in our growth deal.

The table below sets out our specific non-financial asks of government and the local offer and commitments we are making to enable faster progress to be made on the delivery of our SEP. Key issues addressed include:

- ✳ Co-investment with the feasibility study and business case for the proposed Elite Centre for Manufacturing Skills;
- ✳ Government engagement in discussions to bring forward further strategic sites in our Enterprise Zone;
- ✳ More flexibility in the use of surpluses relating to our superfast broadband programme;
- ✳ Request that the opportunity to bid for 'University Enterprise Zone' status be widened from the Core Cities, to all areas with a City Deal;
- ✳ The extension of the PWLB arrangement in our City Deal to support the private sector investment in bringing forward housing sites;
- ✳ Greater ability to influence Network Rail and the Highways Agency and
- ✳ Flexibility on the application of the Employer ownership Fund to support small businesses.

Non-financial asks of government	
Asks of Government	Local offers and commitments
<b>People</b>	
<ul style="list-style-type: none"> <li>✳ Investment of £175K for the feasibility study and business case of the proposed Elite Black Country Centre for Manufacturing Skills (CMS) Centre.</li> <li>✳ Active Government (BIS and SFA) engagement in discussions with the Catapult Centre and Elite College Programme on CMS.</li> <li>✳ Access to non-published SFA data on detailed breakdown of engineering apprenticeships.</li> <li>✳ Flexibility on the application of the Employer Ownership Fund to support small businesses.</li> </ul>	<ul style="list-style-type: none"> <li>✳ The Skills Factory will co-invest and facilitate the feasibility study and business case development for the CMS Elite Centre.</li> <li>✳ Ensure that the development of CMS Elite Centre is employer-led and driven by employer needs.</li> <li>✳ Commitment to encouraging greater business investment and engagement in skills and training.</li> </ul>
<b>Enterprise Zone</b>	
<ul style="list-style-type: none"> <li>✳ Brokering high level meetings with National Grid and the HCA to agree a way forward on key sites in the zone, including Phoenix 10;</li> <li>✳ Ensure high level involvement of government departments and national agencies (including DfT, DEFRA, HCA and the Environment Agency) in discussions on the development of a cluster of sites in the Darlaston element of the zone;</li> </ul>	<ul style="list-style-type: none"> <li>✳ Continued commitment to share risk using the mechanisms provided in the Zone;</li> <li>✳ Continued commitment to use public sector investment to draw in private sector leverage;</li> <li>✳ Continued commitment to align other key investments in support of the EZ – eg transport and the Skills Factory;</li> <li>✳ Development of MOUs with local land owners to</li> </ul>

<ul style="list-style-type: none"> <li>✳ The identification of a Ministerial link to champion the interest in automotive and aerospace opportunities of a number of EZs.</li> </ul>	<p>support delivery of enterprise zone objectives.</p>
<b>Business</b>	
<ul style="list-style-type: none"> <li>✳ Freedom to use any surplus recycled through our agreement with BDUK and a third party supplier to provide 95% superfast broadband coverage to support the delivery of local growth deal priorities.</li> </ul>	<ul style="list-style-type: none"> <li>✳ Use of Growing Places Fund to support 95% superfast broadband coverage.</li> </ul>
<b>Place</b>	
<ul style="list-style-type: none"> <li>✳ Continuation of General Block Exemption Rule under Land Remediation Scheme for life of programme (to fall within state aid rules. The rule is due to expire in July 2014 and is important in enabling viability gaps to be filled.</li> <li>✳ Extension of the PWLB arrangement in our City Deal to support investment to bring forward sites for house building.</li> <li>✳ Alignment with local plans of Defra investments to address water quality catchment as a way of enhancing our capacity to improve environmental quality within the Black Country.</li> <li>✳ Multi-year allocations for housing programme with ability to vire up to 25% between years to provide us with more flexibility to increase house building in the area.</li> </ul>	<ul style="list-style-type: none"> <li>✳ Develop a coordinated approach to Compulsory Purchase Orders that will ensure developments are able to move at a faster pace;</li> <li>✳ Develop a Black Country approach to the management of local authority land, premises and assets; not only to find efficiencies, but to enable a coordinated approach to the way local authorities approach the disposal and development of sites and premises they own;</li> <li>✳ Develop Business Improvement Districts in Centres (piloted by Wolverhampton, which has a vote in September 2014) to help deliver and sustain environmental improvements in centres;</li> <li>✳ Work with HCA in order to coordinate interventions in Black Country housing markets.</li> </ul>
<b>Transport</b>	
<ul style="list-style-type: none"> <li>✳ Multi-year financial allocations and ability to vire between years;</li> <li>✳ Ability for LEPs to influence national infrastructure planning and aviation policy;</li> <li>✳ Ability to directly influence Network Rail and Highways Agency investment programmes;</li> <li>✳ Ability to secure alignment of rail franchises to maximise benefits of rail devolution before HS2;</li> <li>✳ Prioritise investment in rail electrification in West Midlands to maximise benefits of HS2 and rail devolution;</li> <li>✳ Extend “Managed Motorway” to the remaining sections of the “motorway box”;</li> <li>✳ Work with West Midlands LEPs to realise full benefits of M6 Toll;</li> <li>✳ Support development of new technical standards to enable use of innovative rail technologies.</li> </ul>	<ul style="list-style-type: none"> <li>✳ Close working with neighbouring LEPs on transport policy and investment, including a joint statement;</li> <li>✳ A commitment to maximising the benefits of rail devolution;</li> <li>✳ A commitment to close working with the Highways Agency and Network Rail;</li> <li>✳ Seizing the opportunity presented by HS2 to improve connectivity across the West Midlands – the “HS2 West Midlands Local Connectivity Package” sets out a package which can get implemented before HS2 becomes operational in 2023, to maximise the economic benefits to the West Midlands.</li> </ul>

We are developing more innovative approaches to our deep-seated challenges and want to work with government to:

- ✳ Pilot a “payment by results” programme to incentivise the provision of training to meet skill gaps identified by businesses and meet the demand for “bite-sized” provision;
- ✳ Develop “enterprise impact bonds” (drawing on principles underpinning social impact bonds) to finance a new programme to enhance the capacity of small businesses in the Black Country to innovate and exploit new market opportunities;
- ✳ Develop a whole place community budget to enable us to make more headway in our action to improve the attractiveness of the Black Country as a place in which to live, work, visit and invest, including the rationalisation of public sector assets.

Challenge	Issues	Proposed action
<ul style="list-style-type: none"> <li>Low skills base and under-investment.</li> </ul>	<ul style="list-style-type: none"> <li>Need for incentives for small businesses to invest.</li> <li>Need to address needs of current workforce as well as 19-25 year-olds</li> </ul>	<ul style="list-style-type: none"> <li>Payment by results/social impact bond.</li> <li>Licensed exemptions from government policy to support older learners.</li> </ul>
<ul style="list-style-type: none"> <li>Delivery of high quality employment sites and premises.</li> </ul>	<ul style="list-style-type: none"> <li>Level and nature of remedial work involved requires a different approach to that available through the City Deal and Enterprise Zone.</li> </ul>	<ul style="list-style-type: none"> <li>Development of new funding mechanism.</li> </ul>
<ul style="list-style-type: none"> <li>Strengthening our innovation capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a tailored package of support to build business capacity much of which has been eroded during the recession.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a rolling funding mechanism through the application of the principles of social impact bonds – developing enterprise impact bonds.</li> </ul>
<ul style="list-style-type: none"> <li>Improving the wider Black Country offer</li> </ul>	<ul style="list-style-type: none"> <li>Need to make faster progress in improving the attractiveness of the Black Country as a place in which to work, live, invest and visit in a period of reduced public expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing a community budget approach to this challenge involving the four councils, other agencies and the voluntary and community sector.</li> </ul>

We are aware that these approaches are among those being explored by the Local Public Service Transformation Network which was established by the government in July 2013, building on the work of the four whole place community budget pilots. We are keen to both engage with and learn from that network and to ensure that there is a West Midlands contribution to it.

### 2.3.5 Economic Impact

The Black Country is clear on what it needs to achieve. Since 2002 an agreed Performance Management Framework has been in place, approved by the Association of Black Country Local Authorities and measured and reporting by the Economic Intelligence Unit it enables the Black Country to understand the collective impact of our activities. The programmes tables in Section 2.1 set out our baseline, progress to date and our targets for 2021 and 2033. The outputs and impact from LGF activity are set out in the following table. Alignment and added value is fundamental for the Black Country and the table includes anticipated impact of partner activity.

#### Economic Impact of 2015/16 Delivery

	<b>Jobs:</b>	<b>Houses:</b>	<b>Business Assists:</b>	<b>Learner Assists:</b>
<b>2015/16 Target:</b>	+5,656 new jobs	+3,964 new homes	+73 new business starts	-2,356 unqualified people
<b>GVA Impact of LGF Projects £328,855,620</b>				
<b>2015/16 Outputs</b>				
<b>LGF Priority Projects</b>	+5,481 jobs:	+200 new houses:	+1,883 business assists:	+1,479 learner assists:

#### Economic Impact of 2015/21 Delivery

	<b>Jobs:</b>	<b>Houses:</b>	<b>Business Assists:</b>	<b>Learner Assists:</b>
<b>2015/216 Target:</b>	+45,500 new jobs	+12,000 new homes	+581 new business starts	-18,844 unqualified people
<b>GVA Impact of LGF Projects £712,788,638</b>				
<b>2015/21 Outputs</b>				
<b>LGF Priority Projects</b>	+11,707 jobs:	+1,640 new houses:	+4,040 business assists:	+7,529 learner assists:
<b>Aligned Activity:</b>				
<b>EUSIF</b>	+2,360 Jobs		+6,210 Enterprise Assisted	+25,340 Individuals assisted into EET
<b>Enterprise Zone</b>	+4,000 Jobs			
<b>City Deal</b>	+5,800 jobs			



## 3 Medium Term Priorities

### 3.1 Introduction

The previous section set out the projects for which we are confident that delivery can begin in 2015/16. In this section we set out a number of areas in which we are developing projects for funding in subsequent years in the SEP period. These include some areas in which we are seeking revenue support from the local growth fund. They also include action to tackle a number of the most significant barriers to growth in the Black Country.

This section:

- ✦ Describes three flagship projects;
- ✦ Summarises our package of medium term priorities and projects;
- ✦ Explains our longer term approach to bringing forward employment sites;
- ✦ Includes a list of our pipeline of projects.

### 3.2 Flagship Projects

We are developing a number of flagship projects which we plan to deliver from 2016-17 and which we envisage will address our deep-seated barriers to growth. Our first three are the Black Country Centre for Manufacturing Skills, an Employer Education Engagement Programme and the UK Centre for Light Rail Innovation. These projects address the specific skills gaps faced by HVM businesses, our overall low skills base and the need to develop our innovation capacity.

The Centre for Manufacturing Skills will be an elite, high value manufacturing (HVM) skills training centre focussing on the key supply chain skills areas of Toolmaking, Foundry/forging and Advanced CNC including the increasing skills needs in Systems Integration of technology and automation in these disciplines. As the national centre of toolmaking, CMS will serve local, regional and national needs. These key supply chain skill areas will be extensively required to underpin the requirements of manufacturing supply chain for key national projects such as HS2, new Nuclear plants, etc. As the national centre of toolmaking, CMS will serve local, regional and national needs. Over five years, CMS will provide opportunities for 430 additional Advanced and Higher Apprentices per year; and an extra 850 learners from 450 manufacturing businesses bringing the Black Country above the national average for investment in training.

The CMS will be facilitated by the Black Country Skills Factory as a satellite of the lead delivery partner, (eg the Manufacturing Technology Centre in Ansty). It will be governed by an industry-led board from HVM, including the Confederation of British Metalforming, and Institute of Cast Metal Engineers. The lead partner will accredit the training. The objectives of establishing CMS are to:

- ✦ Provide specialist skills provision, (mainly level 3 and above), in three core skill areas: toolmaking, foundry, (casting, forging, metallurgy etc), and CNC machining/programming. Increased skills capacity is required to facilitate organic expansion, skills for new supply chains and the re-shoring of HVM;
- ✦ Leverage increased employer investment in Apprenticeships in toolmaking, foundry/forging and CNC, including Advanced and Higher Apprenticeships;
- ✦ Support the multi-skilling now required across toolmaking, CNC, programming, electronic engineering and robotics that will facilitate HVM and advanced manufacturing activity in the Black Country and nationally;
- ✦ Future proof these specialist skills to reflect the increasing use of technology and automation and the need to “systems integrate” the tooling & fixturing into the overall manufacturing process;
- ✦ Ensure a pipeline to cover replacement demand in the ageing skilled workforce for these areas;
- ✦ Increase the number of specialist ‘Master Craftsmen’ trainers in toolmaking, foundry/forging and CNC.
- ✦ Build a pipeline of skills for the future through education business links and curriculum development and
- ✦ Provide Black Country businesses with technology and innovation expertise and access to the wider range of HVM Catapult expertise.

CMS will be linked to a separate foundry/forge facility. State of the art machinery will be loaned to CMS by machine suppliers, as in the Catapult model. There will be strong links to local Universities such as Aston and Wolverhampton and to the Universities involved in the HVM Catapult network. The CMS has been supported wholeheartedly by the business members of CBM, representing businesses with over £1billion turnover employing 6,000 people.

Our aim is to strengthen our **Employer Education Engagement** (EEE) through the identification of Business Leaders to improve leadership and management of schools and colleges by becoming more active Governors, particularly where governance and performance is weak or lower than national average. This approach has already been piloted as a key component of the Schools Engagement element of the BC Skills Factory.

These Business Leaders will also act as 'role models' and 'business ambassadors' to drive further business investment into education from the wider business community. We will work closely with our top 600+ BC strategic companies in order to reach their supply chain and SME's in their sectors in order to improve EEE. These Business Leaders will be utilised as a mechanism to drive up labour market intelligence into schools by keeping young people informed about business development and labour market opportunities in the local economy. This EEE will enable young people to make more informed career choices with a key focus on our growth sectors of Automotive, Aerospace and Building Technologies, thus helping to tackle the skills shortage resulting from an ageing workforce in the HVM sector.

The Black Country, in partnership with the Warwick Manufacturing Group (a High Value Manufacturing Catapult) has a vision to create a Centre of excellence in Light Rail technologies. This is an opportunity for innovative UK manufacturers, visionary transport organisations, local authorities and higher education bodies to join forces to create a world class research and development centre focussed on the creation of innovative very light rail vehicles and infrastructure for the next generation of public transport solutions. While the design and manufacture of traditional rail vehicles is well established and to a large extent carried out overseas, the supply chain for very light rail solutions is currently immature, fragmented and lacking critical mass. This provides a great opportunity for UK companies to develop new products to serve a number of emerging markets both in the UK and abroad.

It is envisaged that the innovation centre will provide a wide range of facilities to support industry networking, education, research and development, prototype vehicle design and construction, infrastructure trials, conferences and exhibitions.

The role of HVM Catapult centre is to facilitate the emergence of new innovative industry activities and provide support to make the supply chain sustainable and internationally competitive. This can include setting up remote activities away from the centre's main location. Warwick Manufacturing Group /HVM Catapult is fully committed to act as a leading partner in the development of a Very Light Rail National Innovation Centre. In addition, we will work with key partners who can provide light rail sector expertise, such as the Centro, UKTram, Network Rail and the Department for Transport and builds from the recommendations as set out in the Department for Transport's 'Green Light for Light Rail' report published in September 2011 and the work that is being undertaken on innovative light rail by the Technology Strategy Board.

The Centre of Excellence will

- ✱ build on significant investment surrounding the site (including at Dudley College);
- ✱ utilise existing opportunities for a demonstrator track;
- ✱ develop light rail and ultra light rail expertise;
- ✱ deliver opportunities for skills and employment, including apprenticeships;
- ✱ provide much needed connectivity in the western part of the conurbation including from Dudley to Dudley Port Station- a key route which would link Dudley to the West Coast Mainline;
- ✱ re-open a disused rail infrastructure corridor;
- ✱ showcase the innovation emerging through schemes such as UKTrams Low impact light rail innovation; and
- ✱ ensure that the UK has the ability to build light rail vehicles, rather than import them.

### 3.3 Medium Term Priorities

The table below sets out all our medium term priorities and the rationale for them.

People			
Programme	Our medium term priorities		Themes for non-financial asks
	Rationale	The projects	
<b>P2 Skills Capital:</b> funding for infrastructure to meet evidenced needs of businesses in our target sectors.	Will provide capacity to deliver training to fill key skills gaps identified by businesses: toolmaking, foundry/forging and advanced CNC	<b>Flagship Project:</b> The Black Country Centre for Manufacturing Skills: a new elite high value manufacturing skills centre.	
	Will help meet business need for STEM/engineering skills.	Walsall Learning Quarter: STEM/Engineering Skills Centre. A new high quality and visible facility.	
	Fills known skills gaps faced by high value manufacturing businesses.	In-Comm i54: new facility to meet needs of aerospace and automotive businesses on and around i54 site.	
<b>P1 Skills for the supply chain (current and future workforce):</b> Ensure that businesses in our target sectors can access the skills they need, building on our successful Skills Factory.	Addresses very low level of business investment in skills and training.	Brokerage service to meet skills needs of SMEs in automotive, aerospace and HVM supply chains. Based on Skills Factory model.	Reversing Black Country businesses' under-investment in education and skills
	Addresses the shortage of skilled trainers to deliver provision to meet skills gaps.	Master craftsmen trainers: a programme to train and release experienced workers to deliver training to fill known skills gaps.	
<b>P1 Skills for the supply chain (current and future workforce):</b> Build the skills base of the future through an Employer Education Engagement Programme.	Secures more engagement of businesses with education, supports school and college improvement.	<b>Flagship Project</b> Employer Education Engagement programme: identifying business leaders to support school and college leadership and act as business ambassadors	
	Improve “employability “of school leavers and helps young people make informed career choices.	A Black Country 4+ campaign: ensuring all young people have at least 4 significant contacts with world of work before GCSE.	

Business

<p><b>B1: Developing a supply chain fit to supply:</b> a programme to support Black Country businesses to better build and better exploit the local supply chain through innovation support.</p>	<p>Develops innovation capacity and fills skills gaps.</p>	<p><b>Flagship Project:</b> UK Centre for Light Rail Innovation: a centre of excellence providing skills, employment and capacity building.</p>	<p>Strengthening our innovation capacity</p>
	<p>Addresses the erosion of the capacity of Black Country businesses to exploit new market opportunities.</p>	<p>Growth Factory: expansion of the Black Country Growth Factory to include the development of a south Black Country spoke.</p>	
	<p>Supports creation of new businesses and growth of existing businesses.</p> <p>Develops a more entrepreneurial culture.</p>	<p>Grand Post Office: refitting the former post office as creative workspace, events space and educational labs, providing a home for a community of small and micro businesses.</p>	
<b>Place</b>			
<p><b>PI1: Employment Sites and Premises:</b> delivering a programme of market-tested sites to meet the needs of businesses in our target sectors</p>	<p>Responds to the shortage of high quality employment sites and premises. Addresses the need to bring forward sites for which the City Deal mechanism is not appropriate.</p>	<p>Employment Land Programme: delivery of a portfolio of high quality employment sites and mixed use opportunities. Including strategic acquisition, site remediation and forward funding.</p>	<p>Delivering a further programme of high quality employment sites</p>
		<p>Black Country Enterprise Zone: Darlaston sites: concerted action between public and private partners to address market failures.</p>	
<p><b>PI3: Housing:</b> acceleration of the housing market to support economic growth.</p>	<p>Increases rate of housebuilding and improves housing mix.</p>	<p>Establish a joint land committee to unlock housing sites, secure action on strategic opportunities and improve the planning process.</p>	
<p><b>PI4: Distinctive Urban Centres:</b> Improve the offer of our strategic urban centres to increase the attractiveness of the Black Country as a place to live, work, visit, invest and do business in.</p>	<p>Addresses shortage of high quality office and commercial premises. Increases rate of housebuilding and improves housing mix. Enhances wider Black Country Offer.</p>	<p>A pipeline of projects relating to the strategic centres, including Walsall Gigaport (office development), Wolverhampton City Centre (mixed use), Brierley Hill (mixed use) and Dudley Town Centre (residential).</p>	<p>Potential of the Black Country as a place to work, live, invest and visit</p>
<p><b>PI2: Infrastructure to Support Growth:</b> a programme of transport interventions to tackle congestion,</p>	<p>Tackles congestion and improves access to the motorway network.</p>	<p>M5 Junction 2: a major capacity improvement to a strategically important motorway junction.</p>	<p>Enhancing our ability to influence strategic transport investment</p>
	<p>Creates capacity and improves the frequency of services, which</p>	<p>Snow Hill Line: a cross-LEP scheme to maximise the benefits</p>	

improve access to the motorway network and provide access to key employment sites.	directly connect to HS2.	to the Black Country of HS2 investment.	programme
<b>PI5: Improving the quality of the Black Country Environment:</b> enhancing the attractiveness of the Black Country as a place in which to live, work, visit and invest.	Addresses the erosion of the capacity of Black Country businesses to exploit new market opportunities.  Supports creation of new businesses and growth of existing businesses. Enhances wider Black Country Offer.	Implementing the Black Country Green Growth Plan : Shifting towards a low carbon economy. Building the area’s expertise and capacity in new technologies.	
	Strengthens local supply chains in a target sector – building technologies. Enhances the energy efficiency of new housing and business development.	Exploit new environmental technologies and processes in building and construction industries.	

### 3.4 Sites and Premises

Our latest market intelligence shows that in order to meet the demand for high quality sites and premises from indigenous companies and inward investors we need to bring forward a further programme of sites in addition to those included in the Enterprise Zones and City Deal Programmes. In order to be clear which sites are likely to be necessary to meet business demands and require public support to bring them forward within the SEP period we commissioned Bulleys to assess a package of 15 strategic sites and a package of smaller, local sites. The factors they took into account include: motorway access, local road system, prominence of the site, local labour market, topography, size/shape of the site, site and ground constraints, residential and other restrictions, cost and IT connectivity.

Our default option will always be to pursue a private sector-led approach to bring sites forward, but many of the sites we now wish to bring forward have project financing requirements which financial mechanisms such as the City Deal loan fund were not designed to address. On the basis of advice from DTZ we are therefore requesting specific financial interventions, including long-term interest-free loans and grants, to enable site assembly and site preparation on industrial employment sites where other financial interventions are not appropriate.

We are developing a parallel programme of premises in need of enhancements worth unlocking of private sector investment and enabling the safeguarding of jobs and creation of jobs. We are also seeking specific financial interventions, including long-term interest-free loans and grants [subject to DTZ report in financial mechanisms], in a Property Growth Fund that enables modernisation and adaptation of existing (occupied and vacant) industrial premises, where other financial interventions are unable successfully to address projects’ financial needs.

In order to support this programme we will:

- ⊕ develop a coordinated approach to Compulsory Purchase Orders (based on a Black Country-wide strategy for employment sites) that will ensure developments are able to move at a faster pace than in the past;
- ⊕ develop a Black Country approach to management of local authority land, premises and assets; not only to find efficiencies, but to enable a coordinated approach to the way local authorities approach the disposal and development of sites and premises they own; and
- ⊕ align our business rate uplift and Enterprise Zone uplift to support the programme.

### 3.5 Environment and Distinctive Strategic Centres

#### **Developing a network of multi-functional spaces**

Through careful and innovative planning and targeted investment, the Black Country's canals, rivers and green infrastructure can be improved in conjunction with sustainable transport links to improve the connectivity and quality of the landscape and make the Black Country a more attractive place to invest, work and live.

#### **Developing Environmental Management Businesses**

We can strengthen the economy and improve the environment by supporting businesses that manage and utilise green infrastructure, such as biomass production and urban forestry, and developing their supply chains.

#### **Poor Management and Maintenance of Environmental Infrastructure**

The resources for managing environmental infrastructure are often limited by failure to understand the wider economic benefits of such investment. It is essential that we learn from successes within the Black Country and elsewhere in the creative and positive use of planning gain, the setting up of new management frameworks for land management and other innovative solutions.

### 3.6 Low Carbon Economy

#### **Promoting low-carbon technologies**

Through the Black Country Green Growth Plan we will build our expertise and capacity in new technologies that can help reduce our carbon footprint, reduce pollution and improve air and water quality. Examples include electric car charging points, solar energy, combined heat and power schemes (CHP) and waste reduction and new approaches such as the 'People's Power Station'.

#### **Energy Security**

We have to ensure the Black Country is robust in the face of future changes in energy supply and rising energy costs. Failure to promote and support renewable energy sources (including biomass), improve energy efficiency and reduce waste will impact on future prosperity.

### 3.7 Pipeline projects

The following table sets out our full set of pipeline projects which include a number of additional infrastructure proposals and projects to bring forward housing and employment sites.



Made in the Black Country: Sold Around the World

Pipeline Projects

SEP Programme	Project Title	Project Description	Project Sponsor	Delivery Organisation
<b>People</b>				
P2. Skills Capital	Black Country Virtual Academy (BCVA)	Development of an online virtual college supported by student devices and connectivity	Jatinder Sharma	Walsall College
P2. Skills Capital	The Black Country STEM Centre (BCSC)	A new centre to address shortages in technology skills.	Rav Garcha	Walsall Adult & Community College
P2. Skills Capital	Walsall Learning Quarter – STEM / Engineering Skills	A high quality & visible building to meet the demand for STEM/Engineering.	Jatinder Sharma	Walsall College
P2. Skills Capital	Higher Level Skills Centre – Walsall College	Additional facilities to accommodate the growth in HE learner numbers.	Jatinder Sharma	Walsall College
P2. Skills Capital	In-Comm i54 Proposal	An innovative academy for High Value Manufacturing for businesses at and around i54.	Colin Mills	In-Comm Training Services Ltd
<b>Business</b>				
B1. Developing Supply Chain	Growth Factory	Roll out and extension of the Growth Factory to include South Black Country “spoke” .	Paul Mountford	Wolverhampton CC / Sandwell MBC
B1. Developing a Supply Chain	Very Light Rail Innovation Centre	Innovation centre and rail facility for the development of very light rail technology	Martyn Holloway	Warwick Manufacturing Group / Dudley
B2. Access to Finance	Exploiting Global Opportunities	A best in class export and investment service	Wayne Langford	Invest Black Country
<b>Place - 2016-17 Priorities (Could be Accelerated)</b>				

Made in the Black Country: Sold Around the World

SEP Programme	Project Title	Project Description	Project Sponsor	Delivery Organisation
PL1. Employment Sites & Premises	Black Patch Improvement Project	Environmental improvements, land remediation and acquisition of residential premises to deliver land for industrial use.	Philippa Smith	Sandwell MBC
PL1. Employment Sites & Premises	Mckechnie Brass – Aldridge	Demolition and reclamation of key industrial location – de-risking	Jo Nugent	St Francis Group / Walsall MBC
<b>Place - 2016-17 Priorities</b>				
PL1. Employment Sites & Premises	Walsall Gigaport	Enabling a town centre office development.	Alex Jackson	Walsall MBC
PL1. Employment Sites & Premises	I54 Western Extension	Delivering high quality employment sites for Wolverhampton and the wider Black Country.	Sheila Dixon	Wolverhampton City Council
PL1. Employment Sites & Premises	Bescot Rail Freight Exchange	Ensuring more effective use of the Bescot rail yard.	Andy Miller	Sandwell MBC
PL1. Employment Sites & Premises	Westside & Southside, Wolverhampton City Centre	Mixed commercial, leisure and residential development opportunity.	Peter Taylor	Wolverhampton City Council
PL1. Employment Sites & Premises	Canal Quarter	Mixed commercial, leisure and residential development opportunities ancillary to the Canal Quarter.	Tok Olateju	Wolverhampton City Council

Made in the Black Country: Sold Around the World

SEP Programme	Project Title	Project Description	Project Sponsor	Delivery Organisation
Premises				
PL1. Employment Sites & Premises	Moxley Tip Infrastructure Works	De-risking site via remediation and access improvements	Rob Andrews	Parkhill Estates / Walsall MBC
PL1. Employment Sites & Premises	Former Willenhall Sewage Works	Full site remediation (de-risking).	Rob Andrews	Severn Trent Water / Walsall MBC
PL1. Employment Sites & Premises	Gas Holder Site – Wolverhampton Science Park (WSP)	Land purchase and remediation to offer shovel ready employment site as extension to Science Park.	Tok Olateju	Wolverhampton City Council
PL1. Employment Sites & Premises	Sandwell Gateway Regeneration Opportunity	This project aims to deliver a 12ha gateway employment site in a strategic location adjacent to J2 of the M5 motorway	Philippa Smith	Sandwell MBC –
PL2. Infrastructure	The Black Country Broadband Project	Maximise coverage to reach the BDUK target of 95% SFB coverage,	Nick Bubalo	Sandwell BC
PL3. Housing	Bradleys Lane Site Acquisition	Enables redevelopment of strategic housing site	Philippa Smith	Sandwell MBC
PL3. Housing	Tower Street Mixed Use Development	Enables mixed use scheme in Dudley Town Centre	Rupert Dugdale	Dudley MBC
PL3. Housing	Walsall Waterfront	Mixed use town centre development including residential and hotel.	Alix Jackson	Walsall MBC
<b>Place – Other Priorities</b>				
PL3. Housing	Heathfield Lane West	Construction of 304 homes on brownfield site	Neil Hollyhead	LPC Living / Walsall

Made in the Black Country: Sold Around the World

SEP Programme	Project Title	Project Description	Project Sponsor	Delivery Organisation
				MBC
PL3. Housing	Brownhills Residential Masterplan Area	220 unit housing development and associated environmental & infrastructure improvements.	Caroline Glover	Walsall Housing Group / Walsall MBC
PL3. Housing	Phased Development of Lyng Industrial Estate	Phased acquisition of premises, demolition and remediation to facilitate residential scheme.	Philippa Smith	Sandwell MBC
PL3. Housing	Medium-scale housing-sites programme	Loan and/or grant based interventions to enable house building on 16 sites with capacity for 40 - 100 homes.		Black Country Joint Committee
PL3. Housing	Servis Site	Construction of 224 homes on brownfield site	Neil Hollyhead	West Register / Walsall MBC
PL3. Housing	Bentley Road North	Remediation work to enable construction of 144 extra care apartments on brownfield site.	Neil Hollyhead	Stanley Developments / Walsall MBC
PL3. Housing	Former Goscote IMI Works	Remediation activities in order to support 312 unit residential development	Caroline Glover	St Francis Group / Walsall MBC
PL3. Housing	Redevelopment of a site at Friar Park, Wednesbury	Residential and community use.	Philippa Smith	Sandwell MBC
PL1. Employment Sites & Premises	GKN Driveline	Demolition and reclamation of key industrial location – de-risking.	Rob Andrews	Property Link Midlands / Walsall MBC
PL1. Employment Sites & Premises	Reedswood Way	Acquisition of the site at Reedswood Way.	Paul Nicholson	Walsall MBC

Made in the Black Country: Sold Around the World

SEP Programme	Project Title	Project Description	Project Sponsor	Delivery Organisation
PL3. Housing	Former Caparo Site	Investment in remediation and access work to enable 310 unit residential development	Emma Segal	Caparo Industries / Walsall MBC
PL3. Housing	Gap Funding to Facilitate House Building	Provision of funding to meet a demonstrated gap in viability to bring land forward for housing	Philippa Smith	Sandwell MBC
PL3. Housing	Brierley Hill Town Centre	Mixed use town centre residential and office development	Rupert Dugdale	Dudley MBC
PL3. Housing	Dudley Town Centre	Residential development.	Rupert Dugdale	Dudley MBC
<b>Transport</b>				
PL2. Infrastructure	A4101 Pensnett High Street (Transport Major)	The scheme will increase capacity and reduce delay on the A4101.	Martyn Holloway	Dudley MBC
PL2. Infrastructure	Birchley Island M5 J2 (Transport Major)	Major capacity improvement to the linked junctions of Birchley Island and M5, Junction 2.	Andy Miller	Sandwell MBC
PL2. Infrastructure	M5 J1 (	Increased capacity of all approaches to the junction.	Andy Miller	Sandwell MBC
PL2. Infrastructure	Aldridge Station (Transport Major)	The scheme allows the twice hourly local Birmingham – Walsall electric trains, which currently terminate at Walsall to be extended to a new station at Walsall.	Rafael Cuesta	Centro
PL2. Infrastructure	Snow Hill Line (Transport Major)	These enhancements will create additional capacity on the network which will enable faster and more frequent services into central Birmingham.	Rafael Cuesta	Centro

## 4 Governance and Accountability

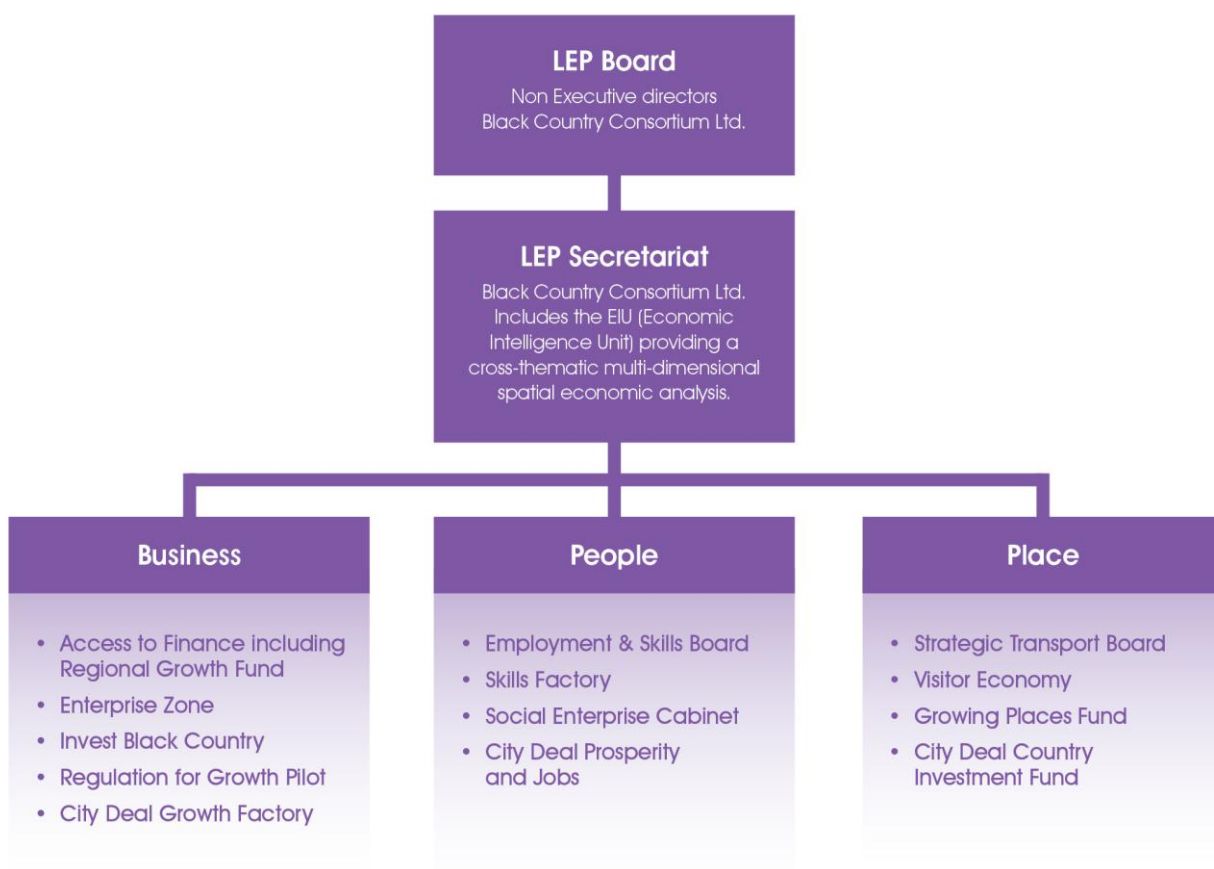
### 4.1 Introduction

We have used the opportunities presented by City Deal, the EUSIF Strategy and the forthcoming Growth Deal to further embed collaborative working across the Black Country – between business, local government and the voluntary and community sectors, and between the four councils. We are also working closely with the other West Midlands LEPs. This section sets out the action we are taking to secure the effective implementation of this plan and our subsequent local growth deal.

### 4.2 Governance

The LEP Board and supporting group structures are set out in the following diagram. Further information on our LEP Board can be found in appendix 7.2.

The Black Country LEP Board operates as a company limited by guarantee and has 14 directors.





We have a longstanding track record of partnership working and collaborative governance, shown in the box below.

### Enduring Partnership

The Black Country LEP is founded on a strong track record of successful partnership working over more than a decade. In 2000, the four Black Country Local Authorities and other key partners, founded the Black Country Consortium, which was established as a limited company in 2006. The Consortium provides co-ordination and economic intelligence across the Black Country, and facilitates cross-authority economic development activities.

The evolution of robust partnership working in the Black Country has been crucial both in developing and implementing our economic growth strategy. This was very much a local initiative – predating Government requirements for joint working – which has contributed directly to the progress we have made by improving perceptions of the area and the organisations that serve it. Also important has been the rigorous approach we have adopted towards our evidence base and performance management.

Partnership working is never easy and in the Black Country it has involved both the development of an increasingly close relationship between the four councils and between the public and private sectors. Indicators of the strength of collaboration between the four councils include the agreement of the single Black Country-wide Core Strategy and the decision to locate the Enterprise Zone in a location which spans one of the councils and a neighbouring authority.

The key building blocks of our current arrangements are the Association of Black Country Councils and the Black Country Local Enterprise Partnership. The latter had the advantage of over 10 year's business-led partnership working. In our City Deal submission we have committed to strengthening those relationships by the creation of a statutory joint committee.

Our strategy is based on the detailed analysis and economic modelling we commissioned in 2003 supported by our performance management framework which measures progress on each of our priorities. The results are published annually in our State of the Sub-Region reports. Our Black Country Core Strategy was subject to a rigorous and successful examination in public.

In our City Deal we committed to creating a statutory joint committee. That committee has now been established and met for the first time on 26 March to agree this plan. The Black Country Executive Joint Committee is a legally formed body of the Cabinets of Walsall, Dudley, Sandwell and Wolverhampton Councils.

The primary purpose of the committee is to administer the City Deal, Growth Deal and EUSIF programmes and allocate expenditure under them. The operation of the joint committee is underpinned by a partnership agreements between the four councils and the Black Country Consortium which sets out a framework for joint working between them to enable the delivery of the two programmes. The joint committee comprises the leaders of the four councils and the chair of the LEP (as a not voting member).

We have established two bodies to advise the joint committee and help it to discharge its responsibilities: an Advisory Board and a Working Group.

The primary task of the advisory board will be to oversee the delivery of the city deal and growth deal programmes making key recommendations to the joint committee. In particular it will review and recommend objectives for strategic investment across the Black Country in relation to the two deals. Its membership will include:

- ✪ The four councils' cabinet members for regeneration and four LEP business representatives (as voting members);
- ✪ A number of non-voting members, including the relevant executive directors of the councils, a representative of the Black Country Consortium and Government department representatives.

The core members of the working group will be the executive directors (or their representatives) with support from appropriate officers. Its primary task will be to manage the programme on an operational basis, including:

- ✦ Agreeing timelines, monitoring progress and ensuring that key milestones are achieved;
- ✦ Undertaking initial project appraisal, approving business cases and recommending them to the advisory board;
- ✦ Identifying and managing risk for the programme and individual projects.

We are using the process of developing this plan to test and develop these mechanisms. We have, for example, developed an outline business case for each of our programmes and major projects which were reviewed by an appraisal panel. The OBCs included: the rationale for the intervention, including the barriers to growth it is intended to address and evidence of the issue/need; details of programme delivery and timetable; the envisaged impact and details of the asks of and offers to government, including the calls on the local growth fund. This process follows the HM Treasury “Five Case” model and appraised the evidence presented in relation to strategic, economic, commercial, financial and management cases.

This process was followed for the assessment of applications for the use of skills capital. All training providers were invited to submit proposals for projects which would specifically contribute to meetings skills gaps in our priority sectors. In addition, FE colleges were invited to submit proposals to improve the condition of their learning facilities.

As outlined earlier, we are collaborating with other West Midlands LEPs to promote growth across the wider area. West Midlands LEPs is a collaborative quarterly forum of LWP chairmen sharing best practice and supporting a range of initiatives. All six West Midlands LEPs have agreed a joint transport statement and the relevant LEPs are represented on the shadow Integrated Transport Authority.

### 4.3 Delivery Arrangements

We have a sound foundation of joint delivery arrangements across the Black Country and are enhancing them to ensure that we have the capacity to deliver this plan and secure additional jobs, homes and economic growth. Key elements include:

- ✦ The Black Country Consortium, funded by the councils with an annual budget of £460,000;
- ✦ The recently created role of Black Country Director of Transport;
- ✦ The recently established Invest Black Country team.

We have agreed to augment this capacity by appointing a Black Country Growth Fund Programme Director. This role will be responsible for managing the overall programme and making key funding decisions. The project director will be recruited by, and report to, the Governing Body, attend its meetings, and will follow-up on decisions. The project director will manage seconded staff from the various partner agencies who will be co-located / co-opted to deliver the project.

We have identified eight themes on which we are establishing blended teams, marshalling staff from the four councils, to support project development and delivery. They are:

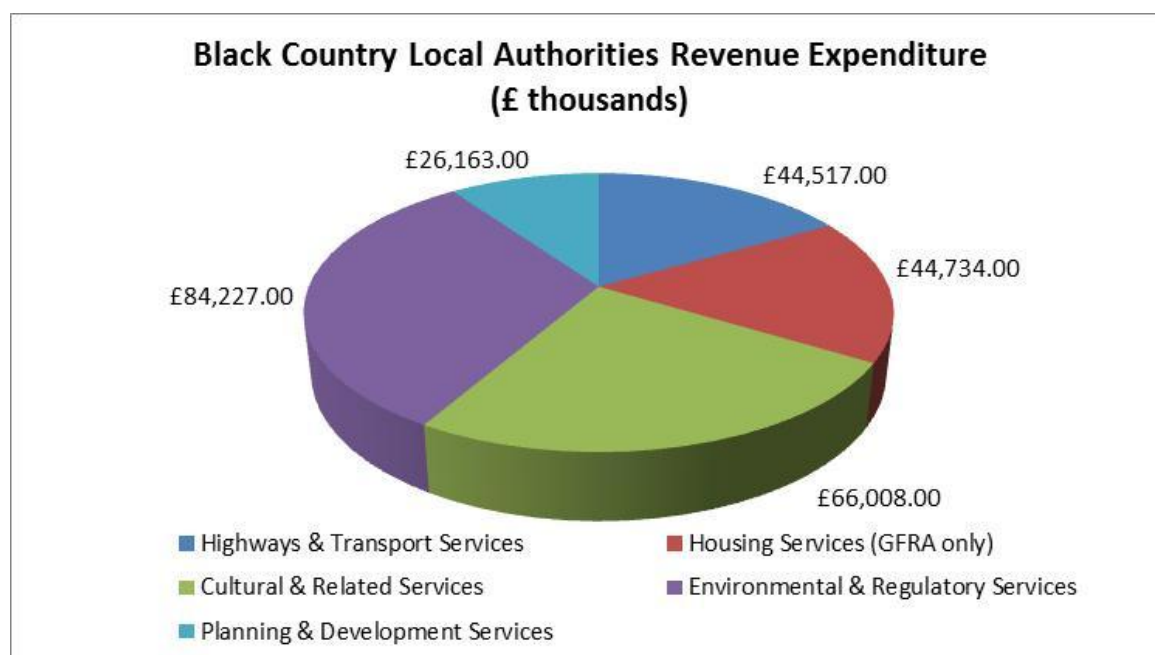
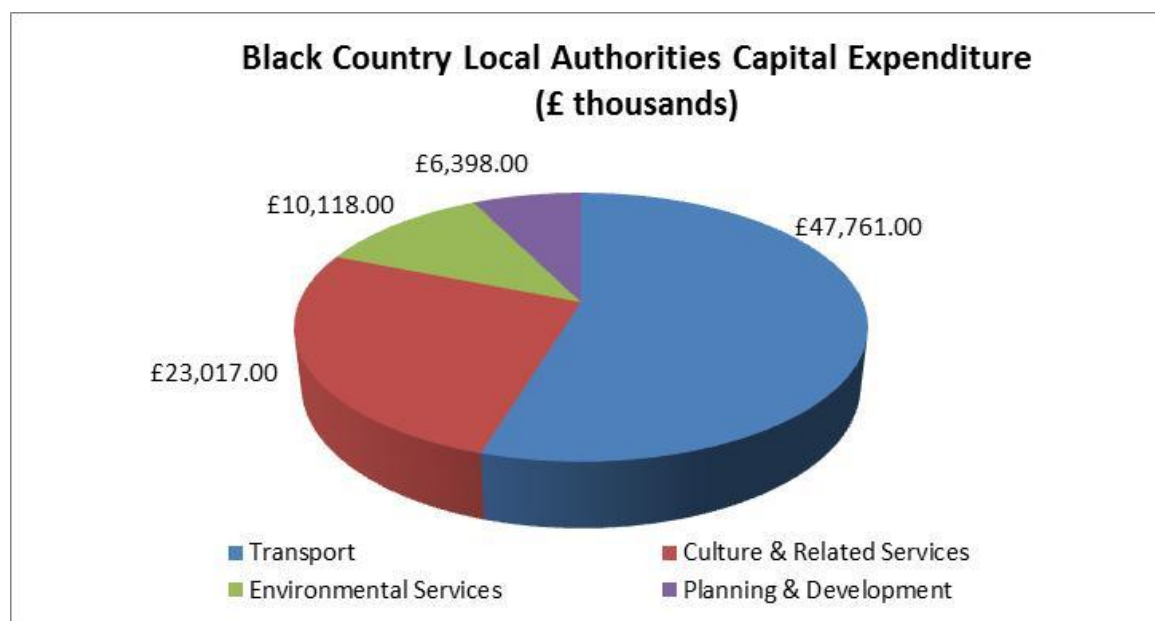
- ✦ Industry networks in support of our priority sectors;
- ✦ International trade and priority markets;
- ✦ Access to finance;
- ✦ Jobs and skills development;
- ✦ Strategic Transport Development;
- ✦ Strategic Planning;
- ✦ Core Investment Team; and
- ✦ Urban Park Team.

We are also developing a mechanism to engage partners more effectively in the delivery of our growth strategy. Our aim is to demonstrate alignment, reduce duplication, fill gaps to ensure real and sustainable change across the geographically-based area where there will undoubtedly be some quick wins, but where the long-term impact will be much more tangible than what has gone before. Our growth deal will deliver a faster,

better, more efficient and *impactful* response to the issues of sites, housing and prosperity. The partners to our LGF proposals are available to view in the Appendices of this submission.

#### 4.4 Alignment

As a first step towards pooling economic development resources we have mapped the current financial position across the four councils. See graphs below.



#### 4.5 Performance management and reporting

We have a long-established, politically endorsed performance management framework in place against which we monitor our progress in relation to the targets established by the Black Country Strategy. The results of this process are published in a suite of reports culminating in our annual economic review, which is published in February every year. It is preceded by more detailed reports reporting progress on each of our three strands of activity: Place (published in July), People (November) and Business (January). We will adjust the contents of these report to cover targets relating to our EUSIF, City Deal and Local Growth Deal.

Over the period of Local Growth Fund, the BC LEP will work with strategic bodies to ensure that emerging strategies are responsive to the needs of businesses, employees and residents. The Black Country Performance Management Framework will provide a comprehensive knowledge base over the period of the programme so that the initiatives and interventions can be tracked and aligned. As this knowledge base grows and builds, this will create a legacy that can inform emerging strategies and initiatives to ensure future policy is informed by a robust knowledge base drawn from the real life expertise of the partners and participants to this project.

We will develop these arrangements to ensure that our local growth strategy and use of the local growth fund is performance-managed robustly in order to ensure that the deliverables are met. Where there is under performance, the monitoring approach will identify a series of actions to bring the project back into line. We envisage reporting progress to the Black Country Joint Committee, the LEP and the Cities Policy Unit on a quarterly basis. All partner agencies will use common progress reporting documentation. Data will be stored in line with data protection requirements and archived by the accountable body.

## 4.6 Financial Planning Monitoring and Management

Detailed project planning and budgetary control will be the responsibility of the joint committee. This role will be supported by named Finance Staff. Initially finances will be monitored on a monthly basis to ensure that the systems are robust and meaningful financial and management information is available to support the role. This will move to quarterly reporting once the processes are embedded. Quarterly reports to the joint committee and LEP will provide updates on actual expenditure against budget.

In order to ensure that the project participants are at the heart of this process financial information will be available in an understandable and accessible format to ensure transparency and scrutiny. The Programme Director will support this process and ensure that information is accessible and provided in an appropriate format.

## 4.7 Project Resources

A Project Resource Plan is being developed and will set out the existing resources that partners intend to use to support growth deal projects as well as setting out any new provision required. Project Resource Plans will identify the funding sources for the individual elements of the plan and will be split into four sections covering:

- PEOPLE: Covering recruitment, secondment and training of staff, who will be working directly on the project together with the business support staff identified from the accountable body and other partners who will provide administration and others skills and services to ensure the smooth-running of the project.
- PLACE: Covering the office and facilities space required to deliver the project as well as other infrastructure such as IT.
- PROGRAMME: This will map out the current initiatives aligned to the project that either need to be co-joined for the effective implementation of our local growth deal.
- PLANNING: Resources here will both set out the pre-launch requirements including shaping the final format of the intervention but also those required to support the monitoring and evaluation required as well as the continuous learning and improvement cycles necessary in any pilot.

## 4.8 Public Sector Assets

The Black Country Local Authorities recognise the need to maximise and realise value from their asset portfolios but with a context whereby our assets are varied in quality and market attractiveness and as such this approach is seeking to make the best of what we do have accepting that we face difficult market and viability issues in the area.

The LEP has commissioned work in support of the Councils to explore, identify and capture opportunities to extract maximum value from asset portfolios to enable growth priorities as identified within our SEP. It is recognised that value could be released through greater collaboration between the public sector bodies of the Black Country. Work has already commenced in mapping and valuing the asset bases, developing a comparable basis and initial analysis to begin to quantify the combined value and its wider potential economically.

Whilst at an early stage, work to date has set out a range of potential options to enhance value in local authority assets, support delivery and as appropriate the capture of profit sharing with private sector land owners. This work will take its context from our spatial priorities.

The Black Country is focussed on enhancing local authority asset values and maximising the output from LGF. The development of a wider Black Country strategy for unlocking assets and enhancing asset value will provide a platform for a consistent approach to asset management across the region including a development of;

- ✳ The establishment of a set of common asset categories and identifying a Black Country wide Economic Development Strategic Asset portfolio
- ✳ Reviewing strategic property and asset objectives across the local authorities with a view to establishing a common set of strategic objectives
- ✳ Consideration of partnering structures and wider collaboration with key public and private sector partners
- ✳ A deeper review of potential delivery vehicles and development options to understand the viability of options at a detailed project level and in support of our on-going pipeline programme development.

## 4.9 Evaluation

We recognise the critical importance of evidence-based policy and to this end the work of the LEP is supported by the Black Country Consortium and their Black Country Economic Intelligence Unit (EIU). The Unit provides high quality research and intelligence to inform decisions by the LEP Board and partners such as the Black Country Economic Assessment and the annual open reporting and publishing of the Annual Economic Review. The work of the EIU is significantly strengthened by input from officers from all local authorities. The team has worked with Oxford Economics to provide detailed spatial and sector forecasts up to 2030 and has access to a number of commercial databases and commissions a regular business survey.

The EIU is playing an important role in developing the program framework for our Strategic Economic Plan. The framework seeks to ensure that all programmes of activity in the BCSEP are underpinned by a clear logic chain and rationale, one which defines the problem (e.g. a market failure), the objectives and the scale of planned change, the level of investment required, and the target outputs and outcomes.

The programme templates for the Black Country Strategic Economic Plan were devised using Core Assessment Criteria as provided in the HM Government document entitled; Growth Deals: Initial Guidance for Local Enterprise Partnerships. To ensure the Black Country plan is a robust strategy for future local growth, it has been based around three core themes, as per Government guidance. These themes are:

**A – Ambition and rationale for intervention for the local area** - Within this theme the SEP has integrated evidence from a Black Country business with a list of strategic objectives and barriers for growth. Analysis has been provided relating to the scale of the challenge associated with each programme, including a baseline scenario and ambitions for future growth. A description of how the intervention will address the challenge is also specified with a list of projects associated with delivery.

**B – Value for money** - Levels of investment including secured, unsecured and match funding with sources is listed for each programme. A full listing of project activities and their resultant outputs, outcomes and economic impact along with Asks and Offers from the LEP is detailed accordingly.

**C – Delivery and risk** - An accountable body is listed for each programme along with a lead officer and key delivery partners. A full list of aligned local and European activity with funding amounts is also provided.

We have systems already in place to ensure we deliver value for money. The EIU has developed a methodology for a cost-benefit analysis which draws on frameworks developed by PWC trialled in the City Deal process. The outputs from an activity are inputted and quantified/monetised into gross benefits. Using established additionality ratios and accounting for deadweight, displacements and leakage, the net benefits are calculated. We then can calculate the cost-benefit ratio based on the discounted net benefits and discounted public costs.

Longer term, the EIU will continue to maintain the evidence base and evaluate progress with the BCSEP. The Unit runs our unique Performance Management Framework, a dashboard of indicators to monitor progress against our vision and objectives. This information is reported to the LEP Board, ABCA and made available more widely such as at the Annual Stakeholders Conference to inform policy decisions. At a project level, as we

begin to implement the SEP, the EIU will continue its role maintaining the economic evidence base, monitoring and evaluating progress, & reporting on the economic impact of interventions.

In addition to the evidence provided through the EIU, the BCSEP draws on expert advice through the sub-groups we have established. For example, the Black Country Strategic Transport Board received and endorsed the recommendations of a report from an independent panel of experts identifying schemes that are both strategic in merit and deliverable within the 2015 to 2019 timeframe. On housing, a private sector LEP sub-group, including the major house builders and registered providers, is feeding into the BCSEP process looking at ways to unlock housing development

## 4.10 Programme Appraisal

The LEP Board has supported the need to develop a project appraisal process and set of protocols to develop an agreed approach to programme appraisal for the BCSEP which embraces a Multi Criteria Analysis (MCA). The techniques of project financial and economic analysis and impact assessment would support the BC LEP in choosing between projects where resources, both financial and human, are limited.

We have used multi-criteria analysis (MCA) to establish a preference between project options by reference to an explicit set of criteria and objectives. These would normally reflect policy/programme objectives and project objectives and other considerations as appropriate, such as value for money, costs, social, environmental, equality, etc. An MCA approach to appraisal incorporates multiple criteria and does not focus solely on monetary values. MCAs would require “scoring and weighting” of the relevant criteria reflecting their relative importance to the objectives of the project. In constructing a multi criteria analysis scorecard and determining the weightings to be given to criteria the aim should be to achieve an objective appraisal of project options and consistency in decision making.

The main steps in the MCA process include:

1. Identifying the performance criteria for assessing the project
2. Devising a scoring scheme for marking a project under each criterion heading
3. Devising a weighting mechanism to reflect the relative importance of each criterion
4. Allocation approach to scoring each investment option for each of the criteria
5. Documentation approach to capturing the rationale for the scoring results for each option
6. Calculating the overall results and test for robustness
7. Reporting processes and interpretation of the findings

## 4.11 Equalities

The LGF, in conjunction with our wider City Deal and EUSIF proposals, will deliver an economic growth agenda which is pro-actively inclusive of disadvantaged communities. Equality Monitoring will form part of routine monitoring procedures; however this will be within the context that individual projects are working.

We are keen to try and avoid repeated and unnecessary “form filling”, therefore the approach to be used will be based on a continuing development of the relationship between a range of partners. There will be data sharing protocols that need to be developed, consulted upon and implemented in order to ensure that duplicative and uncoordinated monitoring systems are streamlined and linked.

A variety of tools will be used to undertake equalities impact assessments of our programmes. Equalities analysis reports will be factored into the monitoring returns, with the Governing Body receiving quarterly equalities updates. It will be the role of the Programme Director to analyse this information and identify any gaps or issues that need resolving to ensure that the overall programme is inclusive and effective at targeting a representative cross section of participants.

## 4.12 Marketing and Communications

Effective marketing and communication will be key to the success of the LGF. A comprehensive Communications and Engagement Strategy will be prepared and implemented before the project starts to ensure that the pilot is effectively and appropriately marketed.



The communications aspects of all projects will be developed and delivered by a range of partners and the utilisation of BCLEP branding will form part of this task. The diversity of residents requires that tailored messages are delivered in an appropriate and meaningful manner to specific groups with communications channels broken down into the three categories of electronic media; print media; and direct contact. In order to maximise the impact of these channels, a communications budget will be identified. This will be the responsibility of the BC LEP.

The first component to be launched, before the commencement of the programme, will be the Communication and Engagement strategy and additional information on the BCLEP website. This will fit in with the digital Inclusion agenda and the roll-out of the Black Country Broadband project.

#### **4.13 Risk Analysis**

We have developed a risk register which identifies the key threats to the BCSRG at this point. Describing them, classifying their potential probability and impact, outlining existing controls, any action required and rating the risk based on those characteristics. It is likely that other risks will be identified as the programme develops while others will recede. Awareness and swift action will be key. This register will be regularly updated and initially reported on quarterly, subject to review at the end of the first year. Its oversight will be the responsibility of the Accountable Body supported by the Programme Director.

## 5 Statement on West Midlands LEPs joint working

### West Midlands LEPs

#### Enabling Global Manufacturing Competitiveness, Capacity and Innovation

The Midlands and the West Midlands in particular is England's manufacturing heart, home to a critical cluster of the UK's most important and biggest manufacturing businesses and leading centres of advanced engineering research with 4 of its LEPs (The Black Country, Coventry & Warwickshire, Greater Birmingham and Stoke-on-Trent and Staffordshire) alone accounting for 1 in 8 of all of the manufacturing jobs in England.

The area is at the centre of one of England's biggest interconnected manufacturing supply chain cluster covering a spectrum of different manufacturing and engineering sectors associated support services supplying internationally renowned volume producers. In particular, the automotive and aerospace supply chain is a dominant feature of this landscape.

In terms of aerospace the Midlands aerospace supply chain is made up of 400 core high-technology manufacturing supply chain companies and institutions consisting of 40,000+ largely high skilled well paid technology and manufacturing jobs.

The West Midlands makes up just over 60% of this Midlands based cluster and is organised around the companies Aero Engine Controls, Goodrich, Moog and Meggitt, in Birmingham, Wolverhampton and Coventry, which supply electro-mechanical systems to control aircraft moving parts wing flaps and slats, landing gear, wheels and brakes to aircraft makers like Airbus, BAE Systems and Boeing, and similar control systems to Rolls-Royce and engine makers across the globe. At the base of the supply chain, the West Midlands hosts the UK's specialist aerospace materials producers including Alcoa (aluminium) and Timet (titanium) in Birmingham and Special Metals Wiggins (specialised alloys) in Hereford.

The other hub in the Midlands is centred on the civil aerospace operations at Rolls-Royce, the world's second largest manufacturer of aircraft engines, in Derby.

In terms of automotive the West Midlands supply chain is made up of many high-technology manufacturing supply chain companies and institutions consisting of 80,400 largely high skilled well paid technology and manufacturing jobs which represent 30% of the total jobs in England across the automotive supply chain. Taking the example of Jaguar Land Rover, 25% of their purchasing spend is West Midlands based representing £3bn of spend in 2012/13 and this is growing at 15-20% per year.

This agglomeration (clustering) effect – the concentration of people and businesses within a defined area – is having an increasing impact on the area's economic performance. The development of this manufacturing and engineering cluster allows businesses to derive competitive / productive benefits from locating together forming locational advantages such as access to a pool of skills and talent, specialised supplies, networks, research and expertise etc.

Against the backdrop of the renaissance of manufacturing and the increasing trend for businesses to reshore manufacturing capacity back in England there is now a real opportunity to gain significant levels of additional economic growth and new jobs for the West Midlands.

The West Midlands LEPs are committed to pursuing this economic opportunity through their individual strategic economic plans (SEPs) by showing how they can work collaboratively together to help create the conditions to enable greater **manufacturing competitiveness, capacity and innovation** across the region leading to increased levels of economic growth and the creation of new jobs.

This is not a 'one-size fits all' collaboration but the SEPs will show how individually and collectively they can deliver in appropriate combinations on different elements of this work through their own SEPs towards achieving this objective. We are keen to ensure that the scope for developing this collaboration, where it is in the interests of businesses to do so, is pursued in our subsequent local growth deal negotiations, and that they include a wider West Midlands dimension.

The LEPs' individual SEPs will refer to pan LEP working where appropriate and this short statement summarises the scope of this collaboration in relation to the following 3 key areas of:

- ✪ Providing direct support in the areas of competitiveness, capacity and innovation to the supply chain particularly in the areas of aerospace and automotive.

- ✳ Providing finance to help to fund manufacturing businesses become competitive and innovative and to expand capacity.
- ✳ Providing better connectivity for trade to flow across our manufacturing supply chain through improved transport links.

Other areas in which collaboration is taking place between LEPs in the West Midlands are:

- ✳ The low carbon economy (Black Country, Coventry & Warwickshire, Greater Birmingham & Solihull, the Marches, Stoke-on-Trent & Staffordshire and Worcestershire).
- ✳ Inward investment support and the visitor economy (Black Country and Greater Birmingham & Solihull).

### **Providing Direct Help and Support to the Manufacturing Supply Chain**

At the core is a desire from at least 4 LEPs - Black Country, Coventry & Warwickshire, Greater Birmingham & Solihull and Stoke-on-Trent & Staffordshire to develop a pan-LEP offer which will build on the establishment of individual growth hubs (three of which are funded through the Lancaster University RGF4 project), The aim being to enable a more comprehensive and joined up package of support to such businesses and better utilisation of the area's business growth support, knowledge and innovation assets.

The focus of the pan West Midlands LEP work:

- ✳ Exploring the potential for the growth hubs to **share services / back office** functions and costs including ICT and CRM systems, marketing and events and key staff.
- ✳ The development of a **shared new business plan across the network of expertise across the region** allowing for the sharing of expertise for such areas as product development, including the development of schemes such as innovation vouchers and dedicated account management.
- ✳ To develop a **supply chain support programme**, including awareness raising of supply chain opportunities (e.g. linking businesses with OEMs), action to help businesses to utilise existing support services from a wide array of manufacturing focused services and assets, training access to skills advice / support and export advice.

Given the economic geography of the area, and overlap of the GBS LEP in the north and south of its area with two other LEPs, it would make sense for the LEPs to explore how much of a Growth Hub can be shared, but hiding the wiring, to offer a simplified and better access point for business while reducing delivery costs. This possibility should be based on the following principles:

- ✳ Distinctive local growth Hub brands for each LEP.
- ✳ Agreement to share information as to the design and procurement process of CRM systems
- ✳ Agreement on key data features and operational requirements to aid inter-operability and sharing of business data and market intelligence.
- ✳ Agreement to hold common databases and to share business data across LEPs subject to confidentiality.
- ✳ Agreement to promote events across the LEPs.

### **Providing Finance**

Getting funding in the current climate is a key barrier for many companies seeking to extend along the value chain and exploit supply chain opportunities of the type that are available in the West Midlands.

GBS, Black Country and Coventry and Warwickshire LEPs are collaborating with Liverpool LEP on the Advanced Manufacturing Supply Chain Initiative (AMSCI) through the provision of Regional Growth Funding (RGF). There is also grant funding from the £20m West Midlands Green Bridge Fund.

In addition, there are three funding schemes which are about to be launched – a national Tooling Fund (£12m of RGF), a West Midlands Mezzanine Fund (£7m RGF) and a GBS LEP Loan and Equity Fund which together with their respective private sector co-investment partners will contribute towards the funding of manufacturing businesses.

The six West Midlands LEPs are committed to creating a regional JEREMIE type Investment Fund of at least €125m, this being made up of Advantage West Midlands legacy funds, contributions from each LEP from its ERDF component of its European Structural & Investment Fund and securing an additional €50m from the European Investment Bank.

### **Transport**

Transport is a top priority for pan LEP working in the West Midlands. Not only is it important for its own sake but an effective transport infrastructure is particularly important to this supply chain as it allows the important movement of goods and the delivery of services both across England as well as on an international basis where there is a heavy reliance on reliable and quick supply logistics.

The area sits at the apex of an extensive national and international transport infrastructure and the six LEPs are determined to ensure that it does not become a transport bottleneck and to maximise the potential impact of HS2. The links are reinforced by the motorway network, the rail network (which will be transformed by HS2) and the importance of accessibility to a network of airports including Birmingham.

Pan LEP work is already well advanced and includes the following examples:

- ✳ Transport – Airport lobbying and formal response to the Aviation Policy Framework consultation.
- ✳ Joint work around national connectivity/regional centre connectivity including the M6 Toll road.
- ✳ Engagement with Government departments such as DfT.
- ✳ RAF Cosford – Prospectus for Growth.
- ✳ Coordinated representation on the LEP Network (Peter Pawsey WLEP)

We have developed a pan LEP transport statement setting out our commitments alongside a number of asks of Government. Our objectives are to:

- ✳ Enable movement between key employment sites, ports and airports.
- ✳ Opening-up and enhancing the locational advantage of key employment sites.
- ✳ Provide good access to the area’s innovation ecosystem.
- ✳ Ensure that the motorway, trunk road and rail networks support the area’s main freight and logistics locations and movements.

We propose to do this by focusing on:

- ✳ The contribution to the economy of motorway junctions, managed motorways and better utilisation of the M6 toll.
- ✳ How HS2 connectivity and investment in electrification and rail freight can help move people and goods.
- ✳ The part played by local highway improvements in enabling businesses to access the workforce and the strategic network.
- ✳ Identifying the critical investments that open up key sites.
  - Our investment asks of government include:
- ✳ Support for the principles underpinning the “HS2 West Midlands Local Connectivity Package”.
- ✳ Prioritising investment in rail electrification in the West Midlands (for example the Wolverhampton to Shrewsbury line) and the “Midlands Connect” rail package.
- ✳ Extending the “Managed Motorway” to the remaining sections of the motorway box.

Our joint asks as six LEPs are:

1. Multi-year allocations and flexibility to help deliver transport priorities.
2. Joint working with Government to realise the full benefits of the M6 Toll, enabling the M6 to perform its strategic function.
3. Active support for the West Midlands rail devolution proposal, including integration with the London Midland franchise.
4. A stronger direct input to the Highways Agency’s investment programme.

## Governance

As LEPS, Chairman and officers meet on a formal basis enabling a coordinated response to key issues locally and nationally. On the newly created West Midlands ITA, LEP Chairman sit in partnership with local authority Leaders.

**Note – please see attached Cross LEP Transport Statement.**

## 6 Priority Project Outlines

### Strategic Programmes to Improve Black Country Business Competitiveness

Programme	B1 – A Supply Chain Fit To Supply										
<b>Project:</b>	SEP B1 - <a href="#">Growing Priority Sector Regional Growth Fund</a> Sarah Middleton; Black Country Consortium										
<b>Project Outline:</b>	The project will provide grants to businesses with 'oven-ready' projects that create new jobs but can't proceed without adequate finance. The programme will support companies in the priority sectors with grants available for capital investment in plant, machinery & property.										
<b>Project SMART Objective:</b>	This project will leverage over £162m of private sector funding, with match funding for a 3 year project to run between 2015-2018 through providing grants of between £10k and £1m to supply chain companies with 'oven-ready' projects in order to create 750 new jobs and safeguard 750 existing jobs.										
<b>Project Need:</b>	<p>Businesses have told us that one of the main barriers to growth is accessing finance (Source: Black Country Business Survey and Research on Fast Growth SMEs). Companies across the Black Country supply chain are reporting an increase in new customer orders and enquiries being received from new markets, which along with marked increase in current sales, is pushing companies to grow.</p> <p>Black Country Companies need to:</p> <ul style="list-style-type: none"> <li>❖ Satisfy demand and orders.</li> <li>❖ Be ready for the future market – have the skills, infrastructure and supply chain in place to maximise growth for the Black Country.</li> </ul> <p>In a recent survey carried out by partners supply chain companies told us they were facing a situation where they are struggling to meet the demands from the market. The legacy of the recession has damaged their credit, reduced their staff and halted investment in to premises and equipment, and as such limiting or preventing the business from achieving its potential, due to them not being able to access necessary finance. Growing priority sectors aims to remove this barrier by providing companies with grant aid that will enable them to realise their growth ambitions and in doing so provide much needed job creation to the Black Country.</p>										
<b>Strategic Case</b>	In line with the Black Country Performance Management Framework strategic objectives to increase GVA by £5.8bn and increase jobs by 45,000 by 2021 and supporting priority sectors.										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>❖ Working with the 5 other LEPs across the West Midlands, Financial Engineers Instruments (FEI) have developed via the EU Structural Investment Fund. This will include the improved provision of equity and debt funding to SMEs, but not grant funding. Therefore this scheme would be complimentary rather than duplicating anything being offered through FEI via ERDF.</li> <li>❖ £3.1m Regional Growth Fund to establish Black Country Growth Factory which will offer SME access to a range of services to help, expand, promote and support their businesses. This product would be part of the Growth Factory offer.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	<p>A Supply chain that is unable to grow and meet current demand or future demand due to being unable to access finance. Loss of jobs to the UK</p> <ul style="list-style-type: none"> <li>❖ 1,500 jobs that cannot be safeguarded, and are lost to competitors are overseas.</li> <li>❖ 1,500 jobs created overseas where investment and access to finance is cheaper and more readily or where publically-backed funding is provided. Over 1,000 indirect jobs lost as overseas supply chains seek to utilise supply chains closer to them.</li> <li>❖ Lack of Inward Investment.</li> </ul>										
<b>Commercial Case – evidence of demand</b>	<p>There are currently four Regional Growth Fund schemes operating the Black Country, all of the schemes have a requirement of spend by March 2015. Whilst two of the programmes are run only in the footprint of the Black Country, there are two that are available for regionally. These schemes (Green Bridge and Advanced Manufacturing Supply Chain Initiative) have had disproportionately high take-up from Black Country companies, further demonstrating the need for this type of scheme.</p> <p>Since starting to prepare bids for Regional Growth Fund 3 in 2012, the Black Country LEP began to collate demand for funding from businesses who contacted the LEP directly. This consist of over 500 companies who have growth plans either now or over the next 5 years, but without the support or grant funding cannot take these projects forward-demonstrating significant evidence of demand. Companies on the database have funding requirements of over £70m that they indicated would support £290m of private investment, creating and safeguarding over 4,800 jobs.</p>										
<b>Financial Case</b>		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
<b>£m</b>	Funding Source:										
	BCLGF (Pre-Committed)								Jobs	620	1,500
	BCLGF (Competitive)	£5	£5	£5				£15	Houses		
	Other Public Source:								Business Assist	17	100
	Private (own funds)								Learner Assists	11	35
	Private (3rd party)	£13.5	£13.5	£13.5				£40.5			
	Total	£18.5	£18.5	£18.5				£55.5			

<b>Programme</b>	<b>B1 – A Supply Chain Fit To Supply</b>
<b>Project:</b>	<a href="#">SEPB2 –Science, Technology and Prototyping Centre</a> Project Lead: Nigel Babb; University of Wolverhampton
<b>Project Outline:</b>	Development of circa 2,839m <sup>2</sup> lettable business space comprising high quality managed office space as well as dedicated and/or shared workspace and laboratory/testing space to facilitate prototype and R&D activity, supporting growth in the Black Country Enterprise Zone and the wider region.
<b>Project SMART Objective:</b>	The provision of physical infrastructure to support business development and operation will help to reduce the current Black Country output gap of £7.8bn by supporting the creation of new businesses and growth of existing businesses, leading to increased competitiveness and productivity for the region. In addition it will also contribute indirectly by: retaining graduates in the area (reversing a trend for net graduate migration); diversify employment opportunities; increasing employment rates and the average earnings thereof; raising city and resident / worker aspirations; etc.
<b>Project Need:</b>	<p>This project will provide the demand side infrastructure required to encourage knowledge led growth in the Black Country economy. With recent investments in the i54 Enterprise Zone and continued importance of the Advanced Manufacturing Sector to the region there is a need to provide supply chain support to maximise benefit for local firms. One resource lacking in the Black Country is the availability of laboratory and prototyping space required in today's economy to capitalise on speed to market/first mover advantages – too often our firms end up followers not leaders.</p> <p>Currently the University of Wolverhampton Science Park houses some 75+ companies employing approximately 600 people, but its impact on the economy is inhibited as does not have the flexibility of space to support tenants wishing to expand or test and prototype new product ideas to capitalise on market/first mover advantages; relocation outside the area often being the only solution.</p>
<b>Strategic Case</b>	<p>In line with the Black Country Performance Management Framework strategic objectives to increase GVA by £5.8bn and increase jobs by 45,000 and increase business births by 2021 and supporting priority sectors in priority spatial locations in line with our Core Strategy.</p> <p>The Black Country Growth Strategy identifies those areas where action is most important to create more jobs and secure economic growth. In relation to this project these include supporting innovation at our major science and business parks; using supply chains as a way of building business commitment to skills and growth; strengthening our work to secure inward investment; building a close relationship with our top 600 companies; developing a more entrepreneurial culture and doing even more to raise our skills levels. This projects meets all these objectives.</p> <p>The success of the Science Park to-date is also its main downfall, occupancy rates in the 80-85% range means there is not a lot of flexibility in the size and type of remaining offices available for new incoming tenants and the expansion of existing tenants. The provision of additional (and different) space via this project will significantly reduce / eliminate this problem. The provision of modern prototyping and laboratory space will help to support the growth of existing Science Park tenants who already use limited and basic laboratory / workshop facilities on a licence basis in the Technology Centre. Provision of superior and a greater number of laboratory spaces will help to attract more science based businesses to the park, raising the per head GVA output into the local economy and increasing demand for highly skilled and qualified graduate workforce, helping to retain those graduates in the area. The increased capacity will lead to an increase in the critical mass of technology related businesses on site. Careful design of the new facility along with resources within the existing facilities (e.g. visualisation Centre) will create a greater collaborative environment to facilitate knowledge transfer and innovation between tenant firms across the site and region.</p> <p>Any alternative solution to the problem 'off site' will not benefit from the co-location benefits above, nor the collaboration opportunities with the current critical mass of existing tenant firms on site, or good reputation as a business location built up over a number of years operation. Additionally, non-University project applicants will not have direct access to the wider benefits available from the University such as: academic subject area expertise, supply of graduates, access to complementary facilities, etc.</p> <p>The University operates several enterprise models to cater for different needs. At the Science Park start-ups in the Creative, ICT, Technical sectors receive support and subsidised accommodation via the SPARK Business Incubation Centre. Graduates (from across the region not only Wolverhampton) are supported via the SPEED project, which has helped support over 100 of our own graduate firms, and provides facilities in the SPACE, a dedicated graduate incubation area in the Technology Centre. Entrepreneurs within the digital sector are supported via the Launch-Pad within the e-Innovation Centre at the Telford Innovation Campus and a gym-membership rent-a-desk model supports Walsall graduates at the Talent Navigator Enterprise Hub in partnership with other public/private partners. As these young companies grow they will need additional support and are a captive market for access to the extended facilities available at the Science Park.</p>
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>✪ The Black Country Enterprise Zone – 120ha multi-site enterprise zone attracted key companies in our target sectors.</li> <li>✪ £3.1m Regional Growth Fund to establish Black Country Growth Factory which will offer SME access to a range of services to help, expand, promote and support their businesses. This product would be part of the Growth Factory offer.</li> <li>✪ The University is investing circa £21M into its new Science Centre to help support the STEM skills shortage in the region and as such help on the supply side.</li> </ul>
<b>Impact of Project Not Proceeding:</b>	Without external funding market failure still exists and the development would not proceed. The current Black Country Competitiveness Barometer clearly shows the need for more action to close the output gap. The University is investing circa £21M into its new Science Centre to help support the STEM skills shortage in the region and as such help on the supply side of the equation. To ensure these higher skilled and employable graduates do not add to the current net export of graduates from the region we need to support the demand side of the equation by providing entrepreneurs and businesses with the infrastructure to grow their businesses to utilise these skills and retain the associated GVA in the local / regional economy. Therefore doing nothing is not an option.

<b>Commercial Case – evidence of demand</b>	<p>The University of Wolverhampton Science Park was originally opened in 1995, expanded in 2000 and again in 2004. The combined occupancy level of all 3 phases is currently 85% and even in the depths of recession only reduced to 70%. For all developments there was a significant element of latent demand generated that no market research could clearly identify before the construction was started. As such part of the evidence of demand arises from the current high and sustained levels of demand for existing accommodation; the need in modern business for speed to market of new products and the need for infrastructure to support higher value employment opportunities.</p> <p>In addition, the Expansion Study (2013) identified the following:</p> <ol style="list-style-type: none"> <li>i. Strong support for science park related developments that boost formation rates, levels of entrepreneurship and cluster R&amp;D efforts in higher value sectors.</li> <li>ii. Need to differentiate the offer from other science and technology park provision – competitors have high occupancy too. indicating a generic level of demand. Differentiation is key due to relatively high level of cheap/poor office stock available around the city.</li> <li>iii. Demand is apparent but will require marketing and business development to convert into enquiries.</li> <li>iv. Demand from R&amp;D intensive and technology rich firms in sub-region are limited and unlikely on their own to fill the centre.</li> <li>v. Large potential for exploitation of University’s business engagement activities to create additional demand.</li> </ol>										
<b>Financial Case</b> <b>£m</b>	Funding Source:	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
	BCLGF (Pre Committed)								Jobs	14	64
	BCLGF (Competitive)	£2.79	£2.04	£0.05				£4.88	Houses		
	Other Public Source:	£2.25	£2.04	£0.05				£4.34	Business Assist		20
	Private (own funds)	£0.79						£0.79	Learner Assists	6	12
	Private (3rd party)										
	<b>Total</b>	<b>£5.82</b>	<b>£4.08</b>	<b>£0.10</b>				<b>£10</b>			



<b>Programme</b>	<b>B1 – A Supply Chain Fit To Supply</b>										
<b>Project:</b>	<a href="#">SEPB6 –People’s Power Station Demonstrator and Catalyst</a> Project Lead: Matthew Rhodes; Accord Housing										
<b>Project Outline:</b>	The project will provide grants to building owners to install smart control technologies and local energy storage systems, enabling the Black Country to create a critical mass of demand for smart grid technologies and services faster than other regions. This will attract inward investment and give local businesses first mover advantage in this rapidly developing global market.										
<b>Project SMART Objective:</b>	This project will leverage in a minimum of £2.5m of innovation investment and attract at least 10 new construction and infrastructure delivery businesses to the Black Country by 2016.										
<b>Project Need:</b>	<p>The investment will unlock the opportunity for Black Country construction SMEs to gain first mover advantage in the rapidly growing (30% p.a.) £3 bn UK smart grid market. There are 500,000 households and 31,000 businesses in the Black Country, spending over £1.5bn a year on fuel to power and heat their buildings. The local investment opportunity alone exceeds £1bn, and this will only be unlocked by a concerted effort working from individual engagement at property level, supported by strategic support from the local distribution network operator (Western Power Distribution).</p> <p>This project will make the Black Country a particularly attractive location for innovative and entrepreneurial SMEs and spin outs from Universities, creating optimum conditions for building a cluster of high growth businesses across the region.</p> <p>It will also address specific barriers to growth identified by business in the Black Country – the cost of fuel and power (SEP p37) and low business birth rates (p40)</p>										
<b>Strategic Case</b>	In line with Black Country Green Growth Plan the objective to create 645 jobs in this sector and attract more than £1bn of investment. It supports SEP objectives to raise average incomes to the national average and transform the environment.										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>⊗ Accord ERDF Smart Grid and Retrofit Project (£3m)</li> <li>⊗ Collaborative BC-based bids to the Technology Strategy Board for £5m of localised energy solutions development funding</li> <li>⊗ BC Green Growth Team with a pipeline of projects to develop and support the People’s Power Station</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	Lack of access to high growth markets for construction SMEs; continued high incidence of fuel poverty and individuals trapped in low income, high cost environments; SMEs focused on innovation and enterprise locate in more attractive end user markets.										
<b>Commercial Case – evidence of demand</b>	<p>Major companies such as IBM and E.ON are investing heavily in Smart Grid Technologies, but their business models are challenged by technologies which only work effectively if ownership and control is taken by individual building owners and occupants, as encouraged by this project. The activities of companies such as these demonstrate that this market is at an ideal point for suitably-located regions with high density of buildings and good construction skills to offer themselves as initial deployment locations, offering mutual economic advantages.</p> <p>Western Power Distribution is a key stakeholder as the monopoly provider of the current grid infrastructure, and they are fully-supportive of the project. The People’s Power Station project concept has already attracted interest from all three of these businesses. In addition, interest has been expressed by other innovators and entrepreneurs in the sector seeking demonstration and deployment locations for their technologies. A survey by Encraft of individual customer attitudes to smart grid in the West Midlands, carried out in February and March 2014, found 88% of respondents would welcome innovative products and services in this sector.</p>										
<b>Financial Case</b>											
<b>£m</b>		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
Funding Source:											
BCLGF (Pre-Committed)									Jobs	213	1,280
BCLGF (Competitive)	£0.50							£0.50	Houses		
Other Public Source:	£1.50							£1.50	Business Assist	40	52
Private (own funds)	£0.05							£0.05	Learner Assists		
Private (3rd party)	£0.95							£0.95			
Total	£3.00							£3.00			

## Strategic Programmes to Raise Employability, Education and Skills

<b>Programme</b>	<b>P2 –Skills Capital</b>										
<b>Project:</b>	<a href="#">SEPP2 - Advanced Science, Engineering &amp; Technology in Halesowen college</a> Project Lead: Keith Bate; Halesowen College										
<b>Project Outline:</b>	Higher Apprenticeship and Advanced Skills Training Investment to Science, Technology and Engineering.										
<b>Project SMART Objective:</b>	Creation of additional capacity to deliver a further 250 higher level apprenticeships in science, engineering and technology plus targeted advanced learning pathways in skill shortage areas to meet needs of employers set out in the Black Country Strategic Economic Plan. Halesowen College will contribute premises as a basis for refurbishment.										
<b>Project Need:</b>	This project will support the LEP priorities including advanced manufacturing and the development of sustainable low carbon economies. It will respond to the apprenticeship reforms by working closely with local employers in order to focus on advanced and higher apprenticeships in digital media, science, engineering, IT and business. New frameworks including advanced engineering will be introduced to accompany the existing offer. Work based training through traineeships, apprenticeships and distance learning models will support both large companies and SMEs in developing skills to maximise opportunities in the national and international supply chains and build capacity. The range of apprenticeship frameworks and other learning programme support the transformational sectors identified by the LEP notably advanced manufacturing and environmental technologies.										
<b>Strategic Case</b>	In line with the Black Country Performance Management Framework strategic objectives to reduce the number of people with no qualifications by 19k and increase number of people with degrees by 32k by 2021 and deliver an additional 1,500 HVM apprenticeships.										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>✪ City Deal focused on the creation of 5,800 new manufacturing jobs in 4 years, at least 1,500 additional high value manufacturing apprenticeships and an investment of £18m from HVM employers in apprenticeships;</li> <li>✪ Skills Factory – a UKCES funded pilot project to address the skills shortages in the HVM sector.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	Delay in the achievement of the outcomes highlighted above and an adverse impact on the wider community and the local economy.										
<b>Commercial Case – evidence of demand</b>	<p>Significant consultation with stakeholders that has already been undertaken and includes:</p> <p>Heads of Sixth Forms regarding apprenticeship progression routes for Year 13 leavers and a range of Local manufacturing/testing companies: employers confirm the acute skills shortage in the sector and welcome the initiative. Some of the stakeholders already consulted include:</p> <ul style="list-style-type: none"> <li>✪ Exova is one of the world’s leading testing groups, trusted by organisations including Boeing, Rolls Royce, Nasa.</li> <li>✪ BP and Ford to test and advise on the safety, quality and performance of their products and operations.</li> <li>✪ Eurofins Scientific is a leading international group of laboratories with over EUR 1.1 billion annual sales and over 15,000 employees with more than 190 laboratories in 37 countries.</li> </ul> <p>Sterling Power Group specialise in engineering services for the utility and wider markets. They have capabilities covering consultancy, design, build, installation, maintenance and replacement of both Distribution Network Operators (DNOs) and Private, Commercial network’s electrical assets and infrastructures. Sterling also has areas of expertise in the mechanical installation and renewable energy sectors and is at the forefront of all major changes and challenges that face the energy industry. This national engineering company has a Head Office in Halesowen and employs Higher Apprentices in Computing from Halesowen College.</p> <p>All three of these companies have good practical training facilities to complement the excellent learning environment planned at the Institute.</p>										
<b>Financial Case</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>	<b>Economic Case</b>	<b>2015/16 Outputs</b>	<b>Total Outputs</b>
<b>£m</b>	Funding Source:	6	17	18	9	20	21				
	BCLGF (Pre-Committed)								Jobs	31	188
	BCLGF (Competitive)	£1.06						£1.06	Houses		
	Other Public Source:								Business Assist	43	255
	Private (own funds)	£1.87	£1.25	£0.88				£4.00	Learner Assists	96	575
	Private (3rd party)	£0.25						£0.25			
	<b>Total</b>	<b>£3.18</b>	<b>£1.25</b>	<b>£0.88</b>				<b>£5.30</b>			

<b>Programme</b>	P2 –Skills Capital										
<b>Project:</b>	<a href="#">SEPP3 -DUDLEY ADVANCE PHASE 2</a> Dudley Learning Quarter (Centre for Advanced Building Technologies and Construction Skills (CABTech) Project Lead: Lowell Williams; Dudley College										
<b>Project Outline:</b>	To create a new inspirational facility to meet the priority needs and to regenerate Dudley town centre. CABTech will be established and will support the development and expansion of training opportunities in advanced building and construction skills with an emphasis on Building Information Modelling (BIM) technologies, comprising of approximately 4,427m <sup>2</sup> new teaching and workshop facilities.										
<b>Project SMART Objective:</b>	CABTech will provide over 170 skilled trainees per annum meeting needs of companies in one of the five key transformational sectors in the Black Country.										
<b>Project Need:</b>	<p>The emergence of BIM will be mandated on Government projects from 2016 onwards. Thus there will be a very strong demand across the whole construction industry for young people with good craft skills and knowledge and training in BIM and Integrated Project Delivery. CABTech will be the first centre of its kind to combine core craft skills with increments of collaboration, integration and BIM facilitation.</p> <p>Structured conversations with members of the West Midlands Construction Hub. Significant fracture line between designer-led BIM, frequently "lonely BIM" as described by the then Chief Construction Adviser, Paul Morrell, and the contracting marketplace. Frequent barriers to exploiting BIM are cited as:</p> <ul style="list-style-type: none"> <li>❖ The BIM is incomplete.</li> <li>❖ It costs more to implement BIM than traditional bidding with drawings and specification.</li> <li>❖ We don't have a supply chain that can use BIM.</li> <li>❖ The wrong software is being used.</li> </ul>										
<b>Strategic Case</b>	Construction (Building Technologies) and Environmental Technologies are each identified as one of five transformational sectors in the BC SEP. CABTech will provide an exemplar of a high performing energy efficient space to use as an exemplar in promoting both new build and retrofit "nearly zero energy" (and hence low carbon) buildings. This project is in line with Black Country Performance Management Framework strategic objectives to increase GVA by £5.8bn (on top of existing £1bn GVA contribution of the sector).										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>❖ Total investment of £38m in the Dudley Learning Quarter comprises Dudley Advance, Dudley Enhance, Dudley Sixth and Dudley Evolve, all of which are directly aligned to LEP priorities.</li> <li>❖ City Deal focused on the creation of 5,800 new manufacturing jobs in 4 years, at least 1,500 additional high value manufacturing apprenticeships and an investment of £18m from HVM employers in apprenticeships.</li> <li>❖ Skills Factory – a UKCES funded pilot project to address the skills shortages in the HVM sector.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	In the absence of BCLGF funding the project will not proceed. The implications of this are that the significant outputs detailed below will not be achieved.										
<b>Commercial Case – evidence of demand</b>	<p>On behalf of CABTech, the Chairman of the Midlands Built Environment Hub, which is linked to Constructing Excellence, has spoken with most of the major construction related, project delivery companies in the region and their supply chain partners. These companies include Carillion, Stepnell, Skanska, Interserve, Thomas Vale/Bouygues, Wilmot Dixon and many others.</p> <p>Detailed letters of support have been provided. All recognise the urgent need for a capable workforce which can deliver transformational change in the next decade. Construction firms must be able to recruit, retain and develop a skilled, knowledgeable and committed workforce to meet the increasing demand for construction. The demand for craftsmen is currently strong and will get progressively stronger over the next years. Government will mandate BIM for all centrally procured contracts from 2016. To meet this challenge, industry will put a significant premium on craftsmen with BIM experience and skills - they will be able to deliver more sustainable buildings, more quickly and efficiently. BIM is also critical to the successful implementation of a wider, off site, manufacturing strategy.</p>										
<b>Financial Case</b>		2015/	2016/	2017/	2018/	2019/	2020/		Economic	2015/16	Total
<b>£m</b>	Funding Source:	16	17	18	19	20	21	Total	Case	Outputs	Outputs
	BCLGF (Pre-Committed)								Jobs	405	1,680
	BCLGF (Competitive)	£7.38	£1.30					£8.68	Houses		78
	Other Public Source:	£4.78						£4.78	Business Assist	310	1,430
	Private (own funds)	£35.6	£0.62					£36.21	Learner Assists	650	3,250
	Private (3rd party)		£0.10					£0.10	Others		
	Total	£47.76	£2.01					£49.77			

<b>Programme</b>	<b>P2 –Skills Capital</b>										
<b>Project:</b>	<a href="#">SEPP5 –Growing training and skills provision – Automotive &amp; Engineering Centre &amp; Building Technologies and Construction Centre with BMet</a> Project Lead: Julie Nugent; Birmingham Metropolitan College										
<b>Project Outline:</b>	To build and establish a world class training and education facility that will provide the programmes of learning and skills acquisition that the engineering, manufacturing and the automotive industries require in the Black Country. Training facilities will include Computer Integrated Manufacturing, CNC Machining, Welding and Toolmaking, Mechatronics, Transport Technologies and Automotive specialising in high value processes. Also to build a Building Technology and Construction Centre housing wet trades utilities, plumbing and gas training and assessment centre. The centre will also respond as the take up of Building Information Management (BIM) expands. BCLGF investment will enable the building of new teaching and workshop facilities at the BMET Stourbridge Campus as part of our overall drive to raise standards in teaching and learning.										
<b>Project SMART Objective:</b>	Modelled in association with Jaguar Land Rover and its supply chain the new facility will deliver and house: A Just-in-time training model; A dedicated Advanced Manufacturing Traineeship and Apprenticeship programme; Up-skilling the existing workforce and the unemployed; Graduate recruitment campaign; An additional package of SME support; A supporting package of skills and management training; central team of expert skills providers and A Construction Centre ready the growth in opportunity the HS2.										
<b>Project Need:</b>	At a recent event hosted by Birmingham Metropolitan College with JLR and its supply chain, highlights of the event report said:” The region is already facing a significant skills challenge - with several Manufacturing SMEs reporting skills shortages in key areas which are impacting on their efficiency and their ability to grow. This situation is particularly acute in local supply chains and will be further exacerbated by the growth in JLR and other OEM businesses. The region needs to be able to respond positively to this demand which is why there is such an urgent imperative to increase the flow of skills in to this critical sector. JLR and other Advanced Manufacturing OEMs/First tier suppliers to develop and provide high quality training that is responsive to business needs. We will use the purchasing power and influence of OEMs to drive up demand across the supply chain – with OEM led seminars on new business opportunities that will stress the imperative to upskill. JLR have already committed their support to this approach – with a programme of activity targeted at the supply chain. This reflects their understanding that the lack of skills across the supply chain is already impacting on business performance and therefore economic growth.”										
<b>Strategic Case</b>	In line with Black Country Performance Management Framework strategic objectives to reduce the number of people with no qualifications by 19k and increase number of people with degrees by 32k by 2021 and deliver an additional 1,500 HVM apprenticeships. The Centre will help to grow the priority transformational sector of construction and building technologies which has £.5bn GVA growth target. It will be instrumental in creating jobs thus reducing the BCLGP target of 45,000. Specific work specifically with the unemployed will be mounted “what does happen to the 21,000 applicants that are unsuccessful in the JLR recruitment process.”										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>🔄 City Deal focused on the creation of 5,800 new manufacturing jobs in 4 years, at least 1,500 additional high value manufacturing apprenticeships and an investment of £18m from HVM employers in apprenticeships.</li> <li>🔄 Skills Factory – a UKCES funded pilot project to address the skills shortages in the HVM sector.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	The new motor vehicle and engineering centre form part of the BMET property strategy visions and plan. Should BCLGF investment not be made this would stall the plans for construction, thus leaving the college with parts of its estate at the Stourbridge campus below the BREEAM Excellent rating and unable to fully respond to the Governments desire that the effective delivery of skills should be in a learning environment which is fit for purpose and equipped with up-to-date equipment and machinery similar to that used in modern workplaces.										
<b>Commercial Case – evidence of demand</b>	Over 150 companies employ around 7,000 people in this sector and demand for skilled engineers is growing. These businesses make up a significant share of the supply chains for volume and premium brand cars as well as niche vehicles. Rimstock plc, based in West Bromwich is a world-leading manufacturer of alloy wheels for the Original Equipment and Aftermarket. They have the largest and most advanced design and manufacturing facilities of any wheel producer in the UK.  The quality and ingenuity of these products has meant it has been approved by and supplied product to at least 25 vehicle manufacturers, including Aston Martin, Ford, Jaguar Land Rover, Mercedes Benz, Opel/Vauxhall, Peugeot, Toyota and VW Group.										
<b>Financial Case</b>		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
<b>£m</b>	Funding Source:										
	BCLGF (Pre-Committed)								Jobs	55	330
	BCLGF	£6.00						£6.00	Houses		
	Other Public Source:								Business Assist	103	620
	Private (own funds)	£6.80	£0.40					£7.20	Learner Assists	500	3,000
	Private (3rd)	£2.00						£2.00			
	Total	£14.80	£0.40					£15.20			

<b>Programme</b>	<b>P2 –Skills Capital</b>
<b>Project:</b>	<a href="#">SEP P11 FAB KIT</a> Scott Upton (Sandwell College); Rob Colbourne (Performance Through People Training Ltd) (PTP); Colin Mills (In-Comm Training Service Ltd)
<b>Project Outline:</b>	<p>The three combined projects that form FAB KIT, they are Fab lab which is being led by Sandwell College, Performance Through People (PTP Training Ltd) and In-Comm Aldridge (In-Comm Training Services Ltd) will aim to achieve the following three aims:</p> <p><b>Fab Lab</b></p> <p>1.To enhance the training capacity and infrastructure through improved training provision of skills for the engineering / manufacturing / advanced digital technologies supply chain and associated toolmaking companies - this includes the upgrading of an existing facility which in addition to the training of apprentices will facilitate the:</p> <ul style="list-style-type: none"> <li>⊗ Multi-skilling of the existing workforce with new and enhanced technologies</li> <li>⊗ Increase the number of intermediate and advanced apprentice</li> <li>⊗ Up skilling the workforce in new product innovation</li> <li>⊗ Access to state of art equipment for delivery of bite size courses and modules of learning</li> <li>⊗ Delivery of HVM vocational skills to 14-19 year olds in schools, Key Stage 4 and 5 (“Qualifications for 14-16 Year Olds Performance Tables”)</li> <li>⊗ Unemployed customer delivery industry specific training</li> </ul> <p>2. The concept to build capacity to supply advanced manufacturing skills, environment, skills, advanced materials and technology to train and inspire people and entrepreneurs. The Fab Lab element will turn ideas into new products and prototypes by giving them access to a range of advanced digital manufacturing technology. The idea was conceived by renowned inventor and scientist Professor Neil Gershenfeld at the prestigious Massachusetts Institute of Technology (MIT).</p> <p><b>In-Comm Aldridge and Performance Through People</b></p> <p>3. Secure and fit up of training facilities at In-comm and Performance Through People will support the STEM agenda and meet the needs of the Advanced Manufacturing sector and , this will stimulate innovation, community involvement in manufacturing (aerospace, automotive and construction), enhances the profile of manufacturing, and supports local and national economic development.</p>
<b>Project SMART Objective:</b>	<p>The purchase of new and replacement machines: In-Comm Training, Performance through People, and Fab Lab Sandwell</p> <ul style="list-style-type: none"> <li>⊗ CNC Machines (2 Millers and 1 Lathe)</li> <li>⊗ Replacement training machines (5 millers and 5 lathes)</li> <li>⊗ SMX 2500 3 axis CNC Manual Bed Mill</li> <li>⊗ Pro TURN SLX 1630 Straight Bed</li> <li>⊗ CNC Vari Speed Lathe</li> <li>⊗ Chester Voyager Centre Lathe</li> <li>⊗ Chester Astra 3VS Super Turret</li> <li>⊗ Milling Machine Revolving Centre</li> <li>⊗ Tool Posts Welding Screens BLA014WSSS</li> <li>⊗ Nederman Fume Extraction</li> <li>⊗ SMX 2500 3 axis CNC Manual Bed Mill</li> </ul>
<b>Project Need:</b>	<p>Rt Hon Dr Vince Cable, Minister of State for Business “There is a wealth of creativity and entrepreneurial spirit in the UK, as demonstrated by the Fab Lab. It’s important we nurture this talent to give both people and businesses the added boost they need to turn ideas into real commercial ventures that support growth.”</p> <p>Overall, skill shortage vacancies now account for more than one in five of all vacancies (22%) up from one in six (16%) in 2009. Douglas McCormick, a Commissioner at UKCES and managing director of the UK rail business at Atkins, a design, engineering and project management consultancy said: “Whilst the rise in the number of vacancies is a good sign that the economy is recovering, there’s a real possibility that businesses might not be able to make the most of the upturn because they don’t have the right people.”</p> <p>Major companies, both UK and International are looking at the Black Country as a place to be, because of its proven supply chain base, its actual location within the UK and significantly its existing skill base. However, this last point will diminish and will not sustain the planned growth unless action is taken to develop a workforce having the necessary skills.</p> <p>By investing in an already well-established training facility the value for money will be immediately realised because of the existing customer base who will benefit immediately, as will their Apprentices together with employees who have been identified for development, within the Black Country region.</p> <p>It has been widely acknowledged at a national and international level, that the future economic growth of the UK lies in high-tech industries, and that a greater provision of Science, Technology, Engineering and Maths (STEM) subjects within educational institutions is necessary to ensure the highly skilled population required to drive this. The Black Country LEP City Deal has demonstrated the need to increase the uptake of STEM subjects in the sub-region to meet the demand for highly skilled workers in the future.</p>

<b>Strategic Case</b>	<p>The Fab Kit will contribute to the following BCSEP growth objectives:</p> <ol style="list-style-type: none"> <li>1. The creation of over 45,000 new jobs within the first six years of the SEP.</li> <li>2. A significant level of private sector investment in our priority sectors.</li> <li>3. Reduce the number of people with no qualifications by 19k and increase number of people with degrees by 32k by 2020.</li> <li>4. Creating a talent pool in the Black Country in order to increase interest from inward investors.</li> <li>5. Increase of additional high value manufacturing apprenticeships (at least 1500 through City Deal negotiations).</li> <li>6. Raise incomes to the national average (+£3,761 per working resident).</li> <li>7. Raising the business birth rate to 42 per 10,000 of population.</li> </ol> <p>The project is evidenced by the growth in engineering Apprenticeship numbers in our own organisation, we have seen a 100% increase in numbers in the last 12 months. There has been a 25% increase in the number of organisations that we are working with, that are part of the HVM supply chain. Attitude to growth within this employer base has become more positive, we have delivered two Traineeship programmes, securing employment/placement opportunities for each cohort.</p>											
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>⊗ EUSIF</li> <li>⊗ Black Country Enterprise Zone Skills Action Plan</li> <li>⊗ BC Enterprise Zone</li> <li>⊗ BC City Deal (HVM Apprenticeships)</li> <li>⊗ Black Country Skills Factory</li> </ul>											
<b>Impact of Project Not Proceeding:</b>	<p>Without investment from BCLGF then the projects will not proceed in it entirety and without securing BCLGF investment we will not be able to delivery HVM training as proposed</p>											
<b>Commercial Case – evidence of demand</b>	<p>Market interest has been measured by the number of enquiries we have received from employers in the sector that require specific skills training either for existing staff or have new vacancies for certain skill sets. Training providers have experienced a 50% increase in vocational training courses, and a 29.87% increase in Apprentice numbers in the last 12 months. In the last 12 months (Feb 2013–Feb 2014) we have seen an increase in engineering apprentices start programmes and this number of vacancies will increase significantly in mid-2014.</p> <p>Discussions with the Skills Factory have identified a need for customised training on specific machinery to up-skill elements of the local workforce. The audit of available training across the Sub Region conducted by the Skills Factory identified a number of gaps in available machinery; this proposal will bridge some of those gaps.</p> <p>“I feel it would be of an absolute benefit to not only us but the wider engineering community if In-Comm could bolster their equipment with CNC machines in order to train and develop not only the future workforce but the existing ones to. It is vital we can source our requirement locally and would support In-Comm in being our local provider.” (Jeff Bates – LODENT Precision)</p> <p>“As a company that have used your training services for over 25 years, we have always had an impeccable service from you and your knowledgeable well trained staff. However I feel I need to raise a problem in this region for the lack of CNC engineering training including programming and setting. I feel that a local training supplier such as In-Comm would be able to offer SMEs in the locale a great service if you were to purchase a number of CNC machines.” (N. Merrick, Managing Director, CPE Machining)</p> <p>“Fabrication workshops containing all the necessary design engineering and manufacturing equipment capable of supporting single user production of ideas from inception through to prototype.” (Neil Smith, The Manufacturing Institute).</p> <p>Group Training Association member firms asking us to install industry standard CNC machinery in order that existing and future workforce may be trained.</p>											
<b>Financial Case</b>	<b>£m</b>	Funding Source:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
		BCLGF (Pre-Committed)								Jobs	37	60
		BCLGF (Competitive)	£0.18						£0.18	Houses		
		Other Public Source:								Business Assist	22	204
		Private (own funds)	£0.32						£0.32	Learner Assists	40	310
		Private (3rd party)	£0.03						£0.03			
		<b>Total</b>	<b>£0.53</b>						<b>£0.53</b>			

## Strategic Programmes to Transform the Black Country Infrastructure and Environment

<b>Programme</b>	<b>PI1 – Employment Sites and Premises</b>
<b>Project:</b>	<a href="#">SEPPI2 – Bentley Lane</a> Project Lead: Simon Nielson; Walsall Council
<b>Project Outline:</b>	A key industrial development location requiring on site remediation works (to assist in addressing a viability gap) and off site infrastructure (road improvements). The site has known developer interest from a locally based national operation, whp planning significant business expansion.
<b>Project SMART Objective:</b>	The project is to remove physical development constraints, provide appropriate infrastructure, acquire land interests and provide grant where viability gaps exist to ensure that development is delivered.
<b>Project Need:</b>	<p>There is evidenced latent demand for industrial development opportunities on sites that are 5ha plus within the Black Country. This demand cannot be adequately accommodated through the current supply of ‘shovel ready’ sites within the region. There are several active inward investment enquiries which could feasibly be accommodated on the site, however as mentioned above Walsall Council are currently engaging with one particular end user who is considering this as an inward investment opportunity (for reasons of confidentiality the organisation cannot be named).</p> <p>Some of the main considerations which make this a potentially attractive opportunity include:</p> <ul style="list-style-type: none"> <li>✪ Located on a main road and less than a mile from the M6 J10.</li> <li>✪ Net developable area is in the region of 400,000sq/ft plus, resulting in a potential gross job creation figure in excess of 200 new jobs (500+ secured),</li> <li>✪ There is a willing land owner and an existing relationship with them coupled with known market interest in the site from a specific end occupier.</li> </ul> <p>The site has been vacant for a number of years and previous attempts to bring forward development have been unsuccessful because of development viability. Grant funding the remediation and access works can unlock the potential of this significant site, bringing brownfield land back into use, and deliver economic growth and job creation. At present, and based on the conclusions of the desk top surveys for the site, the end occupier interest is hampered by the viability gap between the costs of remediation and the end land value of the remediated site however grant funding to meet this gap could secure the estimated £30m private sector investment.</p>
<b>Strategic Case</b>	<p>BCLGF investment will address the abnormal costs associated with site remediation that currently make development for employment purpose unviable. Although the size and location of the site are attractive for industrial users the legacy of previous use has so far prevented the site being brought forward. Grant funding to support remediation will enable a shovel ready site to be presented to the market thereby resolving the longstanding site constraints.</p> <p>The focus of this OBC is the bringing forward of land for industrial development through the de-risking of an employment creating opportunity. The project will therefore contribute to the achievement of the BCSEP Growth Objectives and BC Performance Management Framework objectives through the following measures:</p> <ul style="list-style-type: none"> <li>✪ Increased number of local jobs</li> <li>✪ Increased total employment rate</li> <li>✪ Reduced number of people classed as workless</li> <li>✪ Raised the business birth rate</li> <li>✪ Increased amount of high quality employment land</li> </ul> <p>The present negotiations between the landowner and end occupier interest are being actively pursued as the end occupier wishes to open their new facility in 2016. Therefore the BCSEP aim; to maximise capital expenditure in 2015/16 can be achieved with this current proposal. With the benefit of funding from the LGF the end occupier can be reassured sufficiently to submit a planning application in 2014 and look to have consent in place no later than early 2015, enabling remediation works to commence on site thereafter.</p> <p>Relocation of the end occupier from their existing location will create new employment opportunities the investment will contribute to the recycling of the land supply within the Black Country and more pertinently help to further support the robustness of a key industrial area within Walsall.</p>
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>✪ A multi-specialist project team continues to engage with the land owners and identified end users facilitating discussions between the parties involved, advising on funding opportunities for site remediation, highways considerations and general project feasibility and development process.</li> <li>✪ This team continues to work hard in promoting Walsall and the Black Country as an investment location for this organisation.</li> </ul>
<b>Impact of Project Not Proceeding:</b>	Should the project not secure BCLGF funding it is likely that the market would be unable to demonstrate a viable scheme in this location. There would subsequently be a high likelihood that the site would remain vacant and not actively contribute towards the industrial land supply and continue to be an ongoing and costly liability for the owners. Prospective investors will therefore be more likely to focus outside the Black Country, further compounding the issues currently faced by the region. As such the site will not help support the creation of new jobs, increased inward investment, meeting the output gap and mitigating against prevalent market failures across the Black Country. On the basis of the current negotiations between the landowner and the prospective end occupier, this investment will safeguard existing jobs within the Black Country as the end occupier currently has operations within the Sub Region, and will also look to secure investment and jobs from elsewhere within the UK. This location is one of two preferred investment locations for this company, the other is not located within the Black



	Country.										
<b>Commercial Case – evidence of demand</b>	<p>There is significant evidence of demand which can be directly attributed to this site, the current Invest Black Country log and general demand intelligence derived from the previously commissioned City Deal report prepared by Bulleys identifies in the region of 13,000,000 sq feet (approx) of industrial space requirements which have expressed an interest in locating within the Black Country. The Bulleys report scales this interest down to a nominal 20% delivery of the total floorspace requirement in the market place at present – this means that the Black Country needs to have 66ha of ‘shovel ready’ opportunities to land end users which nominally require a site to be operationally complete within a 12 month period.</p> <p>The investment proposed, effectively de-risking the opportunity and bringing forward to the market place a ‘shovel ready’ site would help to meet a known development requirement – this site is one of two preferred locations for investment by this organisation. Further enhanced by the fact that this site benefits from a willing land owner and interested end occupier who is prepared to either act as developer or secure a developer partner. The authority already has a good working relationship with the parties involved and is confident that with an appropriate state aid solution being brought to use on this site, the scheme can draw down both direct match into the remediation/ access project as well as leverage into the end development.</p>										
<b>Financial Case</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>	<b>Economic Case</b>	<b>2015/16 Outputs</b>	<b>Total Outputs</b>
<b>£m</b>	Funding Source:										
	BCLGF (Pre-Committed)								Jobs	800	800
	BCLGF	£8.80						£8.80	Houses		
	Other Public Source:								Business Assist		1
	Private (own funds)	£15.00	£10.00	£5.00				£30.00	Learner Assists		
	Private (3rd party)										
	Total	£23.80	£10.00	£5.00				£38.80			

<b>Programme</b>	<b>PI3 Housing</b>											
<b>Project:</b>	<a href="#">SEPP11– Regeneration of Bilston Centre</a> Project Lead: Tim Johnson; Wolverhampton City Council											
<b>Project Outline:</b>	Provision of further infrastructure and services and remediation to Bilston Urban Village site to facilitate the release of further viable residential and employment development sites during the plan period.											
<b>Project SMART Objective:</b>	The project to remove physical development constraints and provide appropriate infrastructure.											
<b>Project Need:</b>	<p>This project will ensure the sustainability of Bilston Centre as a place to live, work and shop for the benefit of existing and new residents.</p> <p>The proposals remediate approximately 20 ha of land bringing it back into beneficial use, introducing a more diverse population mix through new mixed tenure housing development that will improve the skill base for the area, potentially retain graduates, provide the development platform to stimulate development and business creation, create jobs and diversify housing tenure beyond the present municipal social housing norm for the area.</p> <p>The Homes and Community Agency (HCA) and Wolverhampton County Council (WCC) have made significant investment in Bilston Urban Village including the funding of infrastructure work on site in 14/15 and the creation of improved linkages to the Town Centre. This present investment will bring forward the development of 100 houses, and commercial/leisure development in the form of a public house/restaurant and drive through during 15/16. However, further investment in the site is required to realise its full potential for the delivery of a further 500 houses and 4.4 hectares of shovel ready employment development land.</p>											
<b>Strategic Case</b>	The project will contribute to the following BCSEP growth objectives pertaining to: housing, jobs, regenerating of Brownfield land and retention/creation A/B households.											
<b>Alignment - What are we already doing to address the issues:</b>	<p>Bilston Urban Village is a 100 acre strategic brownfield regeneration site which has been assembled by the HCA and Wolverhampton City Council. There has already been significant public investment in the site which is now the location of the new South Wolverhampton and Bilston Academy and Bert Williams Leisure Centre.</p> <p>The HCA and WCC have committed a further £5m to an advance works programme to create suitable development platforms and remove an element of development risk and cost and this work is currently being procured. WCC is spending a further £2.65m to acquire High Street properties and create a safe and convenient pedestrian link between the Town Centre and the Urban Village site. A remediated development plot fronting the Black Country Route has been marketed and a preferred developer has been selected for a public house restaurant &amp; drive through restaurant scheme. Sites for the development of approximately 80 houses marketed to the HCA DPP2 received seven expressions of interest and 5 house builders are being invited to tender.</p>											
<b>Impact of Project Not Proceeding:</b>	If BCLGF investment is not secured for works beyond the limits of the partners' funding, any further development beyond the 80 houses to be delivered in 2015/16 on the Bilston Urban Village site is likely to stall and without local employment opportunities, jobless rates will remain well above regional averages. The objectives of the Bilston Centre Regeneration project will not be realised as the linkages between the critical mass of development at Urban Village and Bilston Centre will not be achieved.											
<b>Commercial Case – evidence of demand</b>	<p>The first phases of land for residential development on the Urban Village site marketed to the HCA Developer Partner Panel have received seven expressions of interest from Redrow, Barratts, Keepmoat, Lovell, Mar City, Mansells and Kier and five will be invited to tender.</p> <p>Redrow have successfully built and marketed 166 new homes at their Chestnut Walk development which adjoins the Urban Village site. This is a predominantly owner occupied quality mid-market housing development.</p> <p>The commercial development plot on the Urban Village Site fronting the Black Country Route was marketed last autumn resulting in five offers confirming the attractiveness of the location for new retail and commercial. A preferred developer (Stofords) has been selected with confirmed occupier interest in a public house/restaurant, drive through restaurant and new medical centre on the site.</p>											
<b>Financial Case</b>												
<b>£m</b>	Funding Source:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs	
	BCLGF (Pre-Committed)								Jobs	80	515	
	BCLGF	£3.25						£3.25	Houses	100	580	
	Other Public Source:	£7.65						£7.65	Business Assist			
	Private (own funds)	£7.76	£7.20	£7.20	£7.20	£7.20	£7.20	£43.76	Learner Assists			
	Private (3rd party)											
	Total	£18.66	£7.20	£7.20	£7.20	£7.20	£7.20	£54.66				

<b>Programme</b>	<b>PI3 Housing</b>
<b>Project:</b>	<a href="#">SEPP15 – Growing the City Centre cultural and business events offer</a> Project Lead: Keren Jones; Wolverhampton Council
<b>Project Outline:</b>	The focus for the project is a major refurbishment and extension of the Civic Halls, coupled with adaptations to the Grand Theatre, to enable the Civic Halls to expand its offer as a multi-purpose leisure, entertainment, business conferencing and training venue, in order to meet demand and stimulate further economic development and investment in the city centre. The project will address the barriers to the growth and viability for both of these key venues in Wolverhampton City Centre. To ensure business continuity during building works, a temporary venue will be leased and improved, making the site more attractive for business and commercial development. The Civic Halls are a unique, national recognised venue in cultural and creative industry sector (Burns Owen Partnership Report for Wolverhampton City Council, 2013).
<b>Project SMART Objective:</b>	<p>The driver for the project is to safeguard and sustain local jobs: The Burns Owen Report identified that the Civic Halls and Grand Theatre have significant potential for growth. It is feasible to achieve this if the Civic Halls is substantially refurbished and modernised. This includes increasing seating capacity, auxiliary spend and modernising facilities and staging to attract bigger and more diverse events. For the theatre, modernisation includes improved staging and accommodation to attract bigger and more popular productions. The whole project will safeguard 158 direct jobs and 479 indirect jobs, and create a further 72 direct jobs and 48 indirect jobs in the wider city centre economy.</p> <p>In addition the Civic Halls needs to generate an addition £380K per annum to enable it to operate without public subsidy, and the Grand Theatre requires an additional £100K per annum to fill its income gap. Both targets will be met by the additional earned income that can be achieved from the improved venues.</p> <p>In addition a further 64 direct and 35 indirect jobs will be created if the predicted new business streams planned for the temporary venues are secured beyond the lifetime of the project. It is predicted that the project will also help to catalyse wider housing, economic regeneration and inward investment in the City Centre.</p> <p>Increasing both venues are being used for training venues by the College and University which includes work baser training or BTEC and NVQ level qualifications. The improved facility will result in an additional 54 qualified students a year. This includes hosting the country's first venue based accredited HND course, linked to degree level courses in local Universities.</p>
<b>Project Need:</b>	<p>The economic and options appraisal undertaken by Burns Owen Partnership (BOP), on behalf of Wolverhampton City Council, identified the Civic Halls as a large, successful, well managed and respected within the industry. It also identified a number of key barriers to growth and viability:</p> <ul style="list-style-type: none"> <li>❖ Modernisation and new technologies are required to attract bigger performances and greater choice. This finding was confirmed by well-regarded music/comedy and entertainment promoters in the industry.</li> <li>❖ Facilities for business conferencing and room hire need to be significantly improved and upgraded.</li> <li>❖ The visitor experience needs to be substantially improved, including increasing of seating capacity, improvement of the overall quality of the environment and the ancillary offer, including access, meeting, break out spaces.</li> <li>❖ The facilities also need to be adapted to be able to host more specialist sporting events e.g. darts, boxing.</li> <li>❖ The immediate public realm around the Civic Halls also needs to be improved in order that both internal and external events can be held simultaneously e.g. Slam Dunk Festival which draws an audience of between 5,000 to 6,000 people into the City Centre.</li> </ul> <p>The BOP study also identified that investment will also enable the Civic Halls to generate £0.38 million additional earned income from ticket sales, room hire and secondary spend. In addition the Grand Theatre also requires investment to generate additional earned income to address reductions in public subsidy. One off capital investment will enable both venues to increase revenue through additional earned income, at levels that make them commercially viable; however the returns are not sufficiently great for the capital investment to be in the form of a loan. Therefore one-off capital grant is required to fill the gap.</p>
<b>Strategic Case</b>	<p>The project will contribute to the following Black Country Growth Objectives:</p> <ul style="list-style-type: none"> <li>❖ The overarching long-term strategic framework has a goal to create a vibrant, economically diverse urban made up of a network of four distinctive, turning commercial centres. The Civic Halls and Grand Theatre are central to the cultural and creative economy offer in the City Centre, and key to achieving this long-term growth objective.</li> <li>❖ New jobs: The upgrading of the Civic Halls and improvements to the Grand Theatre will safeguard 158 direct jobs and 479 indirect jobs, and create a further 72 direct jobs and 48 indirect jobs in the wider city centre economy. In addition a further 64 direct and 35 indirect jobs will be created if the predicted new business streams planned for the temporary venues are secured beyond the lifetime of the project.</li> <li>❖ Additional brownfield land being brought into employment use: The remediation of the Old Tram Shed site, for temporary uses, will, in longer term, release brownfield land for permanent cultural, leisure, retail and/or housing uses.</li> <li>❖ Helping to stimulate the acceleration of new housing sites on brownfield land in, and around, the city centre by making the city centre a more attractive place to live. CEBR research found that an area with twice the average level of cultural density could be associated with an average £26,817 increment on the value of housing.</li> <li>❖ Construction Industry: The refurbishment programme will also provide opportunities for the local construction supply chain with a total contract value of construction of circa £13 million for the Civic Halls and Grand Theatre, and a first phase of improvement works of £1 million for the temporary uses, which will stimulate further phases of development and construction programmes for leisure, retail, employment and housing. Given the procurement of the build will be the responsibility of the City Council, robust local employment and procurement processes will be put in place, building on the experience gained through recent programmes e.g. Building Schools for the Future and the Jaguar Land-Rover Engine Factory supply chain development project.</li> </ul>

	<ul style="list-style-type: none"> <li>⊕ A strong cultural offer is also essential for achieving the growth objectives skills retention, as it plays a key part in the quality of life offer. This is also the case for the Black Country's ambitions to achieve a better population balance i.e. the goal to be home to 76,819 additional A and B households, in line with the national average, from a baseline of 46,740.</li> <li>⊕ The project will also provide a boost of confidence to all Business Assist (increased confidence in the city centre will affect all businesses within the City Centre Business Improvement District).</li> </ul>																																																																													
<b>Alignment - What are we already doing to address the issues:</b>	<p>As a result of the Burns Owen Partnership report and recommendations, the venues have also radically changed their marketing approach, which has increased ticket sales, and ensure attracted new types of events and performances.</p> <p>In terms of the capital refurbishment project itself forward, funding applications are being made to the Heritage Lottery Fund and the project has been highlighted as a priority project in eth Black Country European Union Investment and Funding Strategy. Negotiations are underway with local landowners regarding the site of the temporary venue,</p>																																																																													
<b>Impact of Project Not Proceeding:</b>	<p>Both venues and the City Centre will gradually become less attractive to its audiences, promoters and visitors – making it likely that there will be a drop on revenue and footfall, and calculate that a drop of 5% will result in the Civic Halls losing £0.83 million revenue per annum from current levels. Given that the public sector is also reducing its contribution to the running of both the Civic Halls and the grand Theatre, lack of investment that enables the venues to increase the level of earned income will put 158 direct jobs and 479 indirect jobs at risk.</p> <p>Furthermore, the opportunity to create a further 72 direct jobs and 48 indirect jobs in the wider city centre economy will be lost in the short-term. In addition, the additional opportunity from the activities associated with the temporary venues will mean the opportunity to create a further 64 direct and 35 indirect jobs will be lost in the longer term. This means that £7.9 million is at risk of being lost in the short-term from the local economy, as well as a loss of an additional £1.7 million from the improved venues, and a further £1.6 million from end uses associated with the temporary venue. The implications are wider, because these venues play such an important role in the city centre economy, the knock on effect could affect the confidence of investors and developers.</p>																																																																													
<b>Commercial Case – evidence of demand</b>	<p>As part of the BOP assignment, an online survey was conducted, using the venues databases. Responses were extremely positive about the venues, and the proposals to enhance the current offer. 2,381 responses from the Civic Halls visitors were received, and 2,047 responses from the Grand Theatre visitors. While the current programmes are rated highly positively, bigger shows and more choice are regarded as the most important factors that would make existing audiences visit more often, thus confirming that current physical constraints to are a key barrier growth, and there is a market demand for bigger shows, more choice and a wider range of music events. In addition existing audiences said that improving the ancillary offer and immediate surroundings would also result in them visit more often.</p> <p>For the Civic Halls, 34% of the survey returns also rated the proposal for a general refurbishment and upgrade. BOP also concluded that the results of the survey demonstrate clear support for the proposal and that it would realise the potential for generating an increase in visitor frequency. It also comments that the unusually high return should be considered as a positive sign that these venues have a loyal following. In addition BOP conducted three focus groups for the following new markets – local, regional and short-breakers from across the UK. In all cases there was an interest in an enhanced offer from the existing venues, but the offer would need to be packaged, indicating that a variety of venues and cultural packages are required. These groups were particularly interest in the overall packages that integrated the City centre offer with the wider Black Country and Birmingham.</p> <p>There was most enthusiasm for the arena/warehouse offer from these new audiences. BOP also identified that entertainment and business event industry were also extremely positive about the management of the current venues, the knowledge of their core audiences and ability to generate strong sales. All those contacted confirmed support for the refurbishment and improvements. In terms of business conferencing the advice was to focus on niche events, building on the current offer. Given the level of new large arena type venue, BOP concludes that a temporary venue to test out new markets, alongside investment in the current venues, was the most commercially attractive option.</p>																																																																													
<b>Financial Case</b>																																																																														
<b>£m</b>	<table border="1"> <thead> <tr> <th>Funding Source:</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>Total</th> <th>Economic Case</th> <th>2015/16 Outputs</th> <th>Total Outputs</th> </tr> </thead> <tbody> <tr> <td>BCLGF (Pre-Committed)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Jobs</td> <td>270</td> <td>968</td> </tr> <tr> <td>BCLGF</td> <td>£5.00</td> <td>£1.40</td> <td>£0.20</td> <td></td> <td></td> <td></td> <td>£6.60</td> <td>Houses</td> <td></td> <td></td> </tr> <tr> <td>Other Public Source:</td> <td>£1.14</td> <td>£4.05</td> <td>£1.95</td> <td>£0.10</td> <td></td> <td></td> <td>£7.24</td> <td>Business Assist</td> <td>1,345</td> <td>1,345</td> </tr> <tr> <td>Private (own funds)</td> <td>£1.80</td> <td>£2.00</td> <td>£2.11</td> <td>£0.28</td> <td></td> <td></td> <td>£6.19</td> <td>Learner Assists</td> <td></td> <td>108</td> </tr> <tr> <td>Private (3rd party)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>£7.94</b></td> <td><b>£7.45</b></td> <td><b>£4.26</b></td> <td><b>£0.38</b></td> <td></td> <td></td> <td><b>£20.02</b></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Funding Source:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Economic Case	2015/16 Outputs	Total Outputs	BCLGF (Pre-Committed)								Jobs	270	968	BCLGF	£5.00	£1.40	£0.20				£6.60	Houses			Other Public Source:	£1.14	£4.05	£1.95	£0.10			£7.24	Business Assist	1,345	1,345	Private (own funds)	£1.80	£2.00	£2.11	£0.28			£6.19	Learner Assists		108	Private (3rd party)											<b>Total</b>	<b>£7.94</b>	<b>£7.45</b>	<b>£4.26</b>	<b>£0.38</b>			<b>£20.02</b>			
Funding Source:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	Economic Case	2015/16 Outputs	Total Outputs																																																																				
BCLGF (Pre-Committed)								Jobs	270	968																																																																				
BCLGF	£5.00	£1.40	£0.20				£6.60	Houses																																																																						
Other Public Source:	£1.14	£4.05	£1.95	£0.10			£7.24	Business Assist	1,345	1,345																																																																				
Private (own funds)	£1.80	£2.00	£2.11	£0.28			£6.19	Learner Assists		108																																																																				
Private (3rd party)																																																																														
<b>Total</b>	<b>£7.94</b>	<b>£7.45</b>	<b>£4.26</b>	<b>£0.38</b>			<b>£20.02</b>																																																																							

<b>Programme</b>	<b>PI3 - Housing</b>										
<b>Project:</b>	<a href="#">SEPP21 – Goscote Lane Corridor</a> Project Lead: Carole Wildman, Simon Nielson; Walsall Council										
<b>Project Outline:</b>	Residential development comprising of approx. 735 units across a package of three sites accompanied by environmental and infrastructure improvements and stewardship scheme/environmental trust.										
<b>Project SMART Objective:</b>	<p>The scheme comprises of the development of 735 units on three related vacant brownfield sites, totalling 21 hectares, within the Goscote Lane Corridor regeneration area in Blakenall, Walsall, together with environmental/infrastructure improvements. The sites are:</p> <ul style="list-style-type: none"> <li>⊗ Keats Road - 3 hectares (Phase 1 – 76 units)</li> <li>⊗ Shakespeare Crescent – 7 hectares (Phase 2 – 382 units)</li> <li>⊗ Goscote Estate (Goscote Lodge Crescent) – 11 hectares (Phase 3 – 277 units)</li> </ul> <p>The sites were previously developed for residential uses, predominantly semi-detached social housing, but were subject to a large-scale demolition programme pre-2008 by Walsall Housing Group (WHG). This occurred as a result of the ‘Decent Homes’ assessment and identification of the area ‘failing’ in the Black Country and Telford Housing Market Renewal Area.</p>										
<b>Project Need:</b>	<p>The sites have been identified in a number of regeneration studies and design guide documents, which support the development of approx. 735 new units through high quality design and accompanied by environmental and infrastructure improvements (including improvements to Goscote Hall canal bridge) and a stewardship scheme/environmental trust to ensure the on-going future maintenance of the public realm environment. The environmental and infrastructure improvements are essential to transforming the long standing reputation issues associated with the area, and changing the market perceptions which was identified in previous soft marketing exercises (2011).</p> <p>Walsall Housing Group have already commenced procurement of a developer partner to deliver two of the three sites and submitted a planning application for the residential development which is due to be considered at Planning Committee shortly. This implies that there is market interest and land owner appetite to deliver the project, which is further explained below in the Commercial Case. The demand and market interest for the investment in this project is further evidenced in local market needs assessments.</p> <p>The outcome of the Private developer procurement selection also demonstrates strong market interest with an increase in the scale of the outright sale provision to 55%. The selection of the private development partner and the strong commitment from the land owner will ensure that the project is delivered.</p>										
<b>Strategic Case</b>	<p>The project links to the strategic outcomes of the Performance Management Framework and will lead to:</p> <ul style="list-style-type: none"> <li>⊗ Population growth from migration within and outside of the sub-region encouraged by high-quality design and tenure mix.</li> <li>⊗ Increased economic prosperity and income through diversification of housing tenure to support the local area and also the vitality of Walsall town centre (approx. 2miles south from the site).</li> <li>⊗ Improved transport infrastructure (Goscote Lane Canal Bridge) to support traffic movements and accessibility through the project area.</li> <li>⊗ Empowerment and leadership of the local community to maintain a high-quality environment and take pride in their local area.</li> </ul>										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>⊗ WHG have secured HCA funding to deliver the first phase of Affordable Housing providing 29 Affordable rent homes. WHG will submit a funding bid to the HCA for the remaining 177 Affordable rented homes in April 2014 for which the outcome will be known in July 2014.</li> <li>⊗ A Feasibility Study (March 2014) into the works required to improve the Goscote Hall Canal Bridge has been completed by Mott Macdonald as commissioned by Walsall Council.</li> <li>⊗ Outline and full planning consents have been/are being sought by the land owner.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	A lack of investment will lead to delays on delivery and meeting sub-regional targets and local regeneration objectives										
<b>Commercial Case – evidence of demand</b>	<p>WHG have over the last two years sought three informal private sector market soundings undertaken by GVA Grimley and E.C. Harris. The last market testing was prior to WHG entering into the HCA Partner Panel process to procure a developer partner. The outcome of these discussions with the private sector indicated that there is appetite for outright sale homes on these sites in conjunction with affordable homes for rent.</p> <p>WHG have worked with the Private sector in determining housing demand over the past 3 years. WHG have now selected a private developer partner, agreed the split between affordable and outright sale provision and will shortly enter into contract with both developers in order to meet a start on site date in May 2014. The affordable and rented homes will have a twin tracked delivery process with a completion date of November 2018. WHG’s main Development partner Keepmoat will deliver 252 outright sale homes and have developed a comprehensive sales and marketing strategy. The residential housing mix is supported by Planning and Housing strategy.</p> <p>The outcome of the Private developer procurement selection also demonstrates strong market interest with an increase in the scale of the outright sale provision to 55%. The selection of the private development partner and the strong commitment from the land owner will ensure that the project is delivered.</p>										
<b>Financial Case</b>											
<b>£m</b>	Funding Source:	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
	BCLGF (Pre-Committed)								Jobs	195	1,250

	BCLGF	£2.50				£6.32		£8.82	Houses	100	735
	Other Public Source:	£3.68						£3.68	Business Assist	2	9
	Private (own funds)	£10.20						£10.20	Learner Assists	176	239
	Private (3rd party)				£5.70			£5.70			
	Total	£16.38			£5.70	£6.32		£28.40			

<b>Programme</b>	<b>PI1 Employment Sites &amp; premises, PI2 Infrastructure to support growth, PI3 Housing.</b>										
<b>Project:</b>	<a href="#">SEPPL30 - Woods Lane, Cradley Heath.</a> Project Lead: Philippa Smith; Sandwell MBC										
<b>Project Outline:</b>	New road junction to access development site for approximately 247 units, together with relocation of at least three manufacturing businesses, and environmental improvements to River Stour.										
<b>Project SMART Objective:</b>	This project will leverage in nearly £30m of private sector funding match funding for a 6 year project to run from 2015-2021, through the construction of a new access road at a cost of £2.999M to service a development site for at least 247 new dwellings, creating approximately 200 construction jobs. It will assist the relocation of at least 3 local manufacturing businesses, safeguarding 56 existing jobs and creating 10 new jobs. It will regenerate 9.43 hectares of poor quality industrial land, and improve approximately 0.6km of the River Stour Corridor.										
<b>Project Need:</b>	<p>The redevelopment of the Woods Lane site has been stalled in the recent housing market conditions. Local landowners had an option agreement in place with a major builder in 2007, but this has now lapsed. Two other developers have indicated initial interest, but not followed it up when acquisition, remediation, and access costs were investigated.</p> <p>SMBC has attempted to kickstart the project by investigating access options, attempting to assist relocations, and making a funding bid (to DfT Local Pinch Points), without success. The project will not proceed in current circumstances without interventions. In the meantime, several busy manufacturing businesses are operating from inadequate premises which they can neither sell nor improve.</p> <p>The beneficiaries of the scheme are the manufacturing sector, particularly three businesses producing forgings, automotive and related pressings, and chains &amp; specialist mooring systems, which can be directly assisted to relocate locally by SMBC subject to funding being available. Other manufacturing businesses will be indirectly assisted, as and when the residential scheme is backed by a developer, by being able to sell their premises and relocate independently. The development industry will be assisted in bringing forward this stalled residential scheme, which is an allocated site in the Sandwell Site Allocations and Delivery DPD. SMBC will achieve 247 new dwellings.</p>										
<b>Strategic Case</b>	The principal barriers to beneficial redevelopment are those which have prevented the private sector taking this project forward – the need to provide a new access to the site, coupled with the need to acquire and remediate a site in multiple ownerships. The principal opportunities arising from investment will be retaining and expanding at least three manufacturing businesses which currently operate from inadequate premises, and the enabling of the development of a new residential neighbourhood of over 200 dwellings in an improved riverside environment. Specifically, the funding of the new road junction is a key action in unlocking both the residential development and the business improvements, as it will kickstart the project after several years of being stalled.										
<b>Alignment - What are we already doing to address the issues:</b>	Working with local businesses and landowners to assist in assembling the development site and the road access. Specifically, Committee approval has now been obtained to sign an Option Agreement to market SMBC land jointly with the major private landowner. SMBC has purchased land at Macarthur Road, and is assisting relocation of a business to provide road access. A masterplan has been prepared to promote the development site, which has been allocated for housing in the Sandwell Site Allocations and Delivery DPD.										
<b>Impact of Project Not Proceeding:</b>	<p>Market conditions will continue to stagnate in the short and medium term in Cradley Heath. It has not proved possible to engage the development industry in this particular site; without the road junction and other assistance, this situation will continue, particularly given the ongoing problems with the West Midlands housing market, and the viability issues associated with sites in Sandwell in general, and this site in particular. Failure to secure the investment will therefore result in continued decline of the physical fabric of the industrial buildings, and potential loss of businesses and jobs, as firms are unable to relocate or operate efficiently in situ.</p> <p>The Sandwell Site Allocation Delivery DPD will be constrained in achieving its housing targets (losing over 200 dwellings), and there is a significant risk that a number of manufacturing businesses will go out of business when with some assistance, they could retain their order books and workforce, and quite possibly expand on more suitable local sites. There is also the possibility that a number of firms will choose to invest in their current inadequate premises as a last resort, thereby reducing the likelihood of residential developers being able to afford the price of acquisition and relocation.</p>										
<b>Commercial Case – evidence of demand</b>	There have been three developers interested in the Woods Lane site since 2007. The first developer had an option agreement on the major site within Woods Lane; this has since lapsed because of the state of the housing market nationally and locally. Two other developers investigated the site following that, but neither was able to proceed given the housing market conditions and the access/remediation issues. At all times, the major landowner has acted as a broker between the developer(s) and the other landowners. A number of the sites in Woods Lane are already vacant/derelect, others are under-used, and others are operating in inadequate premises. The three developers who have appraised the site in the past have stated their interest in the site if either market conditions improve sufficiently or if intervention in access improvements and/or remediation issues takes place.										
<b>Financial Case</b>											
<b>£m</b>	Funding Source:	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	Total	Economic Case	2015/16 Outputs	Total Outputs
	BCLGF (Competitive)	£1.96	£2.54	£0.60				£5.10	Jobs	15	266
	Other Public Source:	£0.57						£0.57	Houses	0	247
	Private (own funds)								Business Assist	1	4
	Private (3rd party)		£4.38	£4.38	£7.07	£7.07	£7.07	£29.96	Learner Assists		
	Total	£2.53	£6.92	£4.98	£7.07	£7.07	£7.07	£35.63			



## Transport Projects

<b>Programme</b>	<b>PI2 – Infrastructure</b>
<b>Project:</b>	<a href="#">SEPI38- M6 Junction 10</a> Project Lead: Matt Crowton; Walsall Council
<b>Project Outline:</b>	To improve the management of traffic flows at Junction 10 and minimise blocking back onto the Motorway local operator intervention by Walsall's Urban Traffic Control team is currently required to clear the slip roads. Both the Highways Agency and Walsall Council recognise this as a temporary solution; a more suitable, permanent solution is required here.
<b>Project SMART Objective:</b>	This scheme specifically looks to eliminate operator intervention by improving capacity and reducing delays. In essence, this will be achieved by increasing the size of the structures over the motorway.  Replacing the existing structures removes the requirement for planned maintenance by the Highways Agency during this spending period. (please see attached letter of support from the HA as appended to the SEP)
<b>Project Need:</b>	<p>For goods and services to be 'built in the Black Country and sold around the world', an efficient transport network is required to export these goods. Junction 10 is the gateway to the Black Country, but the existing infrastructure is dated and the road network is over saturated. The provision of additional capacity is required to alleviate congestion, reducing travel times and the transportation costs for existing businesses, whilst accommodating for the additional traffic that will be created by 'green shoot' businesses locating into regeneration corridor 6 (RC6: Willenhall &amp; Darlaston) confirms that the junction is operating beyond its design capacity. The principle aim of this project is to address this by increasing the size of the junction. Replacing these structures removes the requirement for the Highways Agency to undertake planned maintenance at M6 J10, with the savings generated assisting with the construction of a new junction.</p> <p>The project is specifically tailored to infrastructure intervention, but the benefits span into the wider economic and regenerative objectives of the Black Country. Increasing capacity at Junction 10 unlocks investment and growth in the local area.</p> <p>To quantify job creation, growth and competitiveness benefits; there are a number of development sites that could be unlocked, and strategic companies which would be assisted, in the event of the proposed improvements to the road network, and these are as follows:</p> <ul style="list-style-type: none"> <li>• The Darlaston Enterprise Zone saddles the M6 directly south of Junction 10, with a number of development trips requiring access and egress north. Total net job creation estimates for the Enterprise Zone suggest that 2,012 new employment opportunities would be generated from a fully developed Enterprise Zone.</li> <li>• Improved capacity at Junction 10 will also encourage the continued development of two Black Country regeneration corridors in close proximity to the junction and the A-roads to which it links. The regeneration corridors in this case are Regeneration Corridor 6 (RC6) (Darlaston, Willenhall &amp; Wednesfield) and Regeneration Corridor 7 (Bloxwich, Birchills &amp; Bescot). If fully developed these sites would create 2048 new houses and 339ha of employment land, and 1645 new houses and 156ha of employment land respectively. Source: Black Country Joint Core Strategy.</li> </ul> <p>The benefits of transport schemes are measured over a 60 year period by calculating the cost of journey time delay against the benefits of journey time reductions. It is currently estimated that £221m of journey time benefits will be generated by reducing delays post intervention. This generates a healthy benefit to cost ratio of 4.87.</p> <p>Strong support for the scheme has been expressed by Walsall's Economic Board who see M6 J10 as a hindrance to local growth and a top priority for intervention within the region. This proposed improvement to the road network, coupled with other supporting transport measures, will encourage the redevelopment of the Black Country, assisting with the realisation of the Black Country LEP's objectives in promoting growth and creating employment opportunities through investment in infrastructure.</p>
<b>Strategic Case</b>	There is a significant amount of potential to develop employment sites around junction 10, but for these sites to be developed a significant level of investment is required in the existing road network. Doubling the size of the circulatory will accommodate future development traffic growth predictions whilst acting to reduce the existing delays and queues on the network.
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>⊕ Walsall Council's cabinet approved the allocation of £650,000 over two years 2014/16 to design and develop the business case for the scheme. Walsall Council is fully support of intervention at M6 Junction 10.</li> <li>⊕ The Highways Agency have indicated that they are supportive of the scheme, on the basis of the initial analysis demonstrating that there will be benefits for the strategic road network arising from the scheme. Highways Agency funding is unsecured at present, but positive discussions have taken place with HA officials indicating that £32m could be pooled with BCLGF resources to deliver the larger capacity-improving scheme.</li> </ul>
<b>Impact of Project Not Proceeding:</b>	There are 10 key employment sites within a 10 minute drive time isochrone of the junction which have the potential to unlock 4206 new jobs, as well as there being 2585 new homes being proposed within the same isochrone. The implication of the project not proceeding is that the journey time reliability will be negatively impacted and both jobs and housing development will go elsewhere, impacting upon the economic success of the Black Country. This will also impact upon neighbouring LEPs, and letters of support can be found from GBS LEP and Birmingham City Council.

<b>Commercial Case – evidence of demand</b>	<p>The nearest of the two regeneration corridors, RC6, for which junction 10 is the principal motorway access point, is currently home to over 20 strategic companies. Between them these 20 companies support almost 7000 jobs and are involved in sectors of the economy for which high-quality transport connections such as that proposed for M6J10, are critical.</p> <p>Of the 20 strategic companies, 10 are involved in manufacturing, the remainder are involved in recycling , logistics, construction and distribution. The companies service a range of markets including automotive supply chain, food, and also retail. In short, numerous key Black Country Business are located near to the junction, and, further, in order to maximise the effectiveness of their businesses, several of these cite the Junction and its congestion as a key (negative) consideration in any potential expansion plans.</p>										
<b>Financial Case</b>		2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	Total	<b>Economic Case</b>	2015/16 Outputs	Total Outputs
<b>£m</b>	Funding Source:										
	BCLGF (Pre-Committed)	£0.30						£0.30	Jobs		
	BCLGF (Competitive)	£0.66	£0.46	£14.26	£14.27			£29.65	Houses		
	Other Public Source:	£1.98	£0.63	£15.97	£15.96			£34.54	Business Assist		
	Private (own funds)								Learner Assists		
	Private (3rd										
	<b>Total</b>	<b>£2.94</b>	<b>£1.09</b>	<b>£30.23</b>	<b>£30.23</b>			<b>£64.49</b>			

<b>Programme</b>	<b>PI2 – Infrastructure</b>										
<b>Project:</b>	<a href="#">SEPP41- Interchange, Wolverhampton City Centre</a> Project Lead: Peter Taylor; Wolverhampton Council										
<b>Project Outline:</b>	The Wolverhampton Interchange project will provide a fully integrated multi-modal transport hub, deliver new commercial floor space for high value jobs and improve the strategic gateway to Wolverhampton and the Black Country.										
<b>Project SMART Objective:</b>	The Wolverhampton Interchange project will provide a fully integrated multi-modal transport hub, deliver new commercial floor space for high value jobs and improve the strategic gateway to Wolverhampton and the Black Country. A new rail station building will be constructed and the Multi-Storey Car Park (MSCP) refurbished and extended. The Midland Metro system will be extended to serve the redeveloped railway station and recently completed bus station. This primary infrastructure will unlock the early delivery of 73,862 sq ft of office/retail/leisure floor space (Blocks 10/11), providing accommodation for 278 jobs. A further 321,000 sq ft of office/retail/leisure development will be created over subsequent years providing accommodation for a total of 1,590 jobs.										
<b>Project Need:</b>	<p>Wolverhampton station is not fit for purpose and the city centre exhibits signs of long-term market failure. To address these issues and stimulate private sector job growth investment needs to be channelled into making the city an attractive proposition to investors and occupiers. The provision of an integrated transport hub at Wolverhampton Interchange will unlock land for commercial development, substantial private sector investment and private sector sustainable jobs.</p> <p>The project will support business growth across the whole of Wolverhampton/Black Country by allowing a far greater number of people improved access to job opportunities. This will be beneficial for a number of strategic employment sites e.g. i54 in the north of the city at J2 of the M54 motorway where Jaguar Land Rover is building a new £500m engine plant. The Council is aware of occupier demand for Grade A offices but there is no current city centre supply as the cost of development exceeds value and the comprehensive delivery of the Wolverhampton Interchange - Commercial Gateway masterplan, including the next phase of commercial development at Block 10, will break this cycle.</p>										
<b>Strategic Case</b>	Link to key strategic outcomes in black country Performance Management Framework relating to floorspace and transformed environment.										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>The Interchange Project has been allocated £9m from the LTB Major Schemes process. At the time of the LTB bid it was envisaged that the remainder of the funding package would be provided largely from a mix of RGF4 and Prudential Borrowing. After an unsuccessful RGF4 bid, the partners have more recently explored Regulated Asset Base funding but DfT is not supportive. Other approaches including a Station Managed Light approach have been considered but in order to move forward with some certainty, Centro is prepared in principle to prudentially borrow against the increased revenues from the station and car park. Centro is also allocating £3m of Integrated Transport Block funding to the project, subject to ITA approval. The BCLGF funding is requested to reduce Centro's borrowing requirement, mitigate against some risk and to ease their financial burden by risk sharing. The BCLGF investment will accelerate delivery.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	<p>There is a risk that the project will not be implemented due to an unsuccessful BCLGF application or a delayed implementation whilst alternative sources of funding are identified. Certainty of funding via the BCLGF will provide confidence to all partners and investors that the scheme will be delivered.</p> <p>This will adversely impact the accessibility of workers and visitors to employment sites across the Black Country</p>										
<b>Commercial Case – evidence of demand</b>	<p>Discussions and negotiations have been undertaken in respect of potential pre-lets for the next commercial building (Block 10) for office and retail/leisure uses.</p> <p>The need for a new railway station at Wolverhampton is self-evident; there is no room to accommodate revenue gates in the existing concourse and the DfT is pressuring all train operating companies to reduce revenue leakage in the system. The station itself is outdated and not fit for purpose. The car park is capable of expansion based on projected passenger numbers through the new station. The Metro extension will ensure a fully integrated transport hub between train, tram and bus that most modern cities benefit from.</p> <p>The primary infrastructure will unlock commercial development opportunities at Interchange. There is identified demand for Grade A offices in Wolverhampton city centre. The Council is aware of a number of office occupiers currently based in Wolverhampton who have requirements for Grade A office space whose combined requirements total around 200,000 sq.ft. These remain confidential at this stage.</p>										
<b>Financial Case</b>											
<b>£m</b>	<b>Funding Source:</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>	<b>Economic Case</b>	<b>2015/16 Outputs</b>	<b>Total Outputs</b>
	BCLGF (Pre-Committed)	£5.40	£3.60					£9.00	Jobs	1,590	1,590
	BCLGF (Competitive)	£4.50						£4.50	Houses		
	Other Public Source:	£15.40	£9.00	£3.80				£28.20	Business Assist		
	Private (own funds)								Learner Assists		
	Private (3rd party)	£5.00	£10.30	£22.00	£20.00	£12.70		£70.00			
	<b>Total</b>	<b>£30.30</b>	<b>£22.90</b>	<b>£25.80</b>	<b>£20.00</b>	<b>£12.70</b>		<b>£111.70</b>			

<b>Programme</b>	<b>PI2 – Infrastructure</b>										
<b>Project:</b>	<a href="#">SEPPI44 – Accessing Growth Fund</a> Project Lead: Laura Shoaf; Each Authority as Promoter										
<b>Project Outline:</b>	A fund designed to help deliver smaller schemes (above £500,000 but less than £5,000,000) which improve access to employment sites and strategic centres. Schemes include highway efficiency improvements, sustainable transport, and interchange improvements. In 2015/2016 specifically, the schemes support priority sites for housing and economic growth and provide key infrastructure requirements to help bring them to the market. The programme contains a number of schemes which are prioritised into 3 tranches. The programme is therefore scalable above the 4.5 million in 2015.2016 and could deliver additional outputs if it were to receive additional funding.										
<b>Project SMART Objective:</b>	The full programme of small scale investment for the next two years will support the development of approx. 1500 housing units, 10 ha of employment land and can enable over 1200 jobs to be created in the Black Country.										
<b>Project Need:</b>	Black Country Local Authorities have historically funded smaller scale projects (less than 5 million) through the Integrated Transport Block. Going forward this funding stream is part of the local growth fund and thus, there is a need to ensure that these projects, which often directly enable economic activity, are funded. We have identified 9 schemes which could be delivered in 2015 which have a total spend of £14m. Recognising the need for a flexible and scaleable programme we have assigned them into 3 priority tranches. The purpose of a programme is to be able to react to developer interest and emerging priorities and to have the flexibility to re profile as needed. The outline business cases attached demonstrate the need and deliverability of the schemes in the programme.										
<b>Strategic Case</b>	<p>Outline Business cases are attached for the 9 schemes which could be delivered, the £4.5m requested below relates to the following schemes:</p> <p><b>Coseley Road Island/ Broad Lanes / and Northcott Rd–(Bilston Urban Village)</b> – The project provides advance infrastructure/enabling works to accommodate the regeneration aspirations and would contribute to creating the necessary development viability for the delivery of approximately 517 houses and 215,000 sqft of B1 premises. £3,100,000</p> <p><b>North Smethwick Canalside Access, Phase 2</b> - The North Smethwick Canalside Access Strategy is a package of junction improvements which will aid access to, and the regeneration of, the North Smethwick area. As well as improved accessibility to the industrial areas of North Smethwick and Black Patch, unlocking brownfield land and creating opportunities for development, these improvements would provide better access to new housing proposed at Brindley II (200 units) and adjoining areas of Rolfe Street, Rabone Lane, Cranford Street (up to 1,100 units) and the Black Patch area. The latter provides up to 5.3ha of proposed industrial development. £630,000</p> <p><b>Bentley Lane Access Improvements</b> The 10.8ha Bentley Lane site represents a significant industrial development opportunity in central Walsall, with easy access to M6 J10 The Bentley Lane Access Improvements will enable provision of highway capacity to cater for new traffic movements, which would not occur should the development not take place. It safely accommodate HGVs turning movements, accommodates increased traffic volumes allowing them to make journeys travelling to and from the national motorway network without having to make journeys through local residential areas. £800,000</p>										
<b>Alignment - What are we already doing to address the issues:</b>	Tranche 1 directly relates to priority sites for investment– Bentley Bridge, Bilston Urban Village										
<b>Impact of Project Not Proceeding:</b>	If the infrastructure is not able to be provided, the sites will not be able to be developed and potential investment will be lost.										
<b>Commercial Case – evidence of demand</b>	Individual Commercial Cases can be found in the OBCs for each scheme.										
<b>Financial Case</b>											
<b>£m</b>	Funding Source:	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>	<b>Economic Case</b>	<b>2015/16 Outputs</b>	<b>Total Outputs</b>
	BCLGF (Pre-Committed)								Jobs	10	70
	BCLGF (Competitive)	£4.50	£4.50	£4.50	£4.50			£18.00	Houses		
	Other Public Source:								Business Assist		
	Private (own funds)								Learner Assists		
	Private (3rd party)										
	Total	£4.50	£4.50	£4.50	£4.50			£18.00			

<b>Programme</b>	<b>PI2 - Infrastructure</b>										
<b>Project:</b>	<a href="#">SEPP145 – Managing Short Trips</a> Project Lead; Sandeep Shingadia, Centro										
<b>Project Outline:</b>	Encompasses a range of improvements to which includes innovative 'Interconnect' wayfinding, and signage supported by physical walking and cycling routes across the Black Country to form an attractive Active Travel Network that links to economic growth within the regeneration corridors and to neighbouring growth areas such as Birmingham.										
<b>Project SMART Objective:</b>	The development of a consistent user friendly walking and cycling network with linkages to interconnect totems and wayfinding including modern journey planning tools. This will help meet the objective of increasing cycling mode share for all trips from a 2014 baseline of 1% to 5% by 2020 and reducing congestion on the Black Country Road Network.										
<b>Project Need: (Business Case)</b>	<p>Evidence from the West Midlands Local Sustainable Transport Fund Business Case details the extent of the problem in the Black Country. Average employment rate is less than the national average and there are high proportions of households with no car (as high as 47% in some areas) which means that local people are reliant on other forms of transport to access opportunity and local services. The proposition of journey time delay is also high up to 40% in some areas. There is concern from local businesses about the number of short vehicle trips which are currently being accommodated on the network which constrain freight movements and contribute to wider issues of congestion and journey time reliability.</p> <p>The Managing Short Trips programme has been developed in response to these challenges in order to:</p> <ul style="list-style-type: none"> <li>⊕ Make the most efficient use of local transport networks by targeting short trips which can be undertaken by active modes. Reducing localised congestion supports more efficient access to the strategic transport network which in turn supports regional export growth and international competitiveness.</li> <li>⊕ Support access to education, employment and training, through the development and promotion of cost effective and reliable travel options.</li> <li>⊕ Support social inclusion by reducing severance and more effectively connecting local communities with employment and other services.</li> <li>⊕ Integrate walking and cycling into the core 'transport offer' in the Black Country.</li> <li>⊕ Facilitate behaviour change, by working directly with businesses, schools, colleges and communities to promote the benefits of active travel.</li> </ul> <p>Managing Short Trips combines infrastructure and innovation to deliver sustainable urban mobility in the context of ongoing economic growth. Funding through the BCLGF will also allow revenue funding to be levered through the Local Sustainable Transport Fund (LSTF). Funding for 2015/16 is currently being bid for and provides a suite of measures to support sustainable transport options, including the award-winning WorkWise scheme to get people back into employment. Provision of BCLGF will potentially be able to lever £3m from DfT for revenue funding in 2015/16. It will also serve to demonstrate alignment between SEP capital schemes and LSTF revenue schemes.</p>										
<b>Strategic Case</b>	<p>Transport is a fundamental enabling factor for sustainable economic growth; therefore investment in the local transport network that supports access to opportunity is critical. Given the existing reliance on the car for short trips in the Black Country (where 52% of car trips are for journeys of less than 4 kilometres) and the areas rich environmental assets and extensive canal network, there is a clear opportunity to develop green infrastructure to better support walking and cycling as modes of choice for shorter journeys. Such investment will not only help to tackle severance and increase accessibility, it will also help to address some of the wider transport issues including traffic congestion, carbon emission, personal safety and health and well-being.</p> <p>The Black Country Joint Core Strategy includes the policy TRAN4 on Creating Coherent Networks for Cycling and for Walking. The development of sustainable modes and encouraging people out of their cars, particularly for short and commuter journeys is an important element of Spatial Objectives 3, 5 and 7 as set out in the Joint Core Strategy. Places need to be well connected with attractive, convenient, direct and safe routes available to users and providing real choice.</p>										
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>⊕ This scheme builds upon a significant amount of work done on a cycle city ambition bid as well as investment to date through the LSTF.</li> <li>⊕ Alignment is being sought through related LSTF Revenue bid and also through the ESIF bid in the Black Country.</li> </ul>										
<b>Impact of Project Not Proceeding:</b>	We will not be able to invest in active travel modes and as a result will not address existing issues of accessibility and congestion, and will also not be able to make a positive contribution towards the wider environmental and social issues and improve the health and well-being of residents.										
<b>Commercial Case – evidence of demand</b>	Reducing barriers to walking and cycling short trips improve journey times, reduce congestion and improve the efficiency of the overall network which enhances the attractiveness of the Black Country and encourages further inward investment to the sub Region. It will support growth in the strategic centres by freeing up key corridors from traffic congestion and will improve the canals and greenways which in turn help support the tourist economy. Evidence from WorkWise which demonstrates benefits to companies who support modal shift is available.										
<b>Financial Case</b>											
<b>£m</b>	<b>Funding Source:</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>	<b>Economic Case</b>	<b>2015/16 Outputs</b>	<b>Total Outputs</b>
	BCLGF (Pre-Committed)								Jobs	1,146	1,146

	BCLGF (Competitive)	£1.50	£1.95	£0.75				£4.20	Houses		
	Other Public Source:	£1.70	£1.95	£0.75				£4.20	Business Assist		
	Private (own funds)								Learner Assists		
	Private (3rd party)	£0.20						£0.20			
	Total	£3.40	£3.90	£1.50				£8.80			

<b>Programme</b>	<b>PI2 - Infrastructure</b>									
<b>Project:</b>	<a href="#">SEPP137 – A4101 Pensnett High Street</a> Martyn Holloway; Dudley Council									
<b>Project Outline:</b>	The A4101 High Street Pensnett Strategic Network Access Improvement Scheme will aim to invest an estimated £5.2 million on the A4101 corridor focusing on Pensnett High Street.									
<b>Project SMART Objective:</b>	The scheme will increase capacity and reduce delay on the A4101 regeneration corridor, thus improving access and supporting growth at the important industrial/employment areas at Pensnett Trading Estate and the strategic centre of Brierley Hill, and improving connectivity to the national motorway network.									
<b>Project Need:</b>	<p>The existing junction arrangements at A4101 / High Oak and A4101 / Tansey Green Road operate significantly over capacity during peak periods with long queues and delays in both directions on the A4101 and key side roads. A number of movements are extremely difficult to undertake, such as the right turn out of High Oak / Bradley Street and the right turns into High Oak and Tansey Green Road. This coincides with high traffic demand for these movements. As a result, due to the high level of through traffic on High Street, vehicles travelling in an east-west direction (or vice-versa) need to stop in order for side road traffic to be able to turn; consequently, the traffic along High Street is stopped sufficiently to form significant queues (Fig 2) on all approaches to Pensnett local centre.</p> <p>The A4101 in its current form is unable to sustain any level of traffic increase as a result of growth and new development in the area without serious impact upon queue lengths and the generation of significant additional delays.</p>									
<b>Strategic Case</b>	<p>The Strategic Network Access Improvement will remove a significant traffic bottleneck on the A4101 High Street, Pensnett at its junctions with Tansey Green Road and High Oak. This will improve access to the motorway network from the important industrial / employment areas at Pensnett via the A4101, A461, and A4123 corridor to the M5/M6 motorway junctions. This builds on the recently completed major schemes programme, which includes Dudley Southern Bypass, Castlegate roundabout, and Burnt Tree Improvement.</p> <p>The improved efficiency of the junction will benefit businesses and freight, and transport providers, by reducing operating costs and providing more reliable journey times through the junction to existing employment sites such as Pensnett Trading Estate, Russells Hall Hospital, and the emerging Local Enterprise Zone at Waterfront Business Park, along with unlocking future employment and opportunity sites. This totals potentially 133 hectares of employment land. Waterfront Business park alone has 750,000 sq ft of high quality office accommodation which is currently 40% vacant, if fully occupied this space would host up to 4,600 new jobs.</p> <p>Pensnett Trading Estate is the largest industrial investment within the LCP portfolio and also one of the largest secure industrial estates in Europe, comprising of approximately 2.3 million square feet on a site of 170 acres, with a further 15 acres identified for future development.</p> <p>The scheme will deliver added value in the form of injury accident reduction of up to 60%. Overall 23 accidents have occurred over the last 5 year period. The vast majority of accidents within the study area occurred at or in the vicinity of the junctions proposed for improvement namely High Oak, Bradley Street and Tansey Green Road. It is envisaged that accidents will be substantially alleviated by the introduction of traffic signals which will remove the majority of turning conflicts and give sufficient time for vehicles to access and egress from the junction in a safer environment and street scene.</p>									
<b>Alignment - What are we already doing to address the issues:</b>	This scheme builds on significant investment to improve access to the motorway junction from this part of Dudley, including Brierley Hill Sustainable Access Network (£22m) and Burnt Tree Improvement (£12m)									
<b>Impact of Project Not Proceeding:</b>	The area will not offer reliable journey times through the junction to from existing employment sites. This would negatively impact on 133 hectares of employment land including Waterfront Business park, with 750,000 sq ft of high quality office accommodation currently 40% vacant, if fully occupied this space would host up to 4,600 new jobs.									
<b>Commercial Case – evidence of demand</b>	As the scheme directly affects a High Street location, pre consultation has been carried out with Residents and Business Owners as part of Pensnett Regeneration Study showing significant support. Liaison with Business owners during scheme development will be critical to a successful outcome.									
<b>Financial Case</b>										
<b>£m</b>	<b>Funding Source:</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>		<b>Total Outputs</b>
	BCLGF (Pre-Committed)		£1.1	£1.8	£0.7	£0.2		£3.8		4,600 jobs and 750,000 sq ft of office space filled at Waterfront
	BCLGF (Competitive)									reducing operating costs and providing
	Other Public Source:	£0.2	£0.3	£0.4	£0.3			£1.2		Accident reduction
	Private (own funds)									<b>BCR: 4.63</b>
	Private (3rd party)									
	<b>Total</b>	<b>£0.2</b>	<b>£1.4</b>	<b>£2.2</b>	<b>£1.0</b>	<b>£0.2</b>		<b>£5.0</b>		



<b>Programme</b>	<b>PI2 - Infrastructure</b>									
<b>Project:</b>	SEPP140– M5 J1 Andy Miller; Sandwell Council									
<b>Project Outline:</b>	It is proposed to carry out a major improvement which will increase the capacity of all approaches to the junction, provide controlled pedestrian crossings and dedicated cycle routes. Options being considered include widening of the circulatory carriageway, including widening the existing bridges over the motorway and the provision of a through lane to create a 'hamburger' style junction running from the Expressway to Kenrick Way via a new bridge over the motorway.									
<b>Project SMART Objective:</b>										
<b>Project Need:</b>	<p>The need for improvements at M5 Junction 1 has been highlighted for a number years both through local business forums such as the Black Country Chamber of Commerce and by local politicians. It is identified as a key priority in the Black Country Core Strategy, by the Black Country Local Enterprise Partnership and the Highways Agency.</p> <p>To the west, the A41 Expressway dual carriageway provides access to the retail core of West Bromwich town centre, and beyond to Great Bridge, Dudley (via the A461), Wednesbury and Wolverhampton. It also acts as a motorway diversion route when incidents occur at the M5/M6 interchange. To the east the A41 Birmingham Road links to the western side of Birmingham. To the south the A4252 Kenrick Way is the major route from West Bromwich to Smethwick and Birmingham City Centre. The final arm is Birmingham Road (West), which is a single-carriageway road providing local access to the town centre.</p> <p>Given its location on the Strategic Highway Network, the junction serves two functions. It provides an important link to the national network for the West Bromwich and North Smethwick areas. It also lies on important routes between West Bromwich and other parts of the Black Country, and Birmingham. This leads to high volumes of traffic, much of which is not accessing the motorway.</p> <p>All arms of the junction experience significant levels of delays and congestion in both peak periods. Traffic frequently back onto the motorway mainline resulting in long queues, sometimes as far back as Junction 2 to the south and M6 interchange to the north. Incidents of the roundabout 'locking up' are increasing which often results in major congestion throughout the eastern side of West Bromwich town centre as through traffic looks for alternative routes.</p>									
<b>Strategic Case</b>	<p>The Black Country Core Strategy (BCCS) spatial strategy is based around the Growth Network of four Strategic Centres and sixteen Regeneration Corridors (RCs). The junction lies within RC12 (Oldbury-West Bromwich-Smethwick) and close to the Strategic Centre of West Bromwich. The transport strategy (CSP5) identifies an 'Improved road network and links to the national M5 and M6 motorway network' as a key factor in supporting the spatial objectives (BCCS 2011, p51).</p> <p>Policy TRAN1 outlines the priorities for development of the transport network. It recognises that the delivery of an improved and integrated network both within the Black Country, and links to regional and national networks, as being vital in achieving the economic growth and regeneration envisaged in the strategy. The policy sets out the improvements needed to deliver the transport strategy, which include Junctions 1 and 2 of the M5, and Junctions 9 and 10 of the M6 (p117-118).</p>									
<b>Alignment - What are we already doing to address the issues:</b>	This scheme builds on over £25 million of recent funding at the A41 West Bromwich underpass which directly improves links to Junction 1 of the M5.									
<b>Impact of Project Not Proceeding:</b>	Journey time reliability will not be improved, and growth will be constrained in this key growth area. This will also impact upon neighbouring LEPS, and letters of support can be found from GBS LEP and Birmingham City Council.									
<b>Commercial Case – evidence of demand</b>	A study of the four motorway junctions carried out on behalf of the Highways Agency by Mott MacDonald in 2010 as part of the evidence base for the BCCS Examination in Public concluded that M5 Junction 1 would reach operational capacity in 2016. The study proposed mitigation measures which form one of the options under consideration. Junction 1 of the M5 lies at the motorway's intersection with the A41 and the A4252 approximately 1.5km to east of West Bromwich town centre. The junction is a six-arm roundabout with signal control on all arms except Kenrick Way and Birmingham Road. Junction control is provided through a MOVA installation.									
<b>Financial Case</b>										
<b>£m</b>	Funding Source:	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>		<b>Total Outputs</b>
	BCLGF (Pre-Committed)									
	BCLGF (Competitive)				£9.0		£16.0	£25.0		BCR 2:4
	Other Public Source:		£0.2	£0.2	£0.2			£0.6		Supports the 34 key companies located within one mile of M5 Junction 2,
	Private (own funds)									Support just under 3000 jobs
	Private (3rd party)									Support business which contribute approximately half a billion pounds of turnover annually
	<b>Total</b>		£0.2	£0.2	£9.2		£16.0	£25.6		

<b>Programme</b>	<b>PI2 - Infrastructure</b>
<b>Project:</b>	SEPP139 – Birchley Island M5 J2 Andy Miller; Sandwell Council
<b>Project Outline:</b>	The scheme involves a major capacity improvement to the linked junctions of Birchley Island and M5, Junction 2, building on the Highways Agency scheme to widen the motorway 'off' slips carried out in 2013 as part of the Pinch Point Programme. All of the approaches will be widened and signal control will be introduced on the A4034 Churchbridge approach. The provision of through lane to create a 'hamburger' type junction, either along the line of the A4123, or from the motorway link, is being considered. The scheme provides improved facilities for pedestrians and provision for cyclists which currently does not exist
<b>Project SMART Objective:</b>	<ul style="list-style-type: none"> <li>• Reduce delays and congestion - This will have a positive impact on Black Country businesses whose goods are transported through this junction onto the regional and national networks. It will support growth and increase regeneration opportunities.</li> <li>• improve bus service reliability - This will assist in improving the attractiveness of buses and contribute to modal shift.</li> <li>• Reduce severance and improve pedestrian and cycle links — Safer and more convenient links will reduce the severance affect of the junction and its approaches.</li> <li>• Improve road safety - Improved junction control, lane markings and pedestrian/cycle facilities will reduce the potential for accidents.</li> </ul>
<b>Project Need: (Business Case)</b>	<p>Birchley Island/M5 Junction 2 lies at the intersection of the M5, A4123 and A4034 approximately 1km south of Oldbury Town Centre. It consists of two signal-controlled roundabouts connected by a dual-carriageway link road. Birchley Island has six arms of which all but two are signal-controlled. The A4123 links Wolverhampton to Birmingham whilst the A4034 runs north-south through Walsall, West Bromwich, Oldbury and Blackheath. The junction therefore provides a link from all of these locations to the national motorway network. The motorway junction itself has four arms; two slips roads, the link to Birchley and a secondary access to a large supermarket car park.</p> <p>The junction complex suffers from significant levels of congestion, not only at peak hours but throughout the day. This impacts on the competitiveness of local businesses, and the reliability of bus services which use both the A4034 (Showcase Route 4) and A4123. The study carried out in August 2010 on behalf of the Highways Agency as part of the Black Country Core strategy evidence base clearly demonstrated a need for capacity improvements at this location as it concluded that the junction would reach operational capacity in 2013. Congestion already creates queuing on to the motorway mainline at peak hours and this will increase over time. Improvements are therefore needed to both address existing congestion and to accommodate traffic generated as a result of growth in RC12 and 13.</p> <p>The junction lies at the midpoint of two Local Sustainable Transport Fund corridors and two routes on the Sandwell Cycle Network along the A4123 and A4034. Birchley Island represents a significant barrier to pedestrian movement and the passage of cyclists. There are no controlled pedestrian crossing facilities immediately at the junction nor are there any measures to accommodate cycle movements. As such it is a priority for sustainable transport initiatives involving the reduction of congestion, reduced carbon emissions, reduction of bus journey times and improvements for cycling/walking.</p> <p>There were 32 injury accidents at the junction in the five years to 1st April 2013.</p>
<b>Strategic Case</b>	<p>The need for improvements at the Birchley Island/M5 Junction 2 complex has been highlighted for a number years both through local business forums such as the Black Country Chamber of Commerce, who proposed improvements as part of the Quick Wins Programme in 2009, and by local politicians. It is identified as a key priority in the Black Country Core Strategy, by the Black Country Local Enterprise Partnership and the Highways Agency.</p> <p>The Black Country Core Strategy (BCCS) spatial strategy is based around the Growth Network of four Strategic Centres and sixteen Regeneration Corridors (RCs). The junction lies within RC12 (Oldbury-West Bromwich-Smethwick) but also provides motorway access for a wider part of the west of the Black Country covered by RC10 (Pensnett-Kingswinford), RC11 (Dudley-Brierley Hill-Stourbridge) and RC13 (Rowley Regis-Jewellery Line). The transport strategy (CSP5) identifies an 'Improved road network and links to the national M5 and M6 motorway network' as a key factor in supporting the spatial objectives (BCCS 2011, p51).</p> <p>Policy TRAN1 outlines the priorities for development of the transport network. It recognises that the delivery of an improved and integrated network both within the Black Country, and links to regional and national networks, as being vital in achieving the economic growth and regeneration envisaged in the strategy. The policy sets out the improvements needed to deliver the transport strategy, which include Junctions 1 and 2 of the M5, and Junctions 9 and 10 of the M6 (p117-118).</p>
<b>Alignment - What are we already doing to address the issues:</b>	<p>The Highways Agency carried out work at M5 Junction 2 as part of its Pinch Point Programme between May and September 2013. The scheme aimed to relieve peak hour congestion and queuing on the exit slip roads supporting the creation of 785 jobs and 6,700 homes by 2020. The work involved:</p> <ul style="list-style-type: none"> <li>• Widening the entries to the roundabout at the give way lines.</li> <li>• creating an additional lane on both the northbound and southbound exit slip roads.</li> <li>• increasing the circulatory carriageway from 3 to 4 lanes on the eastern side of the roundabout.</li> <li>• Improving road markings and signage.</li> </ul> <p>The scheme cost £1.75m.</p>
<b>Impact of Project Not Proceeding:</b>	users of this motorway junction will suffer delays as a result of queuing traffic. This results in unpredictability; slow, congested links in peaks and excessively long journey times, all of which hinder economic performance.
<b>Commercial Case – evidence of demand</b>	In reality M5 Junction 2 and Birchley Island operate as a single entity. This was recognised in a study of the four motorway junctions carried out on behalf of the Highways Agency by Mott MacDonald in 2010 as part of the evidence base for the BCCS Examination in Public. Following modelling work, this study concluded that M5 Junction 2 (along with Birchley Island) would reach operational capacity in 2013. The study proposed mitigation measures which form one of the options currently being evaluated with the exception of the widening of the motorway 'off slips'

which was carried out during 2013 as part of the Highways Agency's Pinch Point Programme.

Financial Case										
£m	Funding Source:	2015/ 16	2016/ 17	2017 /18	2018/1 9	2019/ 20	2020/ 21	Total		Total Outputs
	BCLGF (Pre-Committed)	£0.1						£0.1		Support for the 34 strategic companies located within a mile of the junction
	BCLGF (Competitive)		£7.0	£6.0	£4.3			£17.3		Supports companies with 3000 jobs
	Other Public Source:	£0.2	£0.2	£0.2				£0.6		Supports companies with half a billion of annual turnover
	Private (own funds)									
	Private (3rd party)									
	Total	£0.3	£7.2	£6.2	£4.3			£18.0		

<b>Programme</b>	<b>PI2 - Infrastructure</b>
<b>Project:</b>	SEPP142 – Aldridge Station Rafael Cuesta; Centro
<b>Project Outline:</b>	<p>The Aldridge Station and Electrification scheme featured as a Centro promoted option in the 2011 West Midlands &amp; Chilterns RUS.</p> <p>The scheme allows the twice hourly local Birmingham – Walsall electric trains, which currently terminate at Walsall to be extended to a new station at Aldridge.</p> <p>Electrification would be required as part of the scheme to allow existing rolling stock to be extended from Walsall to Aldridge. However, the electrification of the section of the route between Walsall Station and Rycroft Junction has been approved as part of the Walsall – Rugeley (Chase Line) electrification scheme due to be completed by December 2017. This leaves just 3 miles of double track railway to be electrified to enable services to operate to the Aldridge Station site.</p>
<b>Project SMART Objective:</b>	<p>The scheme will provide Aldridge with direct access to the national rail network in order to:</p> <ul style="list-style-type: none"> <li>⊕ improve business to business connectivity (Including access to Birmingham Airport) enhance access to employment for local residents</li> <li>⊕ improve attractiveness of Aldridge to business &amp; developers.</li> </ul> <p>The scheme also addresses 2 of the <b>BCLEP Transport Group's</b> 3 overarching aims designed to address barriers to private sector economic growth:</p> <p><b>Aim 1 improve the flow, reliability and access of employees to and from the workplace</b> The scheme will provide access for residents to employment in the Strategic Centre of Walsall and Birmingham in a manner will increase the attractiveness of Aldridge to new business by linking it to the national rail network.</p> <p><b>Aim 3 improve the flow, reliability and access for visitors (tourism and business) through the Black Country</b> The scheme will provide reliable high capacity transport from Aldridge to both Walsall and Birmingham New St Station for services to Birmingham International (Airport/nec) and intercity connections to the rest of the UK. Use of electric trains will make it easier to facilitate future fast cross-regional direct links to both Birmingham Airport and Coventry.</p>
<b>Project Need: (Business Case)</b>	<p>Since Aldridge Station was closed in 1965, huge population growth has occurred in the surrounding area and road traffic volumes and congestion have substantially increased. This is demonstrated by the chronic road congestion on the A454 and A452 roads which connect Aldridge to Walsall and Birmingham. This has had the effect of reducing accessibility to key centres and employment / training opportunities in the Black Country and to Birmingham.</p> <p>Public Transport access to / from Aldridge is currently limited to buses only which can mean that longer distance journeys take longer than by other modes.</p> <p>The alternatives are to drive the whole length of the journey or to park &amp; ride using rail services from Walsall or from stations on the Cross-City Line, such as Four Oaks (which also leads to extended journey times).</p> <p>This generates additional traffic on the local network, contributing towards the existing congestion and air quality problems.</p> <p>The rail park &amp; ride sites that exist are heavily oversubscribed some of which could be alleviated by providing new stations (and services) where they do not exist already – reducing the need for railheading from the likes of Aldridge.</p>
<b>Strategic Case</b>	<p>The scheme would address the poor levels of public transport accessibility in the Aldridge area, especially the relatively poor connectivity to Walsall, Birmingham and the wider national rail network.</p> <p>This restricts access to employment for residents and access to a wider workforce pool for local businesses. It also restricts the connectivity for Aldridge businesses to their customers and suppliers and makes Aldridge a less attractive proposition for future development.</p> <p>The Walsall Local Plan has identified the need to provide an additional 11973 houses by 2026 within the framework of the Joint Core Strategy. The site allocation document also proposes to allocate significant numbers of potential sites on a A454 and the A452 which would generate additional traffic on the congested road corridors. Investment in the station will provide better sustainable connectivity for the eastern part of the conurbation.</p> <p>Network Rail is committed to electrification of Walsall- Rugeley by December 2017 allowing the opportunity to include this scheme as follow-on enhancement. At the same time, the renewal of the London-Midland franchise during the 2015-19 period will allow the opportunity to specify services in the new contract and allow appropriate rolling stock to be secured.</p>
<b>Alignment - What are we already doing to address the issues:</b>	<ul style="list-style-type: none"> <li>⊕ A GRIP2 Feasibility Study has been completed into the project and identified potential options for delivery</li> <li>⊕ Funding is being sourced for a GRIP3 level study which will determine the preferred option for the station location and layout</li> <li>⊕ The LEP has made a major scheme allocation of 5.2 million and Centro has committed 400K of development funding to the scheme</li> </ul>
<b>Impact of Project Not Proceeding:</b>	<p>Aldridge will continue to suffer from poor public transport connectivity and increasing road congestion.</p> <p>This lack of connectivity will act as a barrier to future economic growth in the town and hinder access to jobs and services.</p>
<b>Commercial Case – evidence of demand</b>	<p>Demand for local rail services has seen dramatic growth over the last decade, with an increase in passengers from 26.4 million in 2002, to 46.5 million in 2012.</p> <p>One of the key reasons for this growth is the significantly improved access to employment and training opportunities that rail services provide in terms of speed and reliability.</p> <p>The delivery of this scheme will certainly improve access to and from Aldridge to key centres such as Walsall and Birmingham as well as the onward connections beyond these.</p> <p>A new half-hourly rail service between Aldridge and Birmingham (with the potential for services to continue on to Leamington via Birmingham International and Coventry) would attract around 125,000 passengers per year. A significant proportion of these journeys are likely to be modal shift from car or from existing rail passengers who drive to other stations in the area. This will see a reduction in local and longer distance car journeys from the highway network.</p>

	Although the direct impact in terms of new businesses or employment is difficult to quantify, transport acts as a facilitator for economic development and will have positive impact.									
<b>Financial Case</b>										
<b>£m</b>	Funding Source:	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	Total		<b>Total Outputs</b>
	BCLGF (Pre-Committed)			£4.1	£1.1			£5.2		Improved connectivity to B'ham and HS2
	BCLGF (Competitive)									BCR – 2.03:1
	Other Public Source:	£0.2	£0.2	£10.0	£5.0			£15.4		
	Private (own funds)									
	Private (3rd party)									
	<b>Total</b>	£0.2	£0.2	£14.1	£6.1	£0.0		£20.6		

<b>Programme</b>	<b>PI2 - Infrastructure</b>																				
<b>Project:</b>	SEPP143 – Snow Hill Rail Lines Capacity & Connectivity Enhancements Rafael Cuesta; Centro																				
<b>Project Outline:</b>	This package of measures includes the reinstatement of Platform 4 at Snow Hill Station and a new turnback facility at Rowley Regis. These enhancements will create additional capacity on the network (in an efficient manner) which will enable faster and more frequent services into central Birmingham from the Black Country, Solihull, Warwickshire and Worcestershire These service enhancements will improve connectivity to the HS2 Curzon St Station from across the region via the adjacent Moor St Station																				
<b>Project SMART Objective:</b>	These enhancements will create additional capacity on the network which will enable faster and more frequent services into central Birmingham from a range of destinations across the West Midlands as well key employment sites in Solihull, Warwickshire and the Black Country.  This will facilitate: <ul style="list-style-type: none"> <li>⊕ 8 local trains per hour (currently 6) on core route through Snow Hill</li> <li>⊕ Faster trains between Stourbridge, Cradley Heath &amp; Birmingham (6 trains per hour to be retained in peak)</li> <li>⊕ 4 local trains per hour (currently 3) to Shirley, Solihull, Dorridge</li> <li>⊕ Additional services to Stratford and, Leamington and Warwick</li> <li>⊕ Retention of current Chiltern Railways services</li> </ul>																				
<b>Project Need:</b> <b>(Business Case)</b>	<p>The Snow Hill lines connect the Black Country with Birmingham, Solihull, and other regional centres such as Worcester, Kidderminster, Warwick, Leamington and Stratford. The services are extremely popular with as outlined by the table below with robust long term growth forecast for the future. This high volume, mixed use corridor reduces the capacity and capability of the Snow Hill line network limiting the ability to run additional services or better alignment services to local and regional demand.</p> <p>The Snow Hill Lines have seen significant growth and many services are at capacity in the peak periods.</p> <div style="text-align: center;"> <table border="1"> <caption>Snow Hill Lines</caption> <thead> <tr> <th>Year</th> <th>Passengers</th> </tr> </thead> <tbody> <tr><td>2003/04</td><td>13,364</td></tr> <tr><td>2004/05</td><td>14,737</td></tr> <tr><td>2005/06</td><td>14,848</td></tr> <tr><td>2006/07</td><td>16,714</td></tr> <tr><td>2007/08</td><td>17,123</td></tr> <tr><td>2008/09</td><td>18,484</td></tr> <tr><td>2009/10</td><td>18,877</td></tr> <tr><td>2010/11</td><td>20,698</td></tr> <tr><td>2011/12</td><td>22,208</td></tr> </tbody> </table> </div> <p>The busiest stations of the routes, Birmingham Snow Hill and Moor St stations, see in excess of 10.3 million passenger entries and exits annually (ORR Station Usage 2012/13) with a further 750k passengers interchanging between services at these 2 stations. More than fifteen million passenger journeys start and/or finish on the line each year (Centro RaDForM Rail Demand Forecasting Model).</p> <p>The lack of spare capacity means that some journeys may not be undertaken, or are at a minimum more difficult and time-consuming. Any journey not undertaken will invariably restrict growth.</p> <p>Network Rail and Centro have undertaken assessments which suggest the local rail network will continue to grow by 2.5% per annum up to 2020 meaning the total Snow Hill network would be carrying almost 28M passengers per year - an increase of approx 25% from 2010. Existing services, particularly in the peak periods are already exceptionally busy with little or no spare capacity</p>	Year	Passengers	2003/04	13,364	2004/05	14,737	2005/06	14,848	2006/07	16,714	2007/08	17,123	2008/09	18,484	2009/10	18,877	2010/11	20,698	2011/12	22,208
Year	Passengers																				
2003/04	13,364																				
2004/05	14,737																				
2005/06	14,848																				
2006/07	16,714																				
2007/08	17,123																				
2008/09	18,484																				
2009/10	18,877																				
2010/11	20,698																				
2011/12	22,208																				
<b>Strategic Case</b>	<p>The project will provide increased rail capacity between the Black Country, Central Birmingham, Solihull and Warwickshire enabling quicker and more frequent services. This will therefore increase the quantum of workers, shoppers and students within easy access of the Black Country and other areas of significant economic growth across the West Midlands. These improvements are estimated to generate an additional £258m of GVA benefit per annum equivalent to 3,000 + additional jobs as a result of improved connectivity.</p> <p>The scheme addresses 2 of the BCLEP Transport Group's 3 overarching aims designed to address barriers to private sector economic growth.</p> <p>The scheme will improve journey times and service frequencies and will reduce the amount of unproductive time incurred by business travels. The scheme will also:</p> <ul style="list-style-type: none"> <li>⊕ Improve access to the proposed HS2 station in Birmingham as well as providing improved access to national rail services from New Street Station.</li> <li>⊕ The connectivity improvements generated by this scheme are expected to have a significant impact on labour market connectivity across the West Midlands.</li> <li>⊕ Improved access to station areas aims to attract additional inward investment in the surrounding area.</li> <li>⊕ increase the operational flexibility &amp; reliability of service</li> </ul> <p>improve flexibility for additional freight services via future Stourbridge – Walsall line</p>																				
<b>Alignment - What are we already doing to address the issues:</b>	<p>(1) Recently introduced rolling stock on the snow hill lines has provided additional capacity but this has quickly been filled with additional passengers.</p> <p>(2) Centro has aligned 400K in development funding, and as a cross boundary scheme, the Greater Birmingham and Solihull LEP is also considering aligning funding to the scheme</p>																				
<b>Impact of Project Not Proceeding:</b>	The lines will not be able to accommodate any additional growth to support new housing or economic development, and those who cannot travel suitably to centres of growth will likely drive, which will have a negative impact on roads, air quality and congestion.																				
<b>Commercial Case – evidence of demand</b>	<p>Network Rail and Centro have undertaken assessments which suggest the local rail will continue to grow by at least 2.5% per annum up to 2020 meaning the total Snow Hill network would be carrying almost 28m passengers per year an increasing of approx 25% from 2010. (See "Project Need" above for further demand figures). The rail industry is limited in its ability to provide network and rolling stock capacity to meet growth with policy focus on train lengthening. Due to the network constraints outlined, the ability to run additional trains will be limited. This scheme will therefore provide the rail network capacity and capability to run a more efficient and market demand led rail service for both local and regional markets.</p> <p>Although the direct impact in terms of new businesses or employment is difficult to quantify, transport acts as a facilitator for economic development and will have a positive impact.</p>																				

<b>Financial Case</b>										
<b>£m</b>	Funding Source:	2015/ 16	2016/ 17	2017 /18	2018/1 9	2019/ 20	2020/ 21	Total		Total Outputs
	BCLGF (Pre-Committed)									over 3,000 potential new jobs and increase of GVA of £258m p.a. (Total project benefit)
	BCLGF (Competitive)			£2.0	£1.3			£3.3		<b>BCR: 1.8:1</b>
	Other Public Source:	£0.2	£0.2	£10.5	£6.3			£17.2		Improved connectivity and reduced journey times
	Private (own funds)									
	Private (3rd party)									
	<b>Total</b>	<b>£0.2</b>	<b>£0.2</b>	<b>£12.5</b>	<b>£7.5</b>			<b>£20.4</b>		



## 7 Appendix

### 7.1 Summary of Stakeholder Consultation

Summary of Stakeholder Consultation					
Type of Stakeholder	Organisation	Involvement in...			
		Steering Group	Thematic Groups	Individual Consultations	Wider Information Provision
LEPs	Black Country LEP & Black Country Consortium	✓	✓	✓	✓
	Greater Birmingham and Solihull LEP			✓	
	Stoke-on-Trent and Staffordshire LEP			✓	
	Coventry and Warwickshire LEP			✓	
	The Marches LEP			✓	
	Worcestershire LEP			✓	
Local Authorities	Wolverhampton City Council	✓	✓	✓	✓
	Walsall Council	✓	✓	✓	✓
	Dudley MBC	✓	✓	✓	✓
	Sandwell Council	✓	✓	✓	✓
	BC Strategic Transport Board	✓	✓	✓	✓
Universities	University of Wolverhampton	✓	✓	✓	✓
	University of Warwick			✓	
Colleges	Walsall College		✓	✓	✓
	Sandwell College			✓	✓
	Wolverhampton College		✓	✓	✓
	Dudley College			✓	✓
	Halesowen College				
	BMet Stourbridge College			✓	✓
Business networks including social enterprises and mutuals	Wolverhampton Science Park		✓		✓
	Black Country Chamber of Commerce		✓		✓
	Black Country Reinvestment Society		✓		✓
	Accord Housing		✓		✓
	Walsall Housing Group		✓		✓
	Juniper Training				✓
	Access to Business		✓		✓
	Vine Trust		✓	✓	✓
	Social Enterprise West Mids (SEWM)				✓
	Sandwell Women's Enterprise Development Agency		✓		✓
	Sustainability West Midlands		✓		✓
	LEP Private Sector Representatives				✓
	Black Country Consortium Private Sector Representatives				✓
Black Country FSB				✓	
Skills bodies	Work Programme Primes (Pertemps/NCG/EOS)		✓	✓	

Summary of Stakeholder Consultation						
Type of Stakeholder	Organisation	Involvement in...				
		Steering Group	Thematic Groups	Individual Consultations	Wider Information Provision	
	Skills Funding Agency, UK Commission for Employment and Skills		✓	✓		
	Prospects Ltd			✓		
Local Nature Partnerships	Birmingham and Black Country Wildlife Trust		✓	✓		
	Dudley Canal Trust			✓		
	Wren's Nest			✓		
	Forestry Commission			✓		
Civil Society Interest Networks	The Princes Trust			✓		
	Walsall Voluntary Action			✓	✓	
	Dudley Council for Voluntary Services		✓	✓	✓	
	Wolverhampton VSC				✓	
National Agencies	UKTI		✓	✓		
	MAS		✓	✓		
	PERA Growth Accelerator		✓	✓		
	Job Centre Plus		✓			
	BIS			✓		
	DCLG			✓		
	Cabinet Office			✓		
	DWP			✓		
	HCA				✓	
	NHS England				✓	
	Environment Agency			✓	✓	
	Associated LEP sub boards	Black Country LEP Employment & Skills Board -12 high value manufacturing businesses & education provider representatives			✓	✓
Black Country LEP Access to Finance Board – 15 members				✓	✓	
Black Country LEP Social Enterprise Cabinet				✓	✓	
Black Country LEP Visitor Economy Group – visitor attractions, culture, hotels and heritage representatives				✓	✓	
Businesses	33 Black Country companies, as members of Confederation of British Metalforming			✓	✓	
	Institute of Cast Metal Engineers				✓	
	Institute of Sheet Metal Engineering				✓	
	Institution of Mechanical				✓	

Summary of Stakeholder Consultation					
Type of Stakeholder	Organisation	Involvement in...			
		Steering Group	Thematic Groups	Individual Consultations	Wider Information Provision
	Engineers				
	70 companies who attended Black Country Economic Review event on 27 Feb 2014				✓
	190 businesses who attended Black Country Meet the Funder event on 28 January 2014.				✓
	Made in the Midlands - peer group for MD's and CEO's of Manufacturing and Engineering firm				✓
Letters of support	Centro			✓	
	Canals and River Trust			✓	
	Sustrans			✓	
	Highways Agency			✓	
	Greater Birmingham & Solihull LEP				
	Birmingham City Council				
	BeActive Partnership				
	New Heritage Generation				
	Delta Planning				
	Made in the Midlands				
	Lodent Precision Limited				
	CPE machining ltd				
	In-Comm Group Training Association				

## 7.2 LEP Board Membership

### Board Members



**Stewart Towe CBE -**  
Chair  
MD, Hadley Group



**Councillor Mike Bird -**  
Deputy Chair  
Leader, Walsall MBC



**Paul Brown -**  
Access to Finance  
Director Government Services, Ernst & Young



**Councillor Darren Cooper -**  
Leader, Sandwell MBC



**Andy Cox -**  
International Trade  
MD, Cox & Plant



**Chris Handy OBE -**  
Social Enterprise  
Chief Executive, Accord Group



**Simon Eastwood -**  
Infrastructure and Planning  
MD, Carillion Developments, Carillion Plc



**Professor Geoff Layer †-**  
Skills Higher & Further Education  
Vice-Chancellor, Wolverhampton University



**Councillor Roger Lawrence -**  
Transport  
Leader, Wolverhampton City Council



**Jat Sharma -**  
Skills Higher & Further Education  
Principal and Chief Executive, Walsall College



**Ninder Johal -**  
Communications  
MD, Nachural Corporate Communications



**Vicki Wilkes †† -**  
Education / business partnerships  
MD, Phoenix Calibration & Services Ltd



**Councillor David Sparks OBE -**  
European Funding  
Leader, Dudley MBC



**Tom Westley -**  
Enterprise Zone  
Chairman, Westley Group



**Paul Linton -**  
Nominee – Skills for High Value Manufacturing  
Senior Manager Human Resources, HUF (UK) Ltd



**Peter Suddock -**  
Nominee – Visitor Economy  
Chief Executive, Dudley Zoological Gardens

† Professor Ian Oakes resigned September 2013 †† Resigned July 2013

All Black Country LEP documentation, including this Annual Review are available to download at [www.blackcountrylep.co.uk](http://www.blackcountrylep.co.uk)

## 7.3 Local Growth Fund Outputs and Financial Summary Tables

### Project and Programme Information Table

Name of LEP:	Black Country
--------------	---------------

#### Summary ask of LGF (15/16)

Area	Total LGF 2015-16	Outputs/Impact 2015-16	Total LGF 2015-21	Outputs/Impact 2015-21
Transport	£11.9m (+£5.7m majors)	2,746 jobs	£56.1m (+£9.3m)	2,746 jobs
Skills Capital	£14.6m	528 jobs, 478 business assists, 1,286 learner assists	£15.9m	2,258 jobs, 78 houses, 2,509 business assists, 7,135 learner assists
Housing	£7.7m	290 jobs, 200 houses, 3 Business assists, 176 learner assists	£17.2m	2,031 jobs, 1,562 houses, 13 business assists, 239 learner assists
Other	£22.1m	1,917 jobs, 1,402 business assists, 17 learner assists	£35.8m	4,612 jobs, 1,518 business assists, 155 learner assists

#### Financial information

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type Capital or Resource	Profile (£m)						Further info on project * (SEP page reference)	Project output information	
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			Total
SEPB1: <b>Growing Priority Sector Regional Growth Fund</b> - Providing Access to Finance via a Regional Growth Fund to Grow our Priority Sectors via capital investment in plant, machinery & property.	Other	BCLGF (Pre-Committed)	Capital								See page 97	1,500 jobs, 1,000 business assists, 35 learner assists
		BCLGF (Competitive)	Capital	5.0	5.0	5.0				15.0		
		Other Public Source	Capital									
		Private	Capital	13.5	13.5	13.5				40.5		
		Total	Capital	18.5	18.5	18.5				55.5		

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type Capital or Resource	Profile (£m)							Further info on project * (SEP page reference)	Project output information
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total		
SEPP2: <b>Advanced Science, Engineering &amp; Technology at Halesowen College</b> - £3m investment in a New Advanced Science, Engineering and Technology Skills Centre based at Coombs Wood Business Park to up skill the local population	Skills Capital	BCLGF (Pre-Committed)	Capital								See page 101	188 jobs, 255 business assists, 575 learner assists
		BCLGF (Competitive)	Capital	1.1						1.1		
		Other Public Source	Capital									
		Private	Capital	2.1	1.3	0.9				4.3		
		Total	Capital	3.2	1.3	0.9				5.3		
SEPP3: <b>Dudley Advance</b> - State of the art new Centre for Advanced Building Technologies & Construction Skills comprising approximately 4,427m <sup>2</sup> of new teaching and workshop facilities to complete the £48m investment in Dudley Advance.	Skills Capital	BCLGF (Pre-Committed)	Capital								See page 102	1,680 jobs, 78 houses, 1,430 business assists, 3,250 learner assists
		BCLGF (Competitive)	Capital	7.4	1.3					8.7		
		Other Public Source	Capital	4.8						4.8		
		Private	Capital	35.6	0.7					36.3		
		Total	Capital	47.8	2.0					49.8		
SEPPL21: <b>Goscote Lane Corridor</b> - Investing £28m (£2.5m LGF ask in 2015/16) in a transformational programme to bring forward a residential development of <b>750 houses</b> on three related vacant brownfield sites, totalling 21 hectares	Housing	BCLGF (Pre-Committed)	Capital								See page 111	1,250 jobs, 735 houses, 9 business assists, 239 learner assists
		BCLGF (Competitive)	Capital	2.5				6.3		8.8		
		Other Public Source	Capital	3.7						3.7		
		Private	Capital	10.2			5.7			15.9		
		Total	Capital	16.4			5.7	6.3		28.4		

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type Capital or Resource	Profile (£m)							Further info on project * (SEP page reference)	Project output information
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total		
SEPPL2: <b>Bentley Lane Remediation</b> - Creating <b>11ha of high quality employment land</b> , this project is investing in a key industrial development location (Bentley Lane) to undertake on site remediation works (to assist in addressing a viability gap) and off site infrastructure (road improvements).	Other	BCLGF (Pre-Committed)	Capital								See page 106	800 jobs, 1 business assist
		BCLGF (Competitive)	Capital	8.8						8.8		
		Other Public Source	Capital									
		Private	Capital	15.0	10.0	5.0				30.0		
		Total	Capital	23.8	10.0	5.0				38.8		
SEPPL11: <b>Regeneration of Bilston Centre</b> - Delivering the Core Strategy and working with partners including the HCA and Wolverhampton City Council who have committed investment to provide further infrastructure s and remediation to <b>Bilston Urban Village</b>	Housing	BCLGF (Pre-Committed)	Capital								See page 108	515 jobs, 580 houses
		BCLGF (Competitive)	Capital	3.3						3.3		
		Other Public Source	Capital	7.7						7.7		
		Private	Capital	7.8	7.2	7.2	7.2	7.2	7.2	43.8		
		Total	Capital	18.7	7.2	7.2	7.2	7.2	7.2	54.7		
SEP6: <b>The People's Power Station Demonstrator &amp; Catalyst</b> - A £3m project with funding from the Technology Strategy Board to launch The People's Power Station and make the Black Country a national leader in the development and deployment of smart grid technologies	Other	BCLGF (Pre-Committed)	Capital								See page 100	1,280 jobs, 52 business assists
		BCLGF (Competitive)	Capital	0.5						0.5		
		Other Public Source	Capital	1.5						1.5		
		Private	Capital	1.0						1.0		
		Total	Capital	3.0						3.0		



Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type Capital or Resource	Profile (£m)							Further info on project * (SEP page reference)	Project output information
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total		
SEPPL15: <b>Growing the City Centre Cultural &amp; Business Events Offer</b> - An investment of £5m to support a £20m investment to transform W'ton strategic centre. The project is a major refurbishment and extension of the Civic Halls, coupled with adaptations to the Grand Theatre	Other	BCLGF (Pre-Committed)	Capital								See page 109	968 jobs, 1,345 business assists, 108 learner assists
		BCLGF (Competitive)	Capital	5.0	1.4	0.2				6.6		
		Other Public Source	Capital	1.1	4.1	2.0	0.1			7.2		
		Private	Capital	1.8	2.0	2.1	0.3			6.2		
		Total	Capital	7.9	7.5	4.3	0.4	0.0	0.0	20.0		
SEPPL30: <b>Woods Lane Sandwell</b> - £6m LGF investment to enable a new road junction to access development site for approximately <b>247 units</b> , together with relocation of at least three manufacturing businesses, and environmental improvements to River Stour.	Housing	BCLGF (Pre-Committed)	Capital								See page 113	266 jobs, 247 houses, 4 business assists
		BCLGF (Competitive)	Capital	2.0	2.5	0.6	0.0			5.1		
		Other Public Source	Capital	0.6						0.6		
		Private	Capital		4.4	4.4	7.1	7.1	7.1	30.0		
		Total	Capital	2.5	6.9	5.0	7.1	7.1	7.1	35.6		
SEPP5: <b>Automotive &amp; Engineering Centre &amp; Building Technologies and Construction Centre at Birmingham Metropolitan College</b> - build and establish a world class training and education facility at BMET that will provide the engineering, manufacturing and the automotive industries required in the Black Country	Skills Capital	BCLGF (Pre-Committed)	Capital								See page 103	330 jobs, 620 business assists, 3,000 learner assists
		BCLGF (Competitive)	Capital	6.0						6.0		
		Other Public Source	Capital									
		Private	Capital	8.8	0.4					9.2		
		Total	Capital	14.8	0.4					15.2		

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type Capital or Resource	Profile (£m)							Further info on project * (SEP page reference)	Project output information
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total		
SEPB2: <b>Science, Technology and Prototyping Centre</b> - A new Science, Technology and Prototype Centre expanding the Wolverhampton Science Park facilities and extending the work of the Black Country Growth Factory and Caparo Innovation centre.	Other	BCLGF (Pre-Committed)	Capital								See page 98	64 jobs, 20 business assists, 12 learner assists
		BCLGF (Competitive)	Capital	2.8	2.0	0.0				4.9		
		Other Public Source	Capital	2.2	2.0	0.0				4.3		
		Private	Capital	0.8						0.8		
		Total	Capital	5.8	4.1	0.1				10.0		
SEPP11: <b>FAB KIT</b> - £.5m Investment (£.18m LGF ask) in a range of high tech high value manufacturing <b>capital equipment</b> to meet the identified short term needs of Black Country businesses to meet growing demand and increase output.	Skills Capital	BCLGF (Pre-Committed)	Capital								See page 104	60 jobs, 204 business assists, 310 business assists
		BCLGF (Competitive)	Capital	0.2						0.2		
		Other Public Source	Capital									
		Private	Capital	0.4						0.4		
		Total	Capital	0.5						0.5		
SEPPL38: <b>M6 Junction 10</b> - This scheme seeks to improve highway capacity and reduce vehicle delays by building new wider bridges over the motorway which increase capacity and improve efficiency. J 10 is situated between the City of Wolverhampton and the town of Walsall, both key Black Country Strategic Centres	Transport	BCLGF (Pre-Committed)	Capital	0.3						0.3	See page 114	
		BCLGF (Competitive)	Capital	0.7	0.5	14.3	14.3			29.7		
		Other Public Source	Capital	2.0	0.6	16	16			34.5		
		Private	Capital									
		Total	Capital	2.9	1.1	30.2	30.2			64.5		

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type Capital or Resource	Profile (£m)						Further info on project * (SEP page reference)	Project output information	
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			Total
SEPPL41: <b>Wolverhampton Interchange</b> - This Scheme provides a fully integrated multi modal transport hub, delivers new commercial floor space for high value jobs and improves a strategic gateway to Wolverhampton and the Black Country. A new railway station building will be constructed and the existing multi storey car park refurbished and extended.	Transport	BCLGF (Pre-Committed)	Capital	5.4	3.6					9.0	See page 116	1,590 jobs
		BCLGF (Competitive)	Capital	4.5						4.5		
		Other Public Source	Capital	15.4	0.9	3.8				20.1		
		Private	Capital	5.0	10.3	22.0	20.0	12.7		70.0		
		Total	Capital	30.3	11.2	25.8	20.0	12.7		103.6		
SEPPL44: <b>Accessing Growth</b> - This is a scaleable programme of schemes which help unlock key growth areas by providing necessary infrastructure. The fund is designed to be flexible and to help provide the LEP with the ability to react quickly to market interest in housing, employment and other commercial activities	Transport	BCLGF (Pre-Committed)	Capital								See page 117	70 jobs
		BCLGF (Competitive)	Capital	4.5	4.5	4.5	4.5			18.0		
		Other Public Source	Capital									
		Private	Capital									
		Total	Capital	4.5	4.5	4.5	4.5			18.0		
SEPPL45: <b>Managing Short Trips</b> - The programme encompasses a range of improvements which includes innovative interconnect way-finding and signage and investment in walking and cycling routes across the Black Country, which will form an attractive, sustainable active travel network.		BCLGF (Pre-Committed)	Capital								See page 118	1,146 jobs
		BCLGF (Competitive)	Capital	1.5	2.0	0.8				4.2		
		Other Public Source	Capital	1.7	2.0	0.8				4.4		
		Private	Capital	0.2						0.2		
		Total	Capital	3.4	3.9	1.5	0.0	0.0	0.0	8.8		

<b>Sub Total (Competitive LGF only)</b>				55.6	19.2	25.4	18.8	6.3		125.2		
<b>Sub Total (LGF – all sources)</b>				61.3	22.8	25.4	18.8	6.3		134.5		
<b>Total Funding (All sources)</b>				204	82.1	102.9	75.1	33.3	14.3	511.69		

Black Country Local Enterprise Partnership  
The Deckhouse, Waterfront West,  
Dudley Road, Brierley Hill DY5 1LW  
Tel 08458 15 15 15  
Fax 01384 471177

© Black Country Consortium Ltd 2014

[www.blackcountrylep.co.uk](http://www.blackcountrylep.co.uk)

 @blackcountrylep

