

Meeting of the Cabinet - 18th March 2009

Report of the Director of the Urban Environment

Dudley Borough Economic Strategy 2009/10

Purpose of Report

1. To seek Cabinet approval of the Council's Economic Strategy for 2009/10.

Background

2. A summary of the 2009/10 Economic Strategy is attached to this report and a copy of the full document is available for inspection in the Members' Room and on CMIS.
3. The Dudley Borough Economic Strategy underpins the 'Regeneration Matters' theme of the Dudley Council Plan, and the 'Creating a Prosperous Borough' theme of the Dudley Community Strategy.
4. The Economic Strategy is informed by input from a range of partners and is developed by Dudley Council on behalf of the Dudley Economic Development and Regeneration Partnership (EDRP), which is a thematic partnership within the Dudley Community Partnership structure.
5. The Economic Strategy provides a long-term vision, focus and delivery plan for economic regeneration in Dudley Borough.
6. The purpose of the Strategy is to provide a co-ordinated response and approach to the key economic issues and challenges facing Dudley Borough. The Strategy sets out the local economic priorities for the borough and provides the mechanism to identify the key regeneration projects and initiatives that will create the conditions for economic growth and sustainability.
7. The Economic Strategy is updated annually to ensure that the document reflects new developments that are planned and/or underway and any changes to policies and strategies affecting economic regeneration.
8. It is recognised that the current economic climate will have a significant impact on delivering the vision and aims of the Economic Strategy and the recession will further add to the economic challenges the Borough faces. An overview of the current economic climate for the Economic Strategy is provided in Section 3 of the strategy document. This section covers the current and anticipated impact on Dudley Borough, including the impact on delivering economic regeneration, as current market conditions in most sectors are impacting on the early delivery of

regeneration projects. The role of New Heritage Regeneration Limited is to bring forward development projects as well as preparing for an upturn in economic conditions.

9. The vision for the Economic Strategy is the same as the vision for the economy in Dudley's Next Generation Local Area Agreement, which is:
"A Borough with a vibrant and sustainable economy, where all neighbourhoods and communities benefit from the prosperity that results and where inequalities are reduced".
10. The 2009/10 Economic Strategy has four Strategic Aims, which are:
 1. To optimise the opportunities for local people - including the most vulnerable people and those from deprived areas - to develop and improve their skills and obtain jobs
 2. To encourage the development of a dynamic and diverse business base and jobs through support to new and existing businesses in the borough
 3. To improve the economic and environmental infrastructure of Dudley Borough and its town centres
 4. To champion the interests and assets of Dudley Borough, securing additional resources and improving its position regionally, nationally and internationally

The previous Economic Strategy had 5 strategic aims. Following consultation with the EDRP, Strategic Aims 2 and 3 have been merged into one aim, which is now Strategic Aim 2.

11. The Economic Strategy supports the vision of the West Midlands Economic Strategy and its three key themes – Business, People and Place. It also supports the Black Country Vision and the Black Country Strategy for Growth and Competitiveness and its four key objectives, which are:
 1. Population growth to 1.2m
 2. Raising incomes to the national averages
 3. Achieving a better balance of resident households reflecting the national average
 4. Transforming the environment
12. Successful delivery of the Economic Strategy depends on joint working, strong partnerships, and input of resources from a variety of public and private sector organisations at regional, sub-regional and local level.
13. The Strategy reflects cross directorate working within the Council. Other Directorates, in addition to the Directorate of the Urban Environment, contribute to the update of the Economic Strategy, and will also contribute directly to delivering economic regeneration activities. These include the Directorate of Adult, Community and Housing Services and the Directorate of Children's Services.

In addition, key external organisations involved in the development and delivery of the Strategy include Business Link, the Learning and Skills Council, Jobcentre

Plus, Further Education Colleges, Dudley Primary Care Trust, The Prince's Trust and Black Country Chamber of Commerce.

14. For the 2009/10 update of the Economic Strategy, there has been a significant review of the format, content and presentation of the document and a revised format has been developed. The main strategy is designed to focus on the vision and strategic aims, highlight case studies of recent achievements and provide a clear, focused overview of key strategic initiatives and projects that will be taken forward by economic regeneration partners and agencies to support the delivery of the vision and strategic aims. The document also includes an assessment of the current economic climate which is already impacting, and will continue to impact, on the local economy.
15. Detailed delivery plans for each strategic aim have been developed to clearly set out the key projects and initiatives and are included as appendices to the Strategy. Each delivery plan contains a series of objectives with key actions, targets, outputs, milestones and timescales in order to manage the implementation of the Strategy.
16. Some of the economic regeneration activities that will be taken forward from 2009/10 onwards include:
 - Continued delivery of the City Strategy Pathfinder, which has been extended for two years for 2009/10 and 2010/11, and is focused on maximising training, support and employment for people in the five most disadvantaged wards in the borough - Castle & Priory, Netherton, Woodside & St Andrew's, St Thomas's, Brierley Hill and St James's.
 - Production of the Black Country Brownfield Land Strategy, working with the other Black Country Local Authorities and Black Country Consortium.
 - A review of employment land in Dudley Borough which will be taken forward by Planning Policy, Dudley MBC.
 - Revisit plans for Dudley Zoo and Castle to look at a development to link into other local attractions.
 - Delivery of the Healthy Towns programme, "Let's Go Outside".
 - Physical redevelopment of the eight opportunities sites in Dudley town centre, through New Heritage Regeneration Limited, and the appointment of a joint venture partner.
 - Delivery of the Dudley Townscape Heritage Initiative (THI) to restore, maintain and conserve key buildings of historic interest and bring vacant floor space back into use as well as enhancing the town's appearance and image.
 - Further development of plans for the South Black Country Enterprise and Innovation Centre.
 - Promotion of a major junction improvement to the A461/A4123 Burnt Tree Island junction, in conjunction with Sandwell MBC.
 - Commence work on site for the North Priory housing development.
 - Completion of the new health and social care centre in Brierley Hill.
 - Further development of Area Action Plans for Brierley Hill, Stourbridge & Halesowen.
 - Taking forward public realm improvements in Halesowen town centre.
 - Progress the Northern Gateway Public Realm Scheme in Stourbridge, subject to funding being secured.

- Implement regeneration plans in Lye, Shell Corner and Cradley, including a potential LIFT development in Cradley, and finalise regeneration plans for Quarry Bank and Pensnett.
- Progress plans for the multi-million pound new post-16 education centre for Stourbridge College and the new Brierley Hill public library.
- Implement the Ripples through Time project at Wrens Nest National Nature Reserve, which will see it become a first class destination for geology and environmental regeneration.
- Development of projects for funding from the European Regional Development Fund through the Sustainable Urban Development funding package.
- Delivery of targets for the Wealthy Communities theme of the Dudley Next Generation Local Area Agreement, in respect of worklessness, child poverty, earning levels, new business registrations and skills at levels 2 and 4.
- Ongoing review of implications for the Local Authority from the Sub-National Review of Economic Regeneration.
- Commence development of the Russells Hall Extra Care Housing Scheme; the Council will continue to identify further sites for the remaining Extra Care Housing Schemes.
- Through Future Skills Dudley (FSD) continue to maximise the Council's engagement with employers and Jobcentre Plus via Local Employment Partnerships to ensure local residents secure employment opportunities.
- Through FSD continue activity through Department for Work and Pensions and/or Learning and Skills Council mainstream and discretionary funding to provide employability and skills training to local people.

17. The draft 2009/10 Economic Strategy was issued for consultation in January 2009. A report was presented to the Select Committee on Regeneration, Culture and Adult Education on 4 March 2009, as part of the consultation process. Any feedback received from the consultation is reviewed and considered for incorporation into the final draft of the Strategy.

18. When the final strategy is approved by Cabinet and Council, a copy will be placed in the Members' Room.

Finance

19. The Economic Strategy is likely to have a significant financial impact from the level of the regional economy to that of individual neighbourhoods within the Borough. More detail of this financial impact is provided in the Resources section of the strategy document.

The Council will work with all relevant partners and agencies in seeking the required external financial support for economic regeneration projects within the Economic Strategy which are not currently financed within either the Council's or other organisations' budgets. However, the impact of recession is likely to be significant and will provide a major challenge to business, public bodies and the charitable sector, as well as to families and individual members of the public within the Borough.

Law

20. Part 1 of the Local Government Act 2000 empowers the Council to take action to implement measures it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of the Borough.

Equality Impact

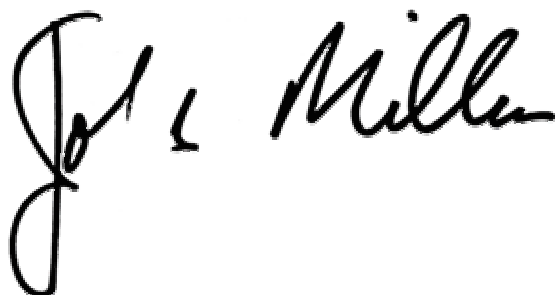
21. The Strategy aims to bring increased prosperity across the Borough. In addition, Strategic Aim 1, optimising opportunities for local people to obtain local jobs, is primarily aimed at residents, including children and young people, and wards that are recognised as being disadvantaged in economic and social terms.

Details of Dudley Council's Equality and Diversity Policy are included in Appendix 7 of the Economic Strategy.

Recommendation

22. It is recommended that:-

- the Cabinet approves the revised Dudley Borough Economic Strategy for 2009/10



.....
John Millar
Director of the Urban Environment

Contact Officer: Lynne Avery
Telephone: 01384 814143
Email: lynne.avery:@dudley.gov.uk

List of Background Papers

2009/10 Draft Dudley Borough Economic Strategy

DUDLEY BOROUGH ECONOMIC STRATEGY - 2009/10

Summary Document

Introduction

The Economic Strategy for Dudley Borough aims to provide a long term vision, focus and delivery plan for economic regeneration in Dudley Borough.

The Economic Strategy is informed by input from a range of partners and is developed by Dudley Council on behalf of the Dudley Economic Development and Regeneration Partnership (EDRP), which is a thematic partnership in the Dudley Community Partnership structure.

The Dudley Borough Economic Strategy underpins the 'Regeneration Matters' theme of the Dudley Council Plan, and the 'Creating a Prosperous Borough' theme of the Dudley Community Strategy.

Background

There are some major economic issues and challenges for the Borough including the level of people claiming out of work benefits, low skills levels, low income levels and a weak enterprise culture evidenced by the low number of businesses that are started in the borough. Integral to this is the focus required on narrowing the gap between the most deprived wards and the rest of the borough, for example in terms of worklessness and skills levels.

The 2009/10 Economic Strategy is also set against the background of the credit crunch crisis. The shortage of credit facilities for both businesses and consumers has had a major impact on confidence, economic activity and overall demand for goods and services. The UK experienced negative economic growth in the third quarter of 2008, when Gross Domestic Product (GDP) fell by 0.6%. As expected, this was intensified in the fourth quarter (October-December), when the economy shrank by a massive 1.5%, confirming an actual technical recession. The most visible sign of the recession has been a steep rise in unemployment. This is expected to continue to climb in 2009, perhaps reaching 3m in total.

The impact of a national, and international, recession on Dudley's own economy is already evident, and is expected to be severe during 2009. It is evident, in early 2009, that a major impact is occurring across, in particular, the construction sectors, financial sectors, many parts of manufacturing, and retail and distribution. The knock-on or multiplier effect of a down-turn in these industries is rapidly cooling economic activity across the whole spectrum of sectors that make up the local economy. The local job market proved resilient through the first half of 2008. However, in recent months Job Seekers Allowance (JSA) based unemployment has risen very sharply, to 4.2% in December 2008 (from 3.8% in November 2008). This trend is expected to continue - even accelerate - through 2009.

Purpose of the Economic Strategy

The purpose of the Economic Strategy is to provide a co-ordinated response and approach to the key economic issues and challenges facing Dudley Borough. The Strategy sets out the local economic priorities for the borough and provides the mechanism to identify the key regeneration projects and initiatives that will create the conditions for economic growth and sustainability.

Dudley's Economy - Key Facts

Population

Dudley is the 17th largest metropolitan authority in England with a population estimated at 305,400. Dudley has a relatively small Black and Minority Ethnic (BME) community, currently estimated at 7.5%. (2007 mid-year estimates)

Deprivation

The five most deprived wards in the borough match those that have been designated under the City Strategy Pathfinder namely Castle & Priory, Brierley Hill, St Thomas's, Netherton, Woodside & St Andrew's and St James's. (Index of Multiple Deprivation, 2007)

Employment

Dudley Borough's employment rate is 75%, which is higher than regional and national averages. (ONS Annual Population Survey, January - December 2007)

Unemployment

23,360 people in Dudley Borough were claiming key workless benefits as at May 2008 (Job Seekers Allowance, Lone Parents claiming Income Support, Incapacity Benefit and other income related benefits) (Department for Work & Pensions, May 2008)

Incomes

Average median weekly earnings for people working in Dudley Borough were £399.10 in 2008, which is below the regional figure of £456.40. (Annual Survey of Hours & Earnings, 2008)

Businesses

Manufacturing accounts for 15.7% of jobs in Dudley Borough. Distribution (including retail), hotels and restaurants account for the highest proportion of jobs in the service sector, employing 25.1%. (Annual Business Inquiry, 2007)

Productivity

GVA per head in Dudley and Sandwell was estimated to be £14,612 in 2006, which is almost 8% lower than the West Midlands region figure of £16,303 and is significantly lagging behind the English average of £19,413. (Office for National Statistics, 2006)

Enterprise

New businesses registering for VAT are 32 per 10,000 resident adults compared to 43 per 10,000 resident adults nationally. (Department for Business, Enterprise & Regulatory Reform, 2007)

Skills

17% of residents of working age (32,000 people) have no qualifications. 20.7% of the working age population (38,000 people) are qualified to Level 4 (degree or equivalent) compared to 28.6% for England. (Annual Population Survey, 2007)

Transport

Dudley had the highest proportion of its population driving to work amongst the metropolitan boroughs in 2001. Over 63% of residents in employment drove to work, compared with the regional average of 60%. (Census 2001)

Health

19.1% of the population have a limiting long term illness, marginally higher than the regional level of 18.9%. (Census 2001)

Housing

Between 2001 and 2006, house prices in Dudley have increased by 85%.

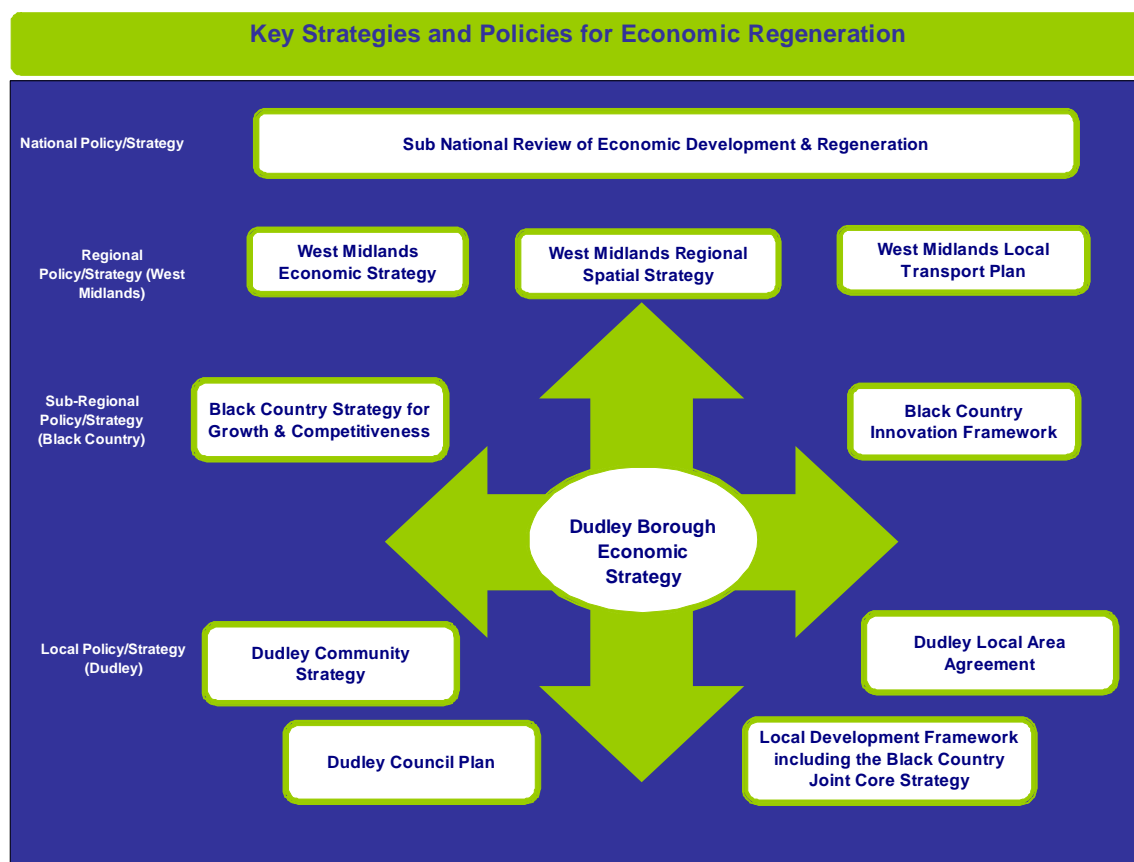
Education

59.9% of pupils gained GCSE's at A*-C in 2008 compared to the national average of 59%.

Dudley Children & Young People Plan

Strategic Context - National, Regional and Local Policies and Strategies for Economic Regeneration

The Economic Strategy takes into account a wide range of national, regional, sub-regional and local policies and strategies which set out the priorities for economic regeneration, as shown in the diagram below.



Dudley Borough Economic Strategy - Vision

The vision for the Borough's economy, as set out in Dudley's Next Generation Local Area Agreement (2008/09 to 2010/11), is:

"A Borough with a vibrant and sustainable economy, where all neighbourhoods and communities benefit from the prosperity that results and where inequalities are reduced"

Dudley Borough Economic Strategy - Strategic Aims

The Economic Strategy has 4 Strategic Aims, which are:

1. To optimise the opportunities for local people - including the most vulnerable people and those from deprived areas - to develop and improve their skills and obtain jobs
2. To encourage the development of a dynamic and diverse business base and jobs through support to new and existing businesses in the borough
3. To improve the economic and environmental infrastructure of Dudley Borough and its town centres
4. To champion the interests and assets of Dudley Borough, securing additional resources and improving its position regionally, nationally and internationally

Plans for 2009/10 onwards

Dudley's regeneration programme, delivered by Dudley Council and a range of partners, consists of a number of key strategic projects to deliver the vision and aims of the Economic Strategy.

Detailed delivery plans for each strategic aim have been developed to clearly set out the key projects and initiatives and are included as appendices to the Strategy. Each delivery plan contains a series of objectives with key actions, milestones and timescales to guide the implementation and management of the Strategy.

Some of the key activities/projects under each aim are summarised below:

Strategic Aim 1 - To optimise the opportunities for local people - including the most vulnerable people and those from deprived areas - to develop and improve their skills and obtain local jobs

▪ *City Strategy Pathfinder*

This initiative, which has been extended for two years for 2009/10 and 2010/11, is focused on maximising training, support and employment for people in the five most disadvantaged wards in the borough - Castle & Priory, Netherton, Woodside & St Andrew's, St Thomas's, Brierley Hill and St James's.

The work of the Council's Community Renewal Officers is focused on the regeneration/worklessness agenda, taking a key role in facilitating the Neighbourhood Employment and Skills Partnerships in each ward to take forward this initiative.

▪ *Pathways to Work*

Pathways is a national programme, which is supported by Jobcentre Plus, and has a key role in delivering the welfare reform agenda and is a major step to helping to improve the opportunities available to people with health problems and disabilities and lifting families out of poverty. The programme provides key measures and interventions, including work-focused interviews and the 'Choices' programme of back to work help, to address the health barriers to employment of people claiming incapacity benefit and support these clients into work.

In the Black Country, the programme is delivered by Seetec who have an office in King Street in Dudley town centre.

- ***Local Jobs for Local People Brokerage & Job Search Programmes***

Delivery of a number of programmes to link local residents with employment opportunities, delivered by Future Skills Dudley and Adult and Community Learning (DMBC) and a variety of delivery partners. To support this activity, a range of local training and skills programmes are delivered across the borough to equip local people with the appropriate skills to help them compete in the labour market.

Key centres in Dudley Borough where people can access services include Regent House in Dudley town centre and the Savoy Centre in Netherton.

Future Skills Dudley also actively engage with employers and Jobcentre Plus via Local Employment Partnerships (LEPs) to ensure that local residents secure employment opportunities.

- ***Children's Centres***

Seventeen children's centres have already been developed in Dudley Borough and a further four will be developed by March 2010. These centres are a critical part of the infrastructure to tackle worklessness, in providing adult learning, job training and employment opportunities and provision of family support services.

- ***Black Country Challenge***

The Black Country Challenge, which was officially launched in May 2008, is aimed at boosting educational performance in the sub-region. £28million of funding from the Department for Children, Schools and Families has been secured for the next three years, with the aim of:

- Raising attainment and increasing participation
- Cutting the number of low performing and under performing schools
- Increasing the number of high performing schools
- Narrowing attainment gaps

Strategic Aim 2 - To encourage the development of a dynamic and diverse business base and jobs through support to new and existing businesses in the borough

- ***South Black Country Enterprise & Innovation Centre***

Development of the proposal to provide an inspirational facility to accommodate and support the growth of new high value knowledge based businesses and jobs in the borough and the Black Country. It is also intended to provide an innovation academy supported by a consortium of local, regional and national universities and local further education colleges.

- ***Business Link***

Business Link is a key partner in providing support to create new businesses and supporting existing businesses to grow and develop including support for innovation and product development, new market development, workforce development and access to finance and ICT.

Strategic Aim 3 - To improve the economic and environmental infrastructure of Dudley Borough and its town centres

The four main town centres in the borough will be the focus for substantial future development and investment. The priorities for town centre regeneration are the development of Dudley, followed by Brierley Hill followed by Stourbridge and Halesowen.

Dudley Town Centre

- ***Delivery of the Dudley Area Development Framework (ADF)***

Physical redevelopment of the eight opportunity sites within the Dudley ADF: Priory Place, Tower Street, Prospect Hill, Cavendish Quarter, New Mill Gate, Priory Street, Trident Triangle and South West Gateway.

The delivery of these developments will ultimately bring significant benefits to the borough including creating around 3,000 jobs, almost 700 residential units, an additional 1,300 residential population in the town centre and £10 million of improvements to public and civic spaces.

- ***Dudley Townscape Heritage Initiative (THI)***

This initiative will provide over £4m of grant funding to restore, maintain and conserve key buildings of historic interest and bring vacant floor space back into use as well as enhancing the town's appearance and image. Alongside these physical improvements, THI will also deliver training to improve conservation skills and develop educational resources to promote knowledge and appreciation of Dudley's heritage.

- ***Dudley Castle & Zoo***

The Council is working closely with Advantage West Midlands, the zoo and other interested parties to revisit ambitious plans for a multi million pound development that will link into other local attractions.

- ***Burnt Tree Island***

The Council, in conjunction with Sandwell MBC, is promoting a major junction improvement to the A461/A4123 Burnt Tree Island junction. Reducing delays and congestion at this key gateway to the borough will significantly improve links to the regional and national motorway network, thus contributing to the economic well being of the area and further assisting the regeneration of the borough.

- ***Ripples through Time – Wren's Nest National Nature Reserve***

This project will be implemented to enhance Wren's Nest National Nature Reserve and see it become a first class destination for geology and environmental regeneration.

The project focuses on two main areas; firstly the physical enhancements of the NNR including improvements to entrances, paths, steps and fencing and the creation of a new accessible route around the reserve, and secondly, developing programmes for education, interpretation and community engagement.

It is hoped that these improvements will see visitor numbers increase from current levels of 12,000 per year to at least 20,000.

Brierley Hill Town Centre

Work is well underway on the production of an Area Action Plan for Brierley Hill as the borough's new strategic centre.

The proposals will link Brierley Hill High Street with Merry Hill and the Waterfront, to become one centre. There will also be improved accessibility through new streets and public transport links to buses and the proposed extension to the Midland Metro.

- ***Brierley Hill Health & Social Care Centre***

Construction to continue on the new £26 million health and social care centre, which is the largest Local Improvement Finance Trust (LIFT) scheme in the UK and will be a fantastic addition to the town centre and a brilliant new health facility for the local community.

The centre will comprise three GP surgeries, a state of the art audiology centre and out patients and social care services.

A formal hand over to Dudley Primary Care Trust is scheduled for early 2010.

- ***Midland Metro***

This is a key transport infrastructure project which is an extension to the existing Metro Line 1 from Wednesbury to Brierley Hill. Having been granted Transport and Works Powers in 2005, the project is currently awaiting future funding.

- ***Post-16 Education Centre***

Progress plans for the multi-million pound new post-16 education centre for Stourbridge College and the new Brierley Hill public library.

Stourbridge Town Centre

Dudley's Unitary Development Plan states that Stourbridge is "an attractive, historic town centre which should remain as an important focus for a wide range of shopping, leisure, cultural, housing and administrative activity".

- ***Crown Centre Development***

Plans are currently being developed to redevelop this shopping centre to include a new hotel, food store and market hall.

- ***Northern Gateway***

Subject to funding being secured, this project will create an attractive and welcoming first impression to visitors accessing the town from the north and improve links with the canal side area around the Bonded Warehouse.

The scheme will create an improved subway, a pocket park at the bottom of Lower High Street and mark the crossing over the River Stour with a public art project.

Halesowen Town Centre

Halesowen has recently undergone a substantial regeneration programme to transform the town centre with a £30 million redevelopment of the Cornbow shopping centre which has resulted in a new ASDA store and a new bus station for the town

centre. In addition, the restoration of William Shenstone's internationally important designed landscape at The Leasowes, Halesowen was completed in February 2009.

Future work in Halesowen will include taking forward public realm improvements in the town centre.

Regeneration of Local Centres

- The five agreed priority local centres are Lye, Shell Corner, Cradley/Windmill Hill, Quarry Bank and Pensnett. Activity is focused on developing and implementing regeneration strategies for these centres and work is being taken forward to deliver economic and environmental regeneration including the upgrading of Lye train station and public realm improvements and a potential health development in Cradley/Windmill Hill.

Extra Care Housing Schemes

- Commence development of the Russells Hall Extra Care Housing Scheme. The Council will continue to identify further sites for the remaining Extra Care Housing Schemes.

Healthy Towns Programme - "Let's Go Outside"

- Dudley Council and Dudley Primary Care Trust have been awarded £4.5 million from the Healthy Community Challenge Fund to deliver the "Let's Go Outside" programme which aims to encourage families to make the most of outdoor spaces by transforming parks, play areas and nature reserves and, through a programme of activities and events, promote healthy lifestyles for all ages and help reduce the level of obesity in the borough.

Strategic Aim 4 - To champion the interests and assets of Dudley Borough, securing additional resources and improving its position regionally, nationally and internationally

This aim is cross cutting and recognises that achieving economic success involves taking a Black Country, West Midlands and even a national and international perspective.

Dudley's economy and transport systems are inter-related and interdependent within a broader sub-regional and regional context. Proposed improvements, funding proposals and interventions therefore need to be tackled in a joined up way.

Dudley MBC is actively involved in the Black Country Consortium, which is a sub-regional partnership for Dudley, Sandwell, Walsall and Wolverhampton, to address the common challenges facing the sub-region and the joint action that is needed to raise the prosperity and quality of life of our residents. Similarly, the 'City Region' agenda recognises the benefits of working together across the West Midlands.

Increasingly, the opportunities for external funding to support economic regeneration will require participation and involvement at a transnational level.

Management and Delivery Arrangements

Partnerships

Successful delivery of the Economic Strategy depends on joint working, strong partnerships, and input of resources from a variety of public and private sector organisations at regional, sub-regional and local level.

A wide range of partners, including Directorates within Dudley MBC, external partners and community and voluntary groups, will deliver the Strategy. The key partnerships and agencies influencing the implementation of the economic strategy are shown below.

Partnerships	Agencies		
<i>Strategic Partnerships</i>	<i>Regional Agencies & Organisations (West Midlands)</i>	<i>Sub-Regional Agencies & Organisations (Black Country)</i>	<i>Local Agencies & Organisations (Dudley)</i>
Black Country Consortium	Advantage West Midlands	Black Country Chamber of Commerce	Dudley College
Regeneration Zone Sub-Board	West Midlands Integrated Transport Authority (ITA)/CENTRO	Black Country Learning & Skills Council	Halesowen College
Black Country Employment and Skills Board	Government Office for West Midlands	Black Country Connexions	Stourbridge College
Dudley Community Partnership	The Prince's Trust	Federation of Small Businesses	King Edward VI Sixth Form College
Economic Development & Regeneration Partnership	West Midlands Local Government Association	Black Country Business Environment Association	Dudley Primary Care Trust
Safe & Sound Community Safety Partnership	West Midlands Regional Assembly	Groundwork Black Country	Dudley Council for Voluntary Services
Health & Well Being Partnership	Tourism West Midlands	Jobcentre Plus	Centre for Equality & Diversity
Strategic Housing and Environment Partnership	Business Link West Midlands	University of Wolverhampton	St Thomas's Network
Children's Trust		Black Country Housing Group	
Heritage, Culture and Leisure Partnership		Black Country Re-Investment Society	

Resources

The Strategy recognises the potential to generate employment and wealth for local people by encouraging and assisting private sector activity through effective public private partnerships. It also acknowledges the important role of regional and sub regional agencies such as Advantage West Midlands, Government Office for the West Midlands, Black Country Learning and Skills Council and Jobcentre Plus, which have core funding to support and stimulate economic development within the borough.

New alternative sources of potential external funding will be actively researched and applications submitted, where appropriate. Since April 2003, the Economic Regeneration Division has secured over £35 million of external funding to support economic regeneration projects.

Performance Monitoring

The EDRP will monitor and review progress in delivering the economic strategy and delivery as well as reviewing the overall economic performance of the Borough, using some national indicators as well as local indicators. This ongoing performance review will be reported through the Dudley Economic Situation Report, which is published in conjunction with the Black Country Economic Barometer.