

## **Meeting of the Council – 21<sup>st</sup> April, 2008**

### **Report of the Cabinet**

## **Dudley Borough Economic Strategy 2008/09**

### **Purpose of Report**

1. To seek approval of the Council's Economic Strategy for 2008/09.

### **Background**

2. A summary of the 2008/09 Economic Strategy is attached to this report and a copy of the full document is available on the Committee Management Information System (CMIS). This can be accessed from the Council's website [www.dudley.gov.uk](http://www.dudley.gov.uk) and follow the links to Council Decisions/Committee Information.
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. It also acts as the business plan for the Dudley Economic Development and Regeneration Partnership, which is a thematic partnership within the Dudley Community Partnership structure.
4. The Economic Strategy has five Strategic Aims that provide a long-term vision for economic regeneration in the borough. The Aims are:
  - To optimise the opportunities for local people – including the most vulnerable people and those from deprived areas - to obtain local jobs.
  - To support and develop new and existing businesses and to attract inward investment to the Borough.
  - To encourage and support the development of a diverse and dynamic business base that increases the proportion of well paid jobs across the Borough.
  - To improve the economic and environmental infrastructure of Dudley Borough and its town centres.
  - To champion the interests and assets of Dudley Borough, securing additional resources and improving its position regionally, nationally and internationally.

The Economic Strategy is underpinned by a Strategic Action Plan, which details the key actions that will be delivered against each Strategic Aim, together with information on the relevant targets, outputs, milestones and timescales.

5. The Economic Strategy is updated annually to ensure that the document reflects new developments that are planned and/or underway.
6. The Economic Strategy supports the aspirations set out in the 2033 Black Country Study Vision 'Looking Forward: The Black Country in 2033', and its four key objectives, which are:
  - Population growth to 1.2m.
  - Raising incomes to the national averages.
  - Achieving a better balance of resident households reflecting the national average.
  - Land use/transportation restructuring to create high quality sustainable environments.
7. The Economic Strategy recognises that successful implementation 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.
8. The Strategy reflects cross directorate working within the Council. Other Directorates, in addition to the Directorate of Urban Environment, are contributing to the update of the Economic Strategy, and will also contribute directly to the implementation of the Strategic Aims. These include the Directorate of Adult, Community and Housing Services and the Directorate of Children's Services.
9. In addition, external organisations involved in the delivery of the Strategy are involved in its development, including the Black Country Chamber of Commerce, Business Link and The Prince's Trust.
10. The Economic Strategy is being updated for 2008/09.
11. Part of the updating process involves a review of what has been achieved in the past twelve months. Some of the key achievements identified to date include:
  - City Strategy initiative underway with Local Management Groups established for all 5 target wards.
  - Deprived Area Fund awarded to support delivery of City Strategy (contract negotiations to be finalised with LSC).
  - 350 clients placed into work through Future Skills and 180 people placed into work through Adult and Community Learning.
  - 560 new learners engaged in the Family Learning Network.
  - 11 Children's Centres to be designated in the borough by March 2008.
  - 30 new business start-ups supported through the Prince's Trust.
  - Business support provided to almost 4000 businesses and 800 individuals in the borough receiving new business start-up support through Business Link West Midlands.
  - Endorsement of Phase 1 Revision to the West Midlands Regional Spatial Strategy – Brierley Hill now recognised as a new strategic centre and new role for Dudley town centre as a regional tourism destination and focus for new homes.
  - Issues and Options paper prepared for Brierley Hill and public consultation undertaken.

- Project finances and legal contracts completed for £26.5m new health and social care centre in Brierley Hill (LIFT Project).
  - Cabinet approval received to create an Arms Length Company and select a development partner to lead the delivery of the Dudley Area Development Framework.
  - Modus are working with Dudley MBC to regenerate and extend The Crown Centre, Stourbridge.
  - Work underway on the £30 million redevelopment of Halesowen town centre.
  - Work commenced on the construction of the £27m parallel route in Brierley Hill (Brierley Hill Sustainable Access Network).
  - Draft Cradley/Windmill Hill Local Centre Regeneration Plan issued for consultation.
  - Dudley MBC is hosting the Regional Brownfield Land Working Group and the Regional Brownfield Land Co-ordinator.
12. Some of the plans emerging for 2008/09 onwards to be included in the Strategy's action plan are:
- Continued delivery of City Strategy and LAA targets in priority wards.
  - Agreement of Next Generation Local Area Agreement.
  - Creation of Arms Length Company to deliver the developments in Dudley town centre - OJEU process underway to appoint Joint Venture partner.
  - Establishment of the Dudley Town Centre Regeneration Partnership
  - Further development of Area Action Plans for Brierley Hill, Stourbridge and Halesowen.
  - Further development of plans for the South Black Country Innovation Campus
  - Finalise Regeneration Plans for Shell Corner & Pensnett.
  - City Region to become a Company Limited by Guarantee – Dudley MBC will be a full member.
  - Ongoing review of implications for the Local Authority from the Sub-National Review of Economic Regeneration.
13. The draft 2008/09 Strategy was issued for consultation in February, 2008 and a report was presented to the Select Committee for Regeneration, Culture and Adult Education on 5<sup>th</sup> March 2008 as part of the consultation process. All feedback received from the consultation will be reviewed for incorporation into the final draft of the Strategy.
14. The final strategy will be placed in the Members' Room for future reference.
15. On consideration of the information contained in this report, the Cabinet, at its meeting on 19<sup>th</sup> March, 2008, approved the recommendations contained in paragraphs 19 and 20 below.

## **Finance**

16. 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 will be provided in the Resources section of the Strategy document.

17. 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.

### **Law**

18. 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**

19. 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 4 of the full Economic Strategy.

### **Recommendations**

20. That the Council approves the revised Economic Strategy for Dudley Borough for 2008/09.
21. That a full copy of the revised Economic Strategy for Dudley Borough for 2008/09 be placed in the Members' Room for future reference.

*David Caunt*

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**LEADER OF THE COUNCIL**

# **DUDLEY BOROUGH ECONOMIC STRATEGY - 2008/09**

## **Summary Document**

### **Introduction**

The Economic Strategy for Dudley Borough aims to provide a long term vision and focus for economic regeneration activities in the Borough. It makes a significant contribution to the achievement of the priorities contained within the Dudley Community Strategy, particularly in relation to the 'Creating a Prosperous Borough' priority, and the Council Plan, principally the 'Regeneration Matters' theme, and supports other themes such as Environment Matters and Safety Matters.

### **Context**

#### **Some key facts about Dudley's economy include:**

- A recorded population of 305,300, the highest of the four Black Country Local Authorities (2006 mid year estimates)
- The lowest unemployment, by percentage, in the Black Country at 2.9%, 5,358 claimants (Job Seekers Allowance Claimant Count, December 2007)
- A significant restructuring of the industry base with a considerable reduction in manufacturing jobs over recent years, and an increase in service sector employment. The proportion of jobs in the manufacturing sector is still higher (at 16%) than the UK average. (Annual Business Inquiry, 2006)
- Gross Value Added (GVA) per head of population for Dudley & Sandwell is £13,806, the lowest in the West Midlands region (2004)
- The lowest average weekly full time earnings in the Black Country for people working in the borough (Annual Survey of Hours & Earnings, 2006)
- The highest rate of business formations per 10,000 of population in the Black Country in 2006, however the rate lags behind the regional and national averages (Small Business Service)
- A high concentration of micro businesses employing 1 to 10 people, 78% of all Dudley businesses (Inter-Departmental Business Register)

### **Background**

There are some major economic issues and challenges for the Borough including reducing worklessness and developing and improving the skills of local people through quality training and achievement of qualifications, to equip them with the appropriate skills to meet the current and future needs of the local jobs market. Integral to this is the focus required on narrowing the gap between the most deprived wards and the rest of the borough in terms of worklessness and skills levels.

Other important issues for the borough include improving enterprise and increasing the number of business start-ups, encouraging business innovation, improving the transport infrastructure and attracting inward investment to the borough to create higher value added employment opportunities and raise income levels for the Borough's residents.

The Economic Strategy has also been developed in the context of the rapidly changing national, regional and sub regional policies and strategies that impact on the local economy.

Following completion of the Black Country Study, a planning framework is now in place that will shape the regeneration and development of Dudley Borough over the next 25 years. Part of the Black Country Study (BCS) was to plan a way forward for the future of the Brierley Hill/Merry Hill/Waterfront area. In January 2008, the Government endorsed the Phase One Revision to the West Midlands Regional Spatial Strategy which supports the future long terms plans for the transformation of the Black Country, as set out in the Black Country Strategy, and gives formal recognition of Brierley Hill as a new strategic centre for the borough and one of the four strategic centres in the Black Country along with Wolverhampton City Centre, Walsall and West Bromwich. This will now enable plans and investment of around £1.5 billion to go ahead for more shops, leisure facilities, offices and housing which will all be built to link Merry Hill, the Waterfront and Brierley Hill High Street together as one centre with real long term benefits for the area.

The transformation of Dudley town centre is also a key objective for the Council. The Phase One Revision to the West Midlands Regional Spatial Strategy also endorses an exciting new role for Dudley town centre as both a regional tourism destination and a focus for new homes making the most of its historic and cultural heritage. The potential development and investment in and around Dudley town centre over the next 15-20 years will total around £500 million. The Dudley Area Development Framework identifies eight opportunity areas in Dudley for significant public and private sector investment and development, resulting in the creation of new jobs and housing in the town centre.

Dudley MBC continues to work with the metropolitan authorities of Birmingham, Coventry, Sandwell, Solihull, Telford, Walsall and Wolverhampton on the 'City Region' agenda. The City Region approach is intended to ensure that strategic policies for spatial planning, economic development, skills and employment, transport, regeneration, housing, the reduction of carbon emissions and quality of life are effectively co-ordinated and mutually supportive.

An example of City Region working is the *City Strategy initiative*, which is a new approach to removing barriers to economic participation and employment. The strategy aims to halve the gap between the City Region employment rate and that of the 55 target wards nationally by 2012. However, it will achieve this by building on existing structures and partnerships and adding value to Local Area Agreements. Within Dudley, five of the most disadvantaged wards are included in the City Strategy initiative – Castle & Priory, Netherton, Woodside & St Andrews, St Thomas's, Brierley Hill and St James's wards. For each ward, a Local Management Group has been established composed of the key stakeholders to take forward the delivery of City Strategy in their respective wards in order to reduce the levels of worklessness.

In addition, Dudley's Economic Strategy, together with Dudley Community Strategy, has provided a highly developed evidence-base for informing the Economic Development elements of the current and next generation Local Area Agreements.

The implementation of the Economic Strategy will also be reinforced and complemented by the Health Inequalities Strategy for the Borough which addresses issues of poverty, educational attainment, and access to services, including health and employment services.

The key strategies affecting economic regeneration within Dudley Borough are shown in Diagram 1.

## **Strategic Aims**

The Economic Strategy has 5 strategic aims that provide the long term vision for economic regeneration in Dudley Borough and 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 local jobs
2. To support and develop new and existing businesses and to attract inward investment to the Borough
3. To encourage and support the development of a diverse and dynamic business base that increases the proportion of well paid jobs across the Borough
4. To improve the economic and environmental infrastructure of Dudley Borough and its town centres
5. To champion the interests and assets of Dudley Borough, securing additional resources and improving its position regionally, nationally and internationally

Following consultation with the Economic Development and Regeneration Partnership at its meeting in October 2007, the first strategic aim has been updated to reflect the importance of developing and improving the skills of local people, both in and out of work, as well as the provision of job opportunities.

## **Some Key Achievements for 2007/08**

- City Strategy initiative underway with Local Management Groups established for all 5 target wards.
- Deprived Areas Fund awarded to support delivery of City Strategy (contract negotiations to be finalised with LSC).
- 350 clients placed into work through Future Skills and 180 people placed into work through Adult & Community Learning.
- 11 Children's Centres to be designated in the borough by March 2008.
- 30 new business start-ups supported through the Prince's Trust.
- Business support provided to almost 4000 businesses and 800 individuals in the borough receiving new business start-up support through Business Link West Midlands.
- Endorsement of Phase 1 Revision to the West Midlands Regional Spatial Strategy - Brierley Hill now recognised as a new strategic centre and new role for Dudley town centre as a regional tourism destination and focus for new homes.
- Issues and Options paper prepared for Brierley Hill and public consultation undertaken.
- Project finances and legal contracts completed for £26.5m new health and social care centre in Brierley Hill (LIFT Project).
- Cabinet approval received to create an Arms Length Company and select a development partner to lead the delivery of the Dudley Area Development Framework.
- Modus are working with Dudley MBC to regenerate and extend The Crown Centre, Stourbridge.
- Work underway on the £30 million redevelopment of Halesowen town centre.
- Work commenced on the construction of the £27m parallel route in Brierley Hill (Brierley Hill Sustainable Access Network).
- Draft Cradley/Windmill Hill Local Centre Regeneration Plan issued for consultation.
- Dudley MBC is hosting the Regional Brownfield Land Working Group and the Regional Brownfield Land Co-ordinator.

## **Plans for 2008/09 onwards**

The Strategy is presented as a dynamic action based document that is reviewed and updated annually. Each of the strategic aims is underpinned by an action plan containing key actions, targets, milestones and timescales.

The aims and objectives of the Economic Strategy seek to address the economic issues facing Dudley Borough. The activities within Strategic Aim 1 focus on targeting disadvantaged and vulnerable groups, to provide them with better prospects of quality training and equipping them with the appropriate skills to meet the needs of local employers. The aim is therefore to support residents into jobs and reduce the levels of worklessness in the Borough.

Activities delivered across the other four strategic aims are centred on:

- providing business support in order to improve competitiveness and diversify the economic base
- increasing the availability of quality land and premises
- encouraging business innovation
- implementing major physical infrastructure developments, town centre regeneration and improving the Borough's transport infrastructure
- stimulating inward investment to attract and create higher value added employment opportunities with increased earnings potential for local residents.

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

### **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**

- Delivery of the Economic Development outcomes in the current Dudley Local Area Agreement which include targets to place 300 people into work and 200 people to achieve qualifications (Skills for Life and NVQ Level 1), targeting deprived wards in the borough and priority clients groups (which include lone parents, adults aged 18-64 from Black & Minority Ethnic groups and people aged 18-64 who suffer from learning disabilities, mental ill health, special needs or hold health/disability barriers to work.
- Delivery of the City Strategy initiative in order to reduce worklessness in the 5 target wards by 50% by 2012.
- Delivery of the Pathways to Work Programme to address health barriers to the employment of Incapacity Benefit claimants and support these clients into work.
- Continuation of existing, and development of new services, delivered through Future Skills Dudley and the Adult & Community Learning Team, to address training and employment needs linked to jobs for Dudley residents, particularly in the Borough's most deprived areas.
- Delivery of The Prince's Trust programmes, aimed at young people at risk of exclusion, and promoting self-employment as an option.
- Undertake the initial Childcare Sufficiency Assessment to ensure that sufficient good quality affordable childcare and early years education places are available to meet the requirements of parents in the borough who require childcare to enable them to take up or remain in work, undertake education or training which could reasonably be expected to assist them in obtaining work.
- Delivery of NVQ programmes to increase the skills of the social and health care workforce.



## **Aim 2 - To support and develop new and existing businesses and to attract inward investment to the Borough**

- Provide support to start-up businesses through The Prince's Trust Business Programme.
- Management and support of Lye Business Centre to provide managed workspace to local businesses.
- Development of Brownfield and Contaminated Land Working Group Action Plan.
- Continued delivery of the Dudley and Sandwell Business Parks Network, which engages companies to address the problems associated with poor infrastructure and environment. Outputs include assisting over 250 businesses and creating almost 290 jobs by December 2008.
- Develop relationships with the Dudley companies identified on the Black Country 'FTSE 150' companies list.

## **Aim 3 - To encourage and support the development of a diverse and dynamic business base that increases the proportion of well paid jobs across the Borough**

- This aim is strongly supported by the business support activities delivered by Business Link West Midlands and key areas of activity include:
  - Delivering pre-business start up support to individuals in the borough looking to start a business
  - Increasing enterprise through the provision of support to create new businesses in Dudley Borough
  - Increasing the competitiveness of existing businesses in the borough by providing intensive assistance to support growth and development plans in areas such as innovation and product development, new market development, people skills and workforce development, process sourcing and supply chain development, access to finance and ICT and sales and marketing.
- In addition, work will continue to progress the development of the South Black Country Innovation Campus aimed at providing a "gateway" of ideas for entrepreneurs and start-up companies and attracting high value knowledge businesses and jobs to the borough and the Black Country.

## **Aim 4 - To improve the economic and environmental infrastructure of Dudley Borough and its town centres**

- Creation of Arms Length Company to deliver the developments in Dudley town centre - OJEU process to appoint Joint Venture partner.
- Establishment of the Dudley Town Centre Regeneration Partnership.
- Redevelopment of the Castle Hill Site for mixed use and development of the Employment Heart adjacent to the Dudley southern bypass.
- Development and implementation of Area Action Plans for Brierley Hill, Stourbridge and Halesowen.
- Delivery of the LIFT Project to provide a new health and social care centre in Brierley Hill town centre.
- Development and implementation of Local Centre Regeneration plans for Lye, Shell Corner, Cradley/Windmill Hill, Quarry Bank and Pensnett.

- Working with partners to develop the 'glass quarter' as a visitor destination and as a place to stay or relocate for glass related businesses.
- Completion of the Brierley Hill Sustainable Access Network.
- Development of a public transport improvement plan for Brierley Hill.
- Work in partnership with Sandwell MBC on the development of major junction improvements at Burnt Tree Island.

**Aim 5 – To champion the interests and assets of Dudley Borough, securing additional resources and improving its position regionally, nationally and internationally**

- Adoption of the Black Country Core Strategy by October 2009.
- Ensure Dudley's engagement, and secure its interests, in terms of City Region developments.
- Attract additional external funding to support the implementation of the economic strategy - e.g. from the Regeneration Zone/Advantage West Midlands.
- Proactive participation and involvement at appropriate national, regional, sub-regional and local partnerships and forums including the West Midlands Passenger Transport Authority, Black Country Consortium, Brierley Hill Regeneration Partnership and the Dudley Business Group.

**Delivery**

The Strategy continues to recognise that successful implementation 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 to deliver interlinked services to local communities and businesses. The key partnerships and agencies influencing the implementation of the economic strategy are shown in Diagram 2.

The Economic Regeneration Division within the Council's Directorate of the Urban Environment provides an integrated delivery approach to economic regeneration. The Economic Strategy also recognises the impact of other Council activities on the regeneration agenda including the role of the Directorate of Adult, Community & Housing Services in developing the social and health care sector and in developing the skills of the borough's residents. Similarly, the Strategy recognises the key role of the Directorate of Children's Services, in the vital area of education, as well as, for example, in the creation of Children's Centres, that will provide quality childcare and learning provision.

The Economic Development and Regeneration Partnership (EDRP) is a formally recognised partnership within the Dudley Community Partnership structure with responsibility for sustaining the delivery of successful economic regeneration throughout the Borough against the five strategic aims of the Dudley Borough Economic Strategy. Its membership includes key external agencies and organisations including JobCentre Plus, the Learning & Skills Council, Business Link and local Colleges, as well as the local authority's Economic Regeneration Division. The Economic Strategy is, in effect, the EDRP's Business Plan, setting out the agreed issues and activities that will drive the agreed strategy.

**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.

Key funds have already been obtained from competitive external sources, in particular the European Structural Funds, Advantage West Midlands and the Department of Transport. In January 2008, Dudley MBC was awarded resources from the Deprived Areas Fund (DAF) to support the delivery of the City Strategy initiative in Dudley Borough and contract negotiations are to be finalised with the LSC. A number of other bids have also been submitted to external funding agencies including the Stage 2 Townscape Heritage Initiative (THI) bid to attract £1.95m of funding from AWM as match funding against £1.95m from the Heritage Lottery Fund and an application for the Brierley Hill Umbrella programme which will consist of 6 key projects to take forward the future regeneration of Brierley Hill. Future Skills Dudley has also submitted funding bids to the Learning & Skills Council to support delivery in respect of the employment and skills agenda.

The West Midlands Regional Competitiveness and Employment Programme is a successor programme to the current European Regional Development Fund (ERDF) and European Social Fund (ESF) Objective 2 and Objective 3 programmes. The West Midlands will receive funds under the Competitiveness and Employment objective. This objective will focus on six overarching priorities which are: promoting innovation (ERDF), tackling barriers to business growth (ERDF), sustainable development, production and consumption (ERDF), building sustainable communities (ERDF), extending employment opportunities to all (ESF) and developing a skilled and adaptable workforce (ESF). Sandwell MBC & Dudley MBC are working together to submit an outline application for £12m of European funding for Sustainable Urban Development under Priority 3, building sustainable communities, funded through ERDF.

In parallel with the introduction of next generation LAAs from April 2008, the Government is introducing a number of changes to remove barriers to partnership working and allow greater flexibility in resource allocation. One of these changes is the transfer of a number of specific grants into a non-ringfenced Area Based Grant (ABG). The ABG is accompanied by a breakdown of the funding streams that make it up and those funding streams are allocated according to specific policy criteria rather than general formulae.

With effect from 2008/09, the Neighbourhood Renewal Fund is replaced by the Working Neighbourhoods Fund (WNF), which focuses on measures of worklessness. Dudley will only receive transitional funding of £1.1 million in 2008/09 and £0.4m in 2009/10 and clarification is currently being sought as to what criteria will be attached to Dudley's WNF allocation.

Dudley is aiming for inclusion in Wave 7 of the national Building Schools for the Future programme. If successful, investment in excess of £200 million would be used to transform secondary education in the Borough from 2010/11. Transformation would take place over a phased programme of several years in the context of strategic planning with neighbouring authorities. Capital investment in Dudley schools since 1997 has exceeded £60 million. Investing for the Future is a planning framework to

enable all capital programmes in Children's Services to be managed strategically and effectively.

Through the Black Country Challenge, Black Country schools will benefit from £28.5 million additional revenue to support the agreed programmes. There will be an enhancement of the School Improvement Partnership role to include working with Black Country Challenge Advisors for some schools.

In addition, new alternative sources of potential external funding will be actively researched and applications submitted, where appropriate.

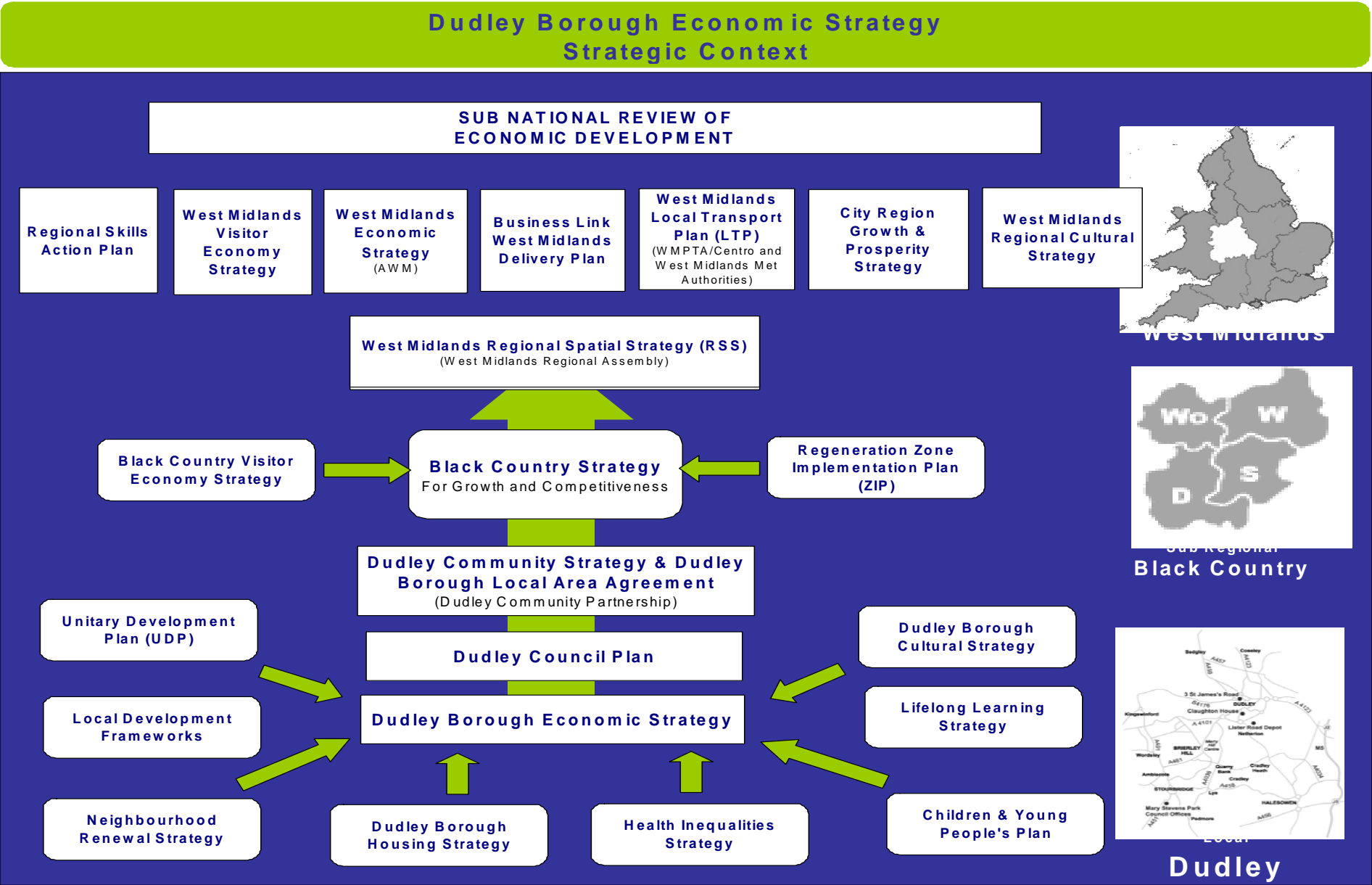
Since April 2003, the Economic Regeneration Division has secured almost £34 million of external funding to support regeneration projects.

### **Performance Monitoring**

The Strategic Action Plan presents each of the five strategic aims with a series of objectives, actions, targets, outcomes, key milestones and timescales to be delivered by Dudley MBC and its partners.

The Dudley Economic Development & Regeneration Partnership will monitor and review progress in delivering the Economic Strategy against the Strategic Action Plan as well as reviewing the overall economic performance of the Borough, using some nationally recognised economic regeneration performance 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.

Diagram 1



**Diagram 2**

**Key Partnerships and Agencies Influencing Economic Strategy Implementation**

<b>Partnerships</b>	<b>Agencies</b>		
<i>Strategic Partnerships</i>	<i>Regional Agencies &amp; Organisations (West Midlands)</i>	<i>Sub-Regional Agencies &amp; Organisations (Black Country)</i>	<i>Local Agencies &amp; Organisations (Dudley)</i>
Black Country Consortium	Advantage West Midlands	Black Country Chamber of Commerce	Beacon & Castle Primary Care Trust
Regeneration Zone Board	CENTRO	Black Country Investment	Dudley College
Dudley Community Partnership	Government Office for West Midlands	Black Country Learning & Skills Council	Halesowen College
Dudley Economic Development & Regeneration Partnership	The Prince's Trust	Black Country Connexions	Stourbridge College
Safe & Sound Partnership	West Midlands Local Government Association	Black Country Tourism	Dudley Council for Voluntary Services
Health & Well Being Partnership	West Midlands Regional Assembly	Federation of Small Businesses	Centre for Equality & Diversity
Brierley Hill Regeneration Partnership	Tourism West Midlands	Groundwork Black Country	Dudley Primary Care Trust
	Heart of England Tourism	Jobcentre Plus	
	Business Link West Midlands	University of Wolverhampton	
		Black Country Housing Group	
		Black Country Re-Investment Society	