

# Dudley Borough Economic Strategy

2010/11



## Foreword

Welcome to the 2010/11 update of the Dudley Borough Economic Strategy.

The Strategy brings together the key economic regeneration activities for Dudley Borough, delivered by the Council and partner organisations, to improve the future prosperity of the borough for the benefit of all its residents.

The economic recession has created difficult conditions for residents and businesses in the borough. Dudley Council, together with agencies including Dudley Community Partnership, Jobcentre Plus, Black Country Chamber of Commerce and Citizens Advice Bureau, launched the Dudley Means Business campaign in 2009 based on a ten point plan aimed at tackling the recession and identifying ways in which the public, private and voluntary sectors can offer support. Further follow-up action will include the development and promotion of inward investment and procurement opportunities.

Looking forward, we are hopeful that 2010 will be filled with new changes, progress and activity. Significant progress has been made in the development of a business plan for New Heritage Regeneration Limited and a number of projects are now starting to come to fruition. For example physical work is now taking place on site at the former Crown Public House in Dudley town centre. The development of this exceptional and prominent building is the catalyst for a number of major regeneration projects for the town.

Cabinet's approval of the Black Country Joint Core Strategy in November 2009 underpins the Council's commitment to the Borough and the Black Country as a whole. It has been designed to provide the basis for creation of new high quality employment areas which will enable the region to compete for much needed inward investment as the economy moves out of recession. It is also under-pinned by up to 60,000 new homes across the Black Country, an increased retail offer in key centres including Brierley Hill and an improved transport network. The Core Strategy will also be supplemented by the development of Area Action Plans for Brierley Hill, Stourbridge and Halesowen.

The Economic Strategy is a key document to enable partners to work together to ensure best use of resources and to bring about the changes required to increase the competitiveness and growth of the borough's economy.

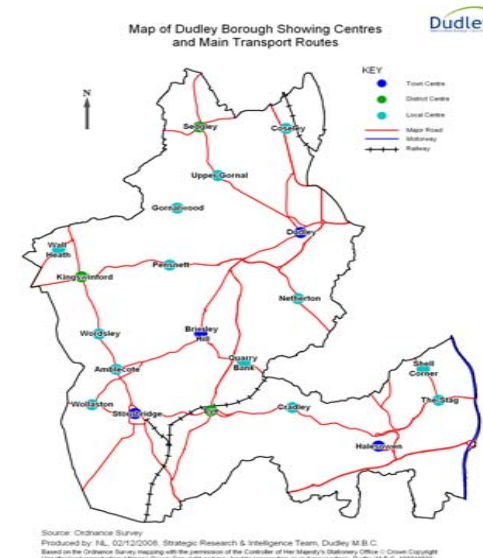
**CLlr Les Jones**

**Deputy Leader and Cabinet Member for Regeneration**

## About Dudley Borough

The borough of Dudley, located in the western half of the West Midlands conurbation, covers 38 square miles with a population of 306,500.

- The borough is the third largest in population size in the West Midlands and the 17<sup>th</sup> largest authority in England and Wales.
- Over the last 30 years the economy has been transformed; whilst manufacturing continues to be important, the borough has a strong and diverse service sector, including financial services, distribution and retail - most notably the Merry Hill shopping centre near Brierley Hill, the fourth largest centre in the UK.
- Dudley Borough has transport links with the region via the M5 motorway, and by rail to Birmingham.
- Dudley Borough is mainly urban in character although approximately 18% of the land area is made up of designated Green Belt land.
- Dudley Borough has four town centres - Dudley, Brierley Hill, Halesowen and Stourbridge. Brierley Hill was designated as the strategic centre for the Borough in January 2008.
- There are also sixteen district and local centres in the borough.
- Dudley is home to a number of visitor destinations including the Black Country Living Museum, Dudley Zoo & Castle, Dudley Canal Trust and Limestone Mines and the Stourbridge Glass Quarter.



## Contents

### Page Number

1. Introduction	2
2. Vision & Strategic Aims	3
3. Recent Achievements	
▪ Case Study 1 - New Heritage Regeneration	4
▪ Case Study 2 - Future Skills Dudley	5
4. Background	
▪ National, Regional and Local Policy Framework for Economic Regeneration	6
▪ Global and National Economic Context	9
5. Dudley Borough's Economy	11
▪ Dudley Borough's Businesses	
▪ Dudley Borough's People	
▪ Dudley Borough as a Place	
6. Key Regeneration Projects & Initiatives	12
▪ Strategic Aim 1	13
▪ Strategic Aim 2	20
▪ Strategic Aim 3	22
▪ Strategic Aim 4	29
7. Management & Delivery Arrangements	33
<u>Appendices</u>	
Appendix 1 - Glossary	35

## 1.0 - Introduction

The Dudley Borough Economic Strategy provides a long-term vision and delivery plan for economic regeneration and development activities in Dudley Borough. It is developed by Dudley Council on behalf of the Dudley Economic Regeneration & Development Partnership (EDRP).

The impact of the economic recession has further increased the challenges for the Borough's economy, which include raising skills levels, increasing the rate of new business start-ups and increasing levels of earnings. The number of people claiming key out of work benefits has increased by almost 5,000 people (20.6%), from 23,810 people in May 2007 to 28,710 in May 2009. The largest increase has been seen in the rate of people claiming Job Seekers Allowance, from 5,380 people to 10,300 people over the same period, which is evidence of the loss of jobs in the borough.

The Economic Strategy is reviewed and developed to respond to these challenges. It aims to ensure that economic regeneration is planned and focused on the relevant issues and agreed priorities for the borough, in order to create the right conditions for increasing competitiveness and meet the national overarching objectives for delivering sustainable economic growth.

There is also a need to address those communities and areas in the Borough that are disadvantaged and provide targeted support to improve economic performance and narrow the gap between disadvantaged areas and communities with the rest of the Borough.

The Dudley Sustainable Community Strategy (2010-2013) sets out the overall vision for Dudley Borough of building strong communities. 'Jobs and Prosperity' is one of six key themes. The three priorities for this theme are:

- Provide employment opportunities for residents of the Borough and ensure they possess the necessary range of skills
- Develop and diversify the local business base
- Create an attractive environment for people to live, work and invest in.

The Economic Strategy provides the delivery plan for these priorities and complements the Dudley Council Plan.

The Strategy sets out the vision for the borough's economy and the four strategic aims for economic regeneration. In particular, it focuses on the key regeneration projects and initiatives to be taken forward.

The regeneration of the Borough's town centres remains an important long term activity. New Heritage Regeneration Limited has been established to

drive forward the investment and development opportunities initially in Dudley and Brierley Hill, that will radically change the face and nature of these areas, with long term economic, social and environmental impacts.

The Black Country Joint Core Strategy has been prepared to address the economic, social and environmental challenges facing the Black Country and will guide the delivery of 63,000 new homes across the sub-region up to 2026, supported by new shops, offices, leisure, transport and environmental improvements.

The Brierley Hill Area Action Plan sets out how the town centre, as the strategic centre for the borough, will develop up to 2026. It will guide future decisions on where and what type of developments will happen and how Brierley Hill High Street, the Waterfront and Merry Hill will be joined up to create one integrated centre.

The ongoing development of the borough's visitor economy is also of significant importance. In 2008, the visitor economy was worth in the region of £223million to the borough's economy and directly supported around 6,100 jobs.

In 2010/11, there will be a stronger focus on attracting inward investment to the borough as well as developing support for local businesses. Furthermore, in response to the Audit Commission's inspection of the Council on worklessness in 2009, a worklessness framework will be developed to ensure that the Council's resources and activities are sufficiently co-ordinated to address the worklessness issues in the borough.

The wider regeneration agenda also recognises the importance of other services including housing, health, social care, tourism, education, environmental management and community safety, in tackling economic issues. The transformation of social care, through the personalisation agenda, will bring significant changes in the way social care is offered and delivered in the future. The impact of this transformation will lead to the creation of employment opportunities, the creation of new enterprises and the stimulation of business growth.

Despite the current economic circumstances, there has been progress on a number of fronts and some case studies have been included to highlight this.

The Strategy also gives an overview of the policy framework for economic regeneration and includes an update on the global and national economy and the possible implications for the development of Dudley's economy.

## 2.0 - Vision & Strategic Aims

### Vision

#### **Dudley Sustainable Community Strategy**

#### **Overall Vision: Strong Communities**

Our vision for 2020 is of sustainable, inclusive and connected communities across Dudley Borough

#### **Jobs & Prosperity 2020 Outcome:**

"Businesses thrive and invest, and people are skilled for now and in the future"

### Strategic Aims

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 job opportunities 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

### 3.0 - Recent Achievements

#### Case Study 1 - New Heritage Regeneration Limited

**New Heritage Regeneration Limited (NHRL)**, launched in January 2009, is a private company which operates at arms length to the Council and is tasked with delivering the investment and development opportunities, initially in Dudley and Brierley Hill. NHRL works with key partners, Advantage West Midlands (AWM) and the Homes and Communities Agency (HCA), to secure resources to support the delivery of projects in these town centres.

The first priority of NHRL is to deliver the £300m regeneration programme for Dudley town centre focussed on the development of the opportunity sites in the Dudley Area Development Framework (ADF). Work is also underway to review progress of the Brierley Hill Area Action Plan and discuss with key partners and stakeholders how it can help achieve the future development aspirations for the area.

NHRL project activity is gaining momentum. There have been two recent significant announcements made which demonstrate regeneration activity within Dudley town centre.

In November 2009, repair and refurbishment works started on the former **Crown Public House** in Wolverhampton Street, Dudley to bring it back to its former glory. The building, which has significant historic architectural value, has been vacant for a number of years. The total investment for this project is £238,000 which is being assisted with funding from Dudley Townscape Heritage Initiative (THI), which is jointly supported by the Heritage Lottery Fund, AWM and Dudley Council. Works include external and internal repairs, reinstatement of historic features and refurbishment of the second floor, which will become office space. The ground and first floors are available to let for other uses potentially including pub, restaurant, office or retail space.

**Dudley College** announced plans for its future expansion in October 2009, which includes opening three new learning centres; a sixth form college, a higher education facility in 2012 and a vocational centre in 2013. In the first phase of the scheme, the 1,800 sqm sixth form college and 1000 sqm higher education facility will be built on part of the former Girls' High School land at Priory Road and land fronting Ednam Road. The 7,500sqm vocational centre will be built at Tower Street, on the site of the former fire station. Both of these sites are opportunity areas in the Dudley ADF. The new centres will operate in conjunction with the college's main campus on the Broadway. In effect, the college will be creating a university style campus and learning quarter at the heart of Dudley town centre.

The scheme will bring significant investment into the town. Cost estimates for the first phase amount to £30million of new buildings. Some 250 staff and 1,500 students will relocate from the college's satellite sites at Castle View and Mons Hill to the town centre, increasing spending to the town. This will be complemented by over 600 students to the proposed new higher education facility who will be studying towards foundation degrees, higher national certificates and diplomas in a range of subjects including engineering, construction and business management.

NHRL and the Council will continue to work closely with Dudley College to ensure the proposed plans move forward into delivery.





## Case Study 2 - Future Skills Dudley

Future Skills Dudley (FSD) is part of Dudley Council and provides a range of employment and skills programmes and services to support local people into employment and supports local businesses with their employment needs. This includes work related training and placement opportunities for a range of sectors (including construction, horticulture, retail, hospitality, care and business administration), skills for life training (literacy, numeracy and english for speakers of other languages (ESOL)), employability training (job search techniques, communication skills and workplace skills) and pre- and post-employment mentoring and support to encourage employment to be sustained.

Services are delivered both in house and through a range of public, private and third sector delivery partners to various client groups - unemployed individuals, lone parents, people with health conditions and disabilities, including learning difficulties and mental health issues, ex-offenders, under represented groups, for example BME groups, as well as assisting to up-skill employed people. FSD operates from a number of client support centres across Dudley Borough including Regent House in Dudley town centre, Turner House and Meadow Road in Wren's Nest, BEST Centre in Brierley Hill, Griffin Street in Netherton, Priory Park and Netherton Park.

FSD has a successful 20 year track record in securing external funding to finance the delivery of its activities and also has substantial experience in working with local employers to provide training and employment opportunities for local people.

From April to December 2009, FSD has supported over 3,000 customers across the Black Country partnership and worked with a significant number of companies. More specifically, FSD has assisted 150 disadvantaged residents into work and 1,120 disadvantaged residents with employability and sector specific training, advice and guidance and/or the achievement of recognised qualifications, with funding from the Local Area Agreement, Learning & Skills Council and the Department for Work & Pensions (DWP). FSD has previously operated the Building Essential Skills for Construction Trades (BEST) Programme to create learning opportunities and place local unemployed people into jobs within the construction and allied sectors. This programme attracted external funding of £5.5m and delivered over 1,200 learning opportunities and over 1,000 qualifications and almost 700 people were assisted into employment.

In 2009, Dudley Council was selected by DWP as a one of the prime contractors for the Black Country under the Government's Flexible New Deal (FND) initiative. FND is for individuals who have been claiming jobseeker's allowance for more than 12 months. The initiative is managed and delivered through FSD who are working with a number of partners to deliver the seven-year scheme, which aims to improve skills and get more people into sustained employment. Currently, Dudley Council is the only Local Authority to have been awarded FND.

FSD is also responsible for the Initiatives Development Manager, currently funded through AWM, to put in place agreements and delivery frameworks to ensure that local people are provided with access to jobs and training opportunities arising from planned investment and capital development projects in Dudley Borough. Through this work, the Council has teamed up with developers Carillion Building to find work for people on the £25m Brierley Hill health and social care centre project. Nine unemployed people have so far been recruited and eight young apprentices, who live in the borough, have also been taken on through the training scheme. Other work on this project has included a 'community construction showcase event', on-site work experience for unemployed people and a local schools collaborative art work installation project for permanent display in the centre.

Other successful partnerships include the Contractor Placement Training Scheme for the Crown restoration project, part funded through the Dudley THI, which provided construction training opportunities for approximately 30 people on site with Thomas Vale Contractors and the recent recruitment of 4 local apprentices through links forged with Lovell's Partnerships and Frank Haslam Milan [FHM], the main contractors for the delivery of DMBC's Decent Homes project, and students from Stourbridge College.



Trainee receiving Learner of the Year award  
at FSD Awards event - December 2009.

## 4.0 - Background

### National, Regional and Local Policy Framework for Economic Regeneration

The 2010/11 Economic Strategy has been developed in response to a changing framework of regeneration policies and strategies at national, regional, sub-regional and local level. Such policies and strategies set out the priorities for economic development and regeneration.

#### National

In July 2007, the Government published the **Review of Sub National Economic Development and Regeneration** (referred to as the SNR) which was undertaken to consider how to strengthen economic performance in England's regions, cities and localities, as well as how to tackle persistent pockets of deprivation. In taking this forward, a number of key national documents have been produced.

#### **Transforming places; changing lives - taking forward the regeneration framework** (DCLG, May 2009)

<http://www.communities.gov.uk/publications/citiesandregions/transformingplacesframework>

This document sets out the Government's long term commitment to regeneration and its expectations of key delivery partners. It defines regeneration as "a set of activities that reverse economic, social and physical decline in areas where market forces will not do this without support from government".

The document sets out the Government's response to creating and sustaining the right conditions for economic transformation and changing economic conditions, which includes targeting regeneration investment in the right places and reprioritising regeneration investment to where there are opportunities for transforming the economic prospects of areas with lower economic performance.

The regeneration framework sets out three priority outcomes which have been agreed across Government as the standard against which all future regeneration will be judged, namely:

- **Improving economic performance** and tackling worklessness, particularly in the most deprived areas;

- Creating the **right conditions for business growth** which could include investment in infrastructure, land use and a better public realm; and
- Creating sustainable places where people **want to live and can work and businesses want to invest**.

#### **New Industry, New Jobs** (April 2009) -

[http://www.dius.gov.uk/~media/publications/N/new\\_industry\\_new\\_jobs](http://www.dius.gov.uk/~media/publications/N/new_industry_new_jobs)

This sets out the Government's view of how future policy development can best meet the needs of business and the global economy, with a specific emphasis on industrial competitiveness.

It identifies a number of generic priorities, including a continuing focus on **high levels of skill and investment in technological change**. The skills system will be reformed (for example via the Skills Funding Agency) so that it is able to anticipate future growth areas of the economy - e.g. low carbon and bio-science. The 'technological change' will be facilitated by increased Government support for research and development, and stronger translation of cutting-edge knowledge into innovative, high-tech processes and products.

Fundamental to the UK's response will be investment in infrastructure, ensuring that the planning system is more responsive to economic need, establishing a universal high-speed broadband facility, and adapting the UK's energy grid to link businesses and homes to renewables and nuclear energy.

Government sees a further complementary role for itself in aligning action across Departmental boundaries, and a more pro-active role as a market shaper, through taxation, regulation, procurement and targeting action on 'key' sectors.

#### **Going for Growth: Our Future Prosperity** (January 2010)

[www.bis.gov.uk/growth](http://www.bis.gov.uk/growth)

This document builds on the strategic approach set out in 'New Industry, New Jobs' and sets out the Government's approach to strengthen the policies and foundations of British industrial competitiveness and to restore strong, sustainable, long-term growth of the British economy as it emerges from the global financial crisis and

international economic downturn. This is based on seven core capabilities, which are:

- Supporting enterprise and entrepreneurial activity, including the access to finance required for starting and growing firms
- Fostering knowledge creation and its application
- Helping people develop the skills and capabilities to find work and build the businesses and industries of the future
- Investing in the infrastructure required to support a modern low carbon economy
- Ensuring open and competitive markets to drive innovation and rising productivity
- Building on industrial strengths where we have particular expertise or might gain a comparative advantage, and where government action can have an impact
- Recognising and employing the right strategic role for Government in markets that allows the nation to capitalise on new opportunities.

#### **Partnerships for Growth - A National Framework for Regional and Local Economic Development** (December 2009)

<http://www.berr.gov.uk/whatwedo/regional/growth/page53688.html>

This sets out the Government's priorities for cross-cutting policies identified in 'New Industry, New Jobs' such as skills, innovation, infrastructure and finance; priorities for interventions in key sectors such as low carbon, life sciences, Digital Britain and advanced manufacturing; and how national, regional and local levels need to work together to support these priorities and ensure effective economic growth.

The framework balances a strategic role for national government, with a clear recognition that effective policy must be driven on the ground by regional and local partners. RDAs and local authorities will lead implementation on the ground, where expertise can determine what is best.

Regional and local strategies should consider key economic policies including skills, innovation, employment, infrastructure, finance for growth and potential growth sectors.

#### **Local Democracy, Economic Development and Construction Act 2009** - <http://services.parliament.uk/bills/2008-09/localdemocracyeconomicdevelopmentandconstruction.html>

Section 69 of the Act requires county councils and unitary district councils to prepare an assessment of the economic conditions of their area - referred to as a Local Economic Assessment (LEA). The primary purpose of LEAs is to provide local authorities and partners with a robust analysis of local economic conditions which should, in turn, inform economic policies and interventions.

Section 70 of the Act requires regional strategies to be put into place to set out policies in relation to sustainable economic growth and the development and use of land in the region. LEAs will inform the evidence base for the development of regional strategies.

#### **Planning Policy Statement 4 (PPS 4): Planning for Sustainable Economic Growth**

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/planningpolicystatement4.pdf>

PPS 4 sets out the Government's national policies on different aspects of spatial planning in England and sets out planning policies for economic development which complement other national planning policies.

The Government's overarching objective is sustainable economic growth. To do this, the Government's objectives for planning for prosperous economies are to:

- build prosperous communities by improving the economic performance of cities, towns, regions, sub-regions and local areas, both urban and rural
- reduce the gap in economic growth rates between regions, promoting regeneration and tackling deprivation
- deliver more sustainable patterns of development, reduce the need to travel, especially by car and respond to climate change
- promote the vitality and viability of town and other centres as important places for communities.



## **Regional**

### **West Midlands Regional Spatial Strategy (RSS) -**

[http://www.wmra.gov.uk/Planning\\_and\\_Regional\\_Spatial\\_Strategy/Regional\\_Spatial\\_Strategy/Regional\\_Spatial\\_Strategy\\_\(RSS\).aspx](http://www.wmra.gov.uk/Planning_and_Regional_Spatial_Strategy/Regional_Spatial_Strategy/Regional_Spatial_Strategy_(RSS).aspx)

The RSS sets out an overarching spatial strategy for the West Midlands region and provides a unique way that regional partners can jointly address major economic, social and environmental issues facing the West Midlands. The main purpose of the RSS is to provide a long-term land use and transport planning framework for the region and guides the preparation of local authority development plans and local transport plans. It determines the scale and distribution of housing and economic development across the region, investment priorities for transport and sets out policies for enhancing the environment.

### **West Midlands Economic Strategy (WMES): Connecting to Success**

[http://www.advantagewm.co.uk/Images/WMES\\_Delivery\\_tcm9-9540.pdf](http://www.advantagewm.co.uk/Images/WMES_Delivery_tcm9-9540.pdf)

The WMES sets out what the West Midlands region needs to do to improve its economic performance and deliver sustainable economic development and growth.

The Strategy sets an ambitious vision for the West Midlands - "To be a global centre where people and business choose to connect" and focuses on 3 main themes - Business, People and Place.

The headline focus is on closing the gap between the performance of the West Midlands and that of the UK as a whole in terms of Gross Value Added (GVA) per head in the region compared with the UK average.

For the future, the requirement of the Local Democracy, Economic Development and Construction Act is for the Regional Strategy to consist of the regional spatial strategy and the regional economic strategy.

## **Sub-Regional**

### **Black Country Joint Core Strategy -**

<http://blackcountrycorestrategy.dudley.gov.uk/>

The four Black Country authorities of Dudley, Sandwell, Walsall and Wolverhampton have produced the Black Country Joint Core Strategy which is a spatial plan to encourage new investment within the area over the next 20 years. It progresses the work already undertaken through the Black Country Study.

The Core Strategy has been designed to provide the basis for creation of new high quality employment areas which will enable the region to compete for much needed inward investment as the economy moves out of recession. The Core Strategy will be under-pinned by up to 60,000 new homes across the Black Country. 12% of new housing will be delivered in strategic centres and 52% in regeneration corridors. Around 16,000 homes would be built across Dudley Borough. It could also see revitalised shopping areas created to deliver up to half a million square metres of additional retail space in the key centres of Brierley Hill, West Bromwich, Walsall and Wolverhampton.

The strategy also promotes an effective transport network to link the centres and improve accessibility across the West Midlands region and beyond. Adoption of the Core Strategy as a framework for regeneration is anticipated in March 2011.

### **Black Country Strategy for Growth and Competitiveness**

<http://www.blackcountryconsortium.co.uk>

The vision-led strategy has been developed to achieve 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

Key outcomes of the Black Country Strategy are the elimination of the sub-region's output gap, which currently stands at £5.3 billion, and represents around 40% of the West Midlands regional economic

underperformance, and land use/transportation restructuring to create high quality sustainable environments.

The **Black Country Investment Plan** provides a mechanism to enable partners to achieve the vision and objectives of the Black Country Strategy through a framework for the sub-region to ensure that the transformational change required in the Black Country is delivered.

### **Local**

#### **Dudley Sustainable Community Strategy (SCS) - 2010-2013**

<http://www.dudleylsp.org>

The SCS is produced by Dudley Community Partnership and is based on an overall vision of building strong communities.

There are six priority themes, which are:

- Jobs & Prosperity
- Health & Well-Being
- Heritage, Leisure & Culture
- Environment & Housing
- Individual & Community Learning
- Community Safety

The Economic Strategy acts as the delivery plan for the Jobs & Prosperity theme of the SCS.

### **Global and National Economic Context**

#### **Overview - recent events**

The last two years have seen an economic downturn of a depth and duration that is unprecedented in the post-war period. Concerted international action by governments - starting in earnest in the autumn of 2008 - helped to underpin the global banking system, encouraged a hesitant return to more normal credit markets, and has ultimately led to a gradual return of business and consumer confidence.

The cost of the recession has been severe - in terms of 'lost' GDP, (and failure of many businesses), higher unemployment, reduced government revenues, and far greater Government indebtedness. The UK's borrowing requirement in 2010 is expected to be £178bn, or over 12% of Gross Domestic Product (GDP).

The UK economy entered recession in the third calendar quarter of 2008, and only came out of it in the final quarter of 2009, when the Office for National Statistics reported in February 2010 that the UK economy had grown by 0.3% in the last quarter of 2009. During the period of recession, the UK economy contracted by a total of 6.2%. The decline lasted for five consecutive quarters, as long as any recession in the post-war period.

This will now, hopefully, enable the UK to start to look ahead to a period that should prove more stable, and provide some growth, for the UK economy. The expectation of recovery does not imply a return to 'business as usual'. Confidence will return slowly, unemployment may continue to rise for some time and the businesses that were damaged by the recession may take years to recover. The UK's GDP, following a severe contraction, will also need several years of growth to return to its (peak) 2007 level.

The UK has also been one of the last major industrialised economies to emerge from recession. France, Germany, and Japan all emerged from recession in the second quarter of 2009, thus securing a competitive advantage. The recession has driven home the hard lesson that it is difficult, if not impossible, to 'future proof' the UK economy against global turbulence. At the same time, it is equally clear that those economies that are modern, competitive, highly skilled,

enterprising, diverse and with high quality infrastructures are better able to cope with recession, and in a stronger position to resume growth with the least possible delay.

#### The Global Economy in 2010

It is anticipated that the global economy as a whole will experience moderate economic growth in 2010. The International Monetary Fund's (IMF) forecast for world growth is 3.1% (World Economic Outlook, October 2009).

However, there are disparities between regions. Projected growth in the United States and the Euro zone is expected to reach between 2% and 3% in 2010. In China, at the extreme end, growth in 2010 is expected to be around 9.0% (IMF) and economies such as India and Brazil are also expected to show robust growth. By contrast, the UK economy is expected to grow by a moderate 1.4%. Clearly, the economies of Asia and South America will play an increasingly influential role in the global economy.

#### The UK economy in 2010

HM Treasury's 'Forecasts for the UK economy' (December 2009) reveals an average of estimates for UK growth of around 1.4% in 2010, increasing to around 2.0% in 2011. By way of comparison, the Treasury's own forecast for 2010 is for growth of 1.25%. These estimates are in sharp contrast with that of Hong Kong and Shanghai Bank (HSBC), which predicts 2.2% growth for the UK this year.

There are a number of positive factors influencing prospects for the UK, both domestic and external. Domestically, historically low interest rates, coupled with low inflation (a forecast for 2010 of 1.4% for the Consumer Prices Index and 2.9% for the Retail Prices Index) and generally higher disposable income (mainly generated by lower mortgage repayments) may provide a boost to greater consumer confidence and increased domestic demand. The key external factor is a return to growth, internationally: the UK's exposure to global trends, through trade and, particularly, the financial sector, will provide a broad stimulus to economic recovery.

On the negative side, the rise in Job Seekers Allowance (JSA) claims to over 10% of the UK workforce is unlikely to fall significantly in the

short-term, and is expected to peak at around 2.75m in 2010. In addition, the Government's borrowing requirement will inevitably lead to higher personal taxes that may dampen consumer confidence. A more serious concern is that the sheer scale of Government indebtedness will reduce international confidence in the efficacy of UK Government policy, and lead to significant pressure on the value of the pound.

However, the return to growth of the Euro zone economies and the United States, (the UK's biggest export markets), coupled with the 'softness' of sterling, should provide a boost not only to exports but to internationally-focused UK companies and inward investment.

#### The prospects for Dudley Borough

The impact of recession on Dudley Borough has been marked. Every sector that makes up the local economy has been affected, and unemployment has risen in each of the borough's 24 wards. In fact, unemployment has risen most sharply in wards which, historically, have been seen as relatively prosperous. As at January 2010, Dudley's JSA rate stood at 6.1%, 11,189 people, its highest rate for a generation.

The recession in Dudley - and by extension the Black Country - has been exacerbated by long-standing structural weaknesses. These include a low skills base, lower than average new business creation, and an above-average dependence on the retail and distribution sectors. However, whilst the recession has had a severe impact on the profitability and trading of most sectors of the local economy (notably manufacturing and construction), the vast majority of Dudley's 8,810 VAT and PAYE registered firms appear to have survived and may hopefully be able to seize future new business opportunities. The latest Quarterly Survey from the Black Country Chamber of Commerce (September 2009) shows a measure of increased confidence amongst local employers.

Improved confidence and economic prospects should ensure that significant regeneration projects come to fruition over the next few years bringing increased jobs, inward investment and economic activity.

## 5.0 - Dudley Borough's Economy

An overview of Dudley Borough's economy is presented below to set out some of the key challenges for the local economy. A key issues report has been produced with more detailed information - <http://www.dudley.gov.uk/business/regeneration/economic-information--research>

Section 69 of the Local Democracy, Economic Development and Construction Act 2009 places a statutory duty on principal local authorities in England to prepare an assessment of the economic conditions of its area, referred to as a Local Economic Assessment (LEA). The statutory duty is to come into force on 1<sup>st</sup> April 2010.

The Dudley Borough LEA will become the formal economic evidence base for the Economic Strategy from 2011/12 onwards as well as the Sustainable Community Strategy, Local Development Framework and other local strategies, for example housing and transport strategies.

### Dudley Borough's Businesses

- **Gross Value Added (GVA) per head**  
GVA per head in Dudley and Sandwell was estimated to be £15,117 in 2007. This is almost 19% lower than the West Midlands metropolitan area of £17,962 and is significantly lagging behind the average figure for England of £20,458.
- **Earnings**  
Average median weekly earnings for people working full time in Dudley Borough were £409.80 in 2009. This is the second lowest level of earnings in the Black Country and is below the regional figure of £464.50 and £495.20 for England. The level of earnings in Dudley Borough increased by 18.6% between 2003 and 2009, however, the region increased by 20.7%.
- **Business Base**  
There were 8,810 enterprises registered for VAT and/or PAYE in Dudley Borough in 2009, a 0.8% decrease from 2008. 86.3% of businesses have less than ten employees and 98.2% have less than 50 employees. Large enterprises, with 250 or more employees, account for only 0.2% of all businesses registered.

### Jobs

The total number of jobs in Dudley Borough is 117,429 (2008). Manufacturing accounts for 15% (18,000 jobs) compared to 10% for England. Public administration, education and health account for the highest proportion of jobs employing 27.8% followed by distribution (including retail), hotels and restaurants employing 25%.

### Enterprise

In 2008 there were 1,110 new businesses ('business births') in Dudley Borough, giving a new business registration rate per 10,000 resident adults (aged 16 and above) of 44.3. This compares to 1,200 new businesses in 2007, a rate of 48.5.

## Dudley Borough's People

### Population

Dudley Borough is the 17<sup>th</sup> largest metropolitan authority in England with a recorded population of 306,500 in 2008, which is the highest of the four Black Country Local Authorities, and third only to Birmingham and Coventry within the West Midlands Region. Dudley Borough has an ageing population with people over 60 accounting for 22.2% of the total population (Census 2001), compared to 20.6% in 1991.

### Employment

The employment rate for Dudley Borough is 71% (July 2008 to June 2009), which is slightly ahead of the regional average of 70.5% but below the national average of 73.3%.

### Unemployment

18.6% of the Borough's working age population, 34,190 people, were in receipt of key out of work benefits (May 2009). This is higher than the average figures for the West Midlands (17.9%) and Great Britain (15.7%).

### Skills

In 2008, 41,800 Dudley residents (22.8% of the working age population) are qualified to Level 4 or equivalent (degree level). This is significantly below the regional and national averages of

24.5% and 28.7% respectively. 119,400 Dudley residents of working age (65.2% of the working age population) are qualified to Level 2 and above, which is ahead of the regional average of 61.6% and the national average of 64.6%. 25,200 Dudley residents (13.8% of the working age population) have no qualifications compared to 16% regionally and 12.4% nationally.

- **Education**

The percentage of pupils achieving 5 or more A\*-C GCSE grades increased from 61.1% in 2008 to 67% in 2009. 48.8% of pupils achieved 5 or more A\*-C grades including English and Maths, compared to 46.9% in 2008. These results are the highest in the Black Country.

- **Health**

Health levels in Dudley Borough are around average for the region. Across a wide range of health and lifestyle measures, one area where Dudley performs less well is the level of regular participation in sport and recreational activity undertaken by adults, which at 16.7% is below the regional average of 19.3% and the national average of 21%. Levels of obesity are lower than the regional average but high compared with the rest of the country.

### **Dudley Borough as a Place**

- **Employment Land**

Dudley Borough has 157 hectares of existing high quality employment land and premises. There is also approximately 100 hectares of land and premises which, with some investment, have the potential to be redeveloped and upgraded to high quality employment sites.

- **Inward Investment**

Since 1994, Dudley has attracted over 60 inward investment projects. During this time these overseas owned companies created over 1,500 new jobs and safeguarded over 9,000 jobs. This amounts to 5% of all investments, 2% of new and 6% of safeguarded jobs in the West Midlands region.

Over a third of all investment in Dudley Borough is made by the United States followed by Canada and Germany. Other countries

having made several investments include Italy, Japan, the Netherlands and India.

- **Transport**

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

- **Housing**

Affordability of housing is higher than in neighbouring areas, such as Sandwell and Wolverhampton, similar to Staffordshire and around average for the region. This means that a large proportion of residents find it more difficult to get on the housing ladder.

- **Deprivation**

Dudley ranks at 100 out of 354 Local Authorities with 1 being the most deprived and 354 being the least deprived. Dudley remains the least deprived authority in the Black Country. By "best-fitting" the Super Output Areas (SOAs) to wards, the Index of Multiple Deprivation (IMD) 2007 shows that the five most deprived wards in the Borough are Castle & Priors, Brierley Hill, Netherton, Woodside & St Andrew's, St James's and St Thomas's.

## **6.0 - Key Regeneration Projects & Initiatives**

The following section provides a summary of key regeneration projects and initiatives to be taken forward from 2010/11 onwards, according to the four strategic aims of the strategy.



**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 jobs**

**Key Objectives**

- To reduce levels of worklessness in Dudley Borough, with a focus on disadvantaged areas and communities
- To provide appropriate training, advice/support to equip the workforce of the borough with the skills required by the economy
- To promote social inclusion through responsive provision and the removal of barriers to employment and learning

The linked priorities and objectives in the Dudley Sustainable Community Strategy are as follows:

Strategic Priority 1 - Provide employment opportunities for residents of the Borough, and ensure they possess the necessary range of skills

Objectives:

- To increase the number of people in the borough able to access training and job opportunities, leading to sustained employment
- To broaden the skills base of Borough residents in order for them to obtain and sustain employment

**Tackling worklessness** is a key priority both nationally and for economic regeneration in Dudley Borough. Since 55% of the Black Country's output gap is attributable to worklessness and low skills, it is one of the principal factors inhibiting the area's economic progress.

Scale and nature of the worklessness challenge

Tackling worklessness is a complex issue requiring a long-term, multi-dimensional, multi-disciplinary approach. A good deal of Jobseeker Allowance (JSA)-based unemployment is often short term and temporary, and sensitive to the demand for labour within the economy. However, higher levels of often intractable worklessness are found in many of the most disadvantaged wards. In these wards, there are generally higher levels of long-term Incapacity Benefit claimants than those claiming JSA.

Many residents have barriers to work including personal barriers such as long-term health problems, high levels of debt, substance abuse, family breakdown, mental health problems and caring issues. In addition, these residents often have learning barriers including basic skills needs, particularly numeracy and literacy, as well as vocational and job-search skills.

'Workless' residents often lack confidence, motivation and aspiration, and this can have profound implications for the education and life-chances of future generations within these communities.

This suite of problems, for individuals and families, are often multiple, interlocking (and mutually re-enforcing) rather than singular, in nature, and impact on families - and generations within families - and small neighbourhoods in a resolutely entrenched way that is resistant to conventional single organisation or project/output-based solutions.

Key Statistics

- In May 2009, 28,710 people were claiming key out of work benefits<sup>1</sup> in Dudley Borough. The number increased by 4,900 from 23,810 in May 2007.
- The largest increase occurred in February 2009 with 2,840 additional claimants from the previous quarter.
- The latest figures illustrate that almost half of those claiming key out of work benefits are claiming incapacity benefit/employment support allowance.
- Those claiming JSA account for over a third of all claimants.

Partnerships

The **Employment & Skills Management Group** is responsible for addressing worklessness across Dudley Borough. It is a broad partnership which reports to the Economic Development and Regeneration Partnership.

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<sup>1</sup> Key out of work benefits consist of jobseekers allowance, incapacity benefit/employment support allowance, lone parent element of income support and other income related income support.

Dudley's most disadvantaged wards are served by **Neighbourhood Employment & Skills Partnerships (NESPS)** that oversee and help plan and direct interventions in each ward. There are NESPs established in Brierley Hill, Castle & Priory, Netherton, Woodside & St Andrew's, St James's and St Thomas's wards. Representation on the NESPs includes representatives from the community and voluntary sector and the Council's Community Renewal team to support the work undertaken within these disadvantaged wards, as well as representatives from key agencies including Jobcentre Plus, Connexions, Prince's Trust and Citizens Advice Bureau.

The **Black Country Partnership for Care (BCPC)** comprises social care employers, training providers and local authorities and activity is concerned with developing the social care workforce, developing workforce information and securing resources to deliver training and qualifications.

In view of the complex nature of the 'worklessness challenge' a multi-agency approach is critical - including the involvement of services that support children, young people, families and communities, and those that provide specialist services - e.g. advisory and health services, intended to remove 'barriers' that preclude access to training and employment.

A network of specialist public, private and voluntary sector organisations provide a range of services to assist residents through guidance, learning, and work-based training. These include Further Education Colleges, Dudley Council's Future Skills Dudley, Adult & Community Learning and Community Renewal Teams, Action for Employment (A4e), and Seetec.

#### Audit Commission Inspection on Worklessness

The Audit Commission recently undertook an inspection of Dudley Council, together with other City Region partners, in addressing the effectiveness of their activities in reducing worklessness.

#### Recommendations

The Audit Commission made six recommendations to be addressed by all City Region local authorities over the next 6 to 12 months, namely: -

- **Recommendation 1** - Ensure the single performance management system being developed through the Multi Area Agreement for

Employment and Skills is aligned to the planning and delivery of employment and skills services in the West Midlands sub region.

- **Recommendation 2** - Ensure that the strategic ambition expressed by councils in the West Midlands to work differently and without regard to local government boundaries translates into practice through the MAA.
- **Recommendation 3** - Each Council should develop a Council-wide worklessness strategy which can be performance managed to ensure significant and continuous improvement is made and the role of the whole Council is maximised.
- **Recommendation 4** - Each Council should review its recruitment, workforce planning and development practices to establish how it can best secure a Council-wide contribution to delivering worklessness objectives through its role as an employer. The approach should then be developed in partnership through the Local Strategic Partnership.
- **Recommendation 5** - Each Council, along with their partners, should establish a strong outcome based approach to worklessness activity to inform planning, performance management and commissioning of initiatives.
- **Recommendation 6** - Demonstrate and improve delivery of value for money by:
  - developing systems that provide the Council, and its partners, with the cost/benefit information they need to make decisions, as well as giving funding bodies the financial information they require
  - setting targets to improve value for money
  - developing the links between financial and performance information
  - understanding regular evaluation of all projects and initiatives to measure effectiveness and establish the balance between cost and outcomes

In 2010/11, the Council will progress and implement all six recommendations outlined above. This will build on the work undertaken in line with national campaigns such as '*Backing Young Britain*' and the '*Young Person's Guarantee*'. In order to ensure the role of the whole Council is maximised to address the problem of

worklessness, the Council will develop a Worklessness Framework. The expected benefits of producing this framework include ensuring leadership across the Council is strengthened with a clear direction for activity related to addressing worklessness.

Furthermore, the Council will continue to raise the prominence given to worklessness and ensure outcomes and targets delivered are considered in the context of the Council's overall worklessness objectives and against external funding requirements. In 2010/11, we will continue to produce timely and finer-grained intelligence via monthly Labour Market Briefings and quarterly Economic Situation Reports to ensure the Council and its partners respond appropriately and proportionately to the changing profile of the unemployed.

**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 jobs**

**Key Regeneration Projects & Initiatives**

<b>Project/Initiative</b>	<b>Key Performance Targets/Outputs</b>	<b>Timescales</b>	<b>Resources</b>	<b>Lead Organisation</b>
<b>Supporting Unemployed and Economically Inactive Residents</b> - providing employability skills to move disadvantaged residents closer to the labour market.	<ul style="list-style-type: none"> <li>1200 customers supported</li> <li>240 employment opportunities</li> </ul> <p>(Estimated volumes based on latest predictions)</p>	2010/11	DWP, LSC, HLF, THI	DMBC (FSD)
	<ul style="list-style-type: none"> <li>800 clients recruited and supported for training and personal support services</li> <li>400 clients recruited and supported to Jobs Brokerage/Jobs Search programmes and 100 clients placed into work as a result of support</li> </ul>	2010/11	DMBC SFA	DMBC (ACL)
<b>Future Jobs Fund</b> - a national initiative to tackle worklessness through the provision of training opportunities for 18-24 year olds who have been unemployed for between 6-12 months and for unemployed people aged 25 plus from unemployment 'hot spots' in the borough.	<ul style="list-style-type: none"> <li>368 eligible residents securing 6-month Future Job Fund opportunities in Dudley MBC and partner organisations</li> </ul>	2010/11	DWP	DMBC (FSD & ACL)
<b>Pathways to Work</b> - a national programme, supported by Jobcentre Plus, of 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.	<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	2010/11	DWP	Seetec
<b>Dudley Employment Hub</b> - through the provision of a hub and spoke approach an effective and joined up employment support service will be provided to the long term unemployed with a view to helping them to re-engage with the labour market. Through the negotiation of protocols with service providers the Dudley Employment Hub will provide workless individuals with access to information and services that will help them engage	<ul style="list-style-type: none"> <li>Full application for ERDF and Connections to Opportunities funding to be developed in 2010.</li> </ul>	2010/11 to 2012/13	AWM (ERDF, 2007-2013), Connections to Opportunities programme (2010/11 to	DMBC (FSD & ACL)

Project/Initiative	Key Performance Targets/Outputs	Timescales	Resources	Lead Organisation
them with training, recruitment and employment opportunities. Through protocols with potential employers the Dudley Employment Hub will connect workless individuals with opportunities arising from the regeneration of Dudley Borough.			2012/13), WNF (Transitional Funding)	
<p><b>Workwise</b> - a project to help workless residents living in the Black Country Sustainable Urban Development (SUD) wards overcome the transport barriers to finding and staying in employment. Workwise in the Black Country will consist of the following three elements:</p> <ol style="list-style-type: none"> <li>1. specialist information, advice and guidance on sustainable travel options (tailored journey planning);</li> <li>2. free unlimited day travel passes to attend interviews; and</li> <li>3. up to three free monthly travel passes for travelling within the Network West Midlands area when people attain employment.</li> </ol>	<p>Dudley Borough (Brierley Hill Netherton, Woodside and St Andrews, St Thomas's, St James's and Castle and Priory wards only):</p> <ul style="list-style-type: none"> <li>▪ 100 people assisted to get a job</li> <li>▪ 500 people assisted to get a job* (*subject to outcome of Sustainable Cities bid )</li> </ul> <p>Black Country target:</p> <ul style="list-style-type: none"> <li>▪ 4,851 people assisted to get a job.</li> </ul>	2010/11 to 2013/14	<p>AWM (ERDF, 2007-2013)</p> <p>Centro's Social Inclusion Revenue Fund</p>	Centro in partnership with Black Country local authorities
<p><b>Birmingham and Black Country City Region Multi Area Agreement for Employment and Skills</b> - the outcome of the MAA is the delivery of increasing numbers of people in sustainable employment with training across the City Region area. The MAA will include the development and agreement of an Adult Employment and Skills Strategy and Commissioning Plan and a single performance management system for all relevant agencies involved in the planning and delivery of employment and skills services.</p>	<ul style="list-style-type: none"> <li>▪ Reduce the % gap between the working age population in receipt of out of work benefits in the City Region and the national average by 0.25% to 3.85% (Baseline: 4.1%)</li> <li>▪ Increase the % of the City Region adult population with at least a Level 2 qualification by 12% to 75.0% (Baseline: 63.0%)</li> <li>▪ Increase the % of the City Region population with at least a Level 3 qualification by 11% to 54.0% (Baseline: 43.0%)</li> </ul>	Up to 2012/13	To be identified via the emerging City Region MAA Employment and Skills Strategy and Commissioning Plan.	City Region partners
<p><b>Family Learning Network</b> - the network ensures co-ordination of provision, effective communication between providers and practitioners and a cohesive structure for the implementation of the strategy.</p>	<ul style="list-style-type: none"> <li>▪ Engage 250 new learners from priority target groups in First Rung Wider Family Learning and support programmes leading to further training and jobs</li> <li>▪ Engage 100 new learners from priority target groups in Family</li> </ul>	April 2010 to March 2011	DACHS - Libraries Archives and Adult Learning Team, DMBC SFA	DMBC - DACHS



Project/Initiative	Key Performance Targets/Outputs	Timescales	Resources	Lead Organisation
	Literacy, Language and Numeracy learning and support programmes leading to further training and jobs <ul style="list-style-type: none"> <li>Provision of 50 learning programmes in local communities, with progression to level 2 qualifications</li> <li>Deliver to 100 learners Family Learning Impact</li> </ul>			
<b>Learning Action Plans</b> - Lead the development of borough wide action plans for a range of learning activities, via the Post 19 Learning and Skills Strategic Group.	<ul style="list-style-type: none"> <li>Develop plans including               <ul style="list-style-type: none"> <li>Informal adult learning</li> <li>Skills for Life (including digital inclusion)</li> <li>English for Speakers of Other Languages (ESOL)</li> </ul> </li> </ul>	April 2010 to March 2011	DACHS - Libraries Archives and Adult Learning Team, DMBC, Post 19 Learning and Skills Strategic Group	DMBC - DACHS
<b>Black Country Challenge</b> - <a href="http://www.theblackcountrychallenge.co.uk">http://www.theblackcountrychallenge.co.uk</a> A partnership between schools, local authorities and national government. Its aim is to boost educational performance in Dudley, Sandwell, Walsall and Wolverhampton and to enable our young people to achieve the standards we know they are capable of achieving.  £28m investment from the Department for Children, Schools and Families (DCSF) has been secured to enable the provision of: <ul style="list-style-type: none"> <li>Tailor-made support for schools working in challenging circumstances</li> <li>Additional support for children who are falling behind their peers</li> <li>Enhanced development and training for school leaders, teachers and other staff working in schools</li> <li>A celebration of achievement and success, helping to raise the profile of pupils and teachers working in the Black</li> </ul>	By 2011, it is intended to: <ul style="list-style-type: none"> <li>Increase the number of 5 year olds who are ready to make an effective start to their education.</li> <li>Cut by half the achievement gaps which exist between Black Country children and their peers at 11, 14 and 16.</li> <li>Have no primary schools in the Black Country in which fewer than 65% of pupils achieve the national expectation. (Current position - 25)</li> <li>Have no secondary schools in which fewer than 30% of 16 year olds achieve 5 A*-C including English and Maths. (Current position - 32)</li> <li>Double the number of primary</li> </ul>	2008-2011	£28m - DCSF	Black Country Challenge Partners

Project/Initiative	Key Performance Targets/Outputs	Timescales	Resources	Lead Organisation
Country	<p>schools in which 90% of pupils achieve level 4 in both English and Maths. (Current position - 29)</p> <ul style="list-style-type: none"> <li>Double the number of secondary schools in which more than 60% of students achieve 5 A* - C including English and Maths. (Current position - 7)</li> <li>Have no schools judged by OFSTED to be in Special Measures. (Current position - 6)</li> <li>Reduce the percentage of post 16 students who are not in education, employment or training.</li> </ul>			
<b>Children's Centres</b> - a total of twenty children's centres will be operational across Dudley Borough by March 2010. These centres are extremely important as the first step in a chain of positive engagement, which includes providing adult learning, job training and employment opportunities and provision of family support services, which will ultimately lead to greater economic contribution in the future.	<ul style="list-style-type: none"> <li>Completion of Self Evaluation Framework for all Children's Centres</li> </ul>	2010/11	DCSF JCP Dudley PCT DMBC Private, voluntary & independent childcare providers Maintained sector	DMBC - DCS
<b>Building Schools for the Future (BSF)</b> - if successful, the capital investment from the BSF programme will 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.	<ul style="list-style-type: none"> <li>Feedback on Readiness to Deliver (RTD) submission</li> </ul>	March 2010	BSF - to be confirmed	DMBC
<b>Linked Partnership Plans &amp; Strategies:</b> City Region Employment and Skills Strategy and Commissioning Plan, Black Country Worklessness Framework, Children & Young People's Plan, Post-19 Learning & Skills Strategy, Children and Young People's Plan (2009-2011), Neighbourhood Employment & Skills Plans				

**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**

**Key Objectives**

- To maintain a balanced supply of industrial land and premises in Dudley Borough
- To support new and existing businesses through delivery of a range of business support programmes and initiatives
- To promote Dudley as a place for innovation and investment

The linked priorities and objectives in the Dudley Sustainable Community Strategy are as follows:

**Strategic Priority 2 - Develop and diversify the local business base**

**Objectives:**

- To increase the number of higher-value businesses attracted to the Borough
- To increase the range of investment opportunity sites
- To create a thriving local enterprise economy
- To minimise the number of businesses forced to close as a result of current recession conditions
- To increase available opportunities for local businesses to benefit from investment in green technologies or supply green solutions

Business Link West Midlands (BLWM) - ([www.businesslink.gov.uk](http://www.businesslink.gov.uk)) - is a key partner in delivering against the above priorities and objectives as the main gateway to publicly and privately funded business support. BLWM will look to develop further positive working relationships with partners across the region, particularly local authorities, aligned around a common jointly-agreed Area Business Support Action Plan, for the benefit of local businesses in the area.

Solutions for Business - ([www.businesslink.gov.uk/solutions](http://www.businesslink.gov.uk/solutions)) - is a suite of publicly funded business support products and services designed to help businesses start, grow and succeed. Solutions for Business products are designed to equip businesses with the necessary knowledge and skills to tackle issues that they might be facing.

Eligible businesses can gain support in areas such as starting up, understanding finance, training and skill development, resource efficiency, exploiting ideas, international opportunities and marketing and growing your business.

Dudley Council, together with agencies including Dudley Community Partnership, Jobcentre Plus, Black Country Chamber of Commerce and Citizens Advice Bureau, launched the Dudley Means Business campaign in 2009 based on a ten point plan aimed at tackling the recession and identifying ways in which the public, private and voluntary sectors can offer support. This is supported by the Dudley Means Business web pages which offer information on business advice and support, jobs and training, redundancies, benefits and tax issues and bankruptcy, insolvency and debt.

Dudley Council will be increasing its focus on attracting inward investment to the borough based on the development of key sites (identified in the Assessment of Employment Sites, 2009) and the creation of employment opportunities and linked to the wider cultural, housing and retail opportunities that are planned for the borough. This activity will look to target potential key markets looking at growth sectors where the borough is best placed to compete and identifying the infrastructure that the borough has in terms of supply chains. Other related activity will include support to existing and growing businesses in exploring relocations and opening up channels of communication with potential investors.

Dudley Council will also be looking to sign the Small Business Engagement Accord which seeks to encourage a more productive dialogue with local businesses and Councils. It brings together various aspects of consultation best practice as well as specific proposals from the Federation of Small Businesses - (<http://www.fsb.org.uk/>) - designed to improve the level of participation by businesses in local democracy.

More widely, the 'Transforming Social Care' agenda has the potential to boost opportunities for new and existing businesses in the Borough to support existing social care provision and deliver more non-traditional personalised services.

**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**

**Key Regeneration Projects & Initiatives**

<b>Project/Initiative</b>	<b>Key Performance Targets/Outputs</b>	<b>Timescales</b>	<b>Resources</b>	<b>Lead Organisation</b>
<b>Business Link Support</b> - provision of 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.	<ul style="list-style-type: none"> <li>Agree Dudley Business Support Action Plan</li> </ul>	2010/11	AWM	BLWM
<b>South Black Country Enterprise &amp; Innovation Centre (SBEIC)</b> - the SBEIC will be a BREEAM Excellent scheme of high quality managed business space. The scheme will stimulate entrepreneurship and innovation by providing a shared and supportive environment for new and growing businesses and be a focal point for enterprise within the local area. An outline gap funding application has been submitted to AWM.	Proposed Outputs: <ul style="list-style-type: none"> <li>65 businesses assisted</li> <li>135 jobs created</li> <li>3,400 sq m gross of premises with new or upgraded floorspace</li> </ul>	2012-2014	ERDF - to be confirmed	DMBC
<b>Inward Investment</b> - development of the borough's inward investment focus to target potential key markets looking at growth sectors where the borough is best placed to compete and identify the infrastructure the borough has in terms of supply chains. There will also be related and ongoing activity including support to existing businesses and relocations.	<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	2010/11	To be confirmed	DMBC
<b>Renewable Energy Technology Grants</b> - this proposed project would be aimed at promoting the use of renewable energy technologies, reducing energy use, operating costs and CO2 emissions. The project would provide SMEs with grant assistance towards the installation of renewable technologies (e.g. wind, solar, geothermal, etc and, where necessary, a "renewable feasibility study" would be undertaken to identify the most appropriate type of renewable technology for the business.	<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	To be confirmed	ERDF - to be confirmed	Groundwork West Midlands

Linked Partnership Plans & Strategies:  
Black Country Strategy for Growth & Competitiveness, Black Country Innovation Framework,

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

#### Key Objectives

- To maximise the potential of the Borough's major development sites for the benefit of the local economy
- To promote the regeneration of the Borough's Town Centres
- To promote the regeneration of the Borough's District and Local Centres
- To develop the Visitor Economy through enhancing the Borough's tourism potential and promoting the Borough as a high quality visitor destination
- To provide a comprehensive Public Transport System in the Major Urban Areas and ensure the expeditious movement of traffic within the Borough

The linked priorities and objectives in the Dudley Sustainable Community Strategy are as follows:

Strategic Priority 3 - Create an attractive environment for people to work and invest in

#### Objectives:

- Improve the vibrancy and attractiveness of the Borough's town centres
- Improve and maintain the environmental quality and security of the surroundings of tourist attractions, retail areas and business parks
- Improve the transport network
- Improve the variety of local housing development

Brierley Hill is the borough's strategic centre and the Brierley Hill Area Action Plan sets out how the town centre will develop up to 2026. It will guide future decisions on where and what type of developments will happen and how Brierley Hill High Street, the Waterfront and Merry Hill will be joined up to create one integrated centre. The completion of 'Venture Way', a new road to reduce congestion in the High Street, was a significant achievement in taking forward the regeneration of Brierley Hill and 'opening up' potential sites for development. The £26m health and social care centre, which will open in

2010, will provide a high quality health and social care facility for the local community. Future projects for the regeneration of Brierley Hill include the New Heart for Brierley Hill project and proposals for Stourbridge College to build new educational facilities in the town centre.

New Heritage Regeneration Limited (NHRL) is responsible for delivering the investment and development opportunities initially in Dudley and Brierley Hill. The first priority of NHRL is to deliver the £300m regeneration programme for Dudley town centre focussed on the development of the opportunity sites in the Dudley Area Development Framework (ADF).

To support this work the Dudley Town Centre Partnership and the Brierley Hill Town Centre Regeneration Partnership have been established aimed at delivering a shared approach to town centre regeneration and development.

They consist of representatives from the business community, public sector, local people and other relevant organisations and will play a part in town centre projects including development plans, local area action plans and major private sector projects.

There are five priority district and local centres for the borough - Lye, Shell Corner, Cradley, Quarry Bank and Pensnett. In September 2009, the Council's Cabinet approved two additional centres as a priority for action, these being Netherton and Wordsley. Plans for these centres will be dealt with through the development strategy document, which is part of the local development framework.

The development of the borough's visitor economy is also of significant importance. In 2008, the visitor economy was worth in the region of £223m to the borough's economy and directly supported around 6,100 jobs. The value of the visitor economy and the average spend per visitor has increased from 2004 and, through this increased spend, the number of jobs supported by the visitor economy has risen by nearly 2,000. Dudley also welcomed around 4.3m visitors, who come for either leisure or business.



Within the Black Country, the Visit the Black Country partnership was established in November 2009 to undertake a focused programme of business support and marketing activity.

The Supplementary Planning Document (SPD) for the Glass Quarter in Stourbridge was adopted by the Council's Cabinet in December 2009. It provides a framework to guide development and investment in the Stourbridge Glass Quarter whilst recognising and retaining its unique heritage in order for it to evolve as a visitor destination to the benefit of local residents, businesses and visitors.

The development of the borough's transport infrastructure is key to maintaining a vibrant local economy and has the potential to encourage inward investment. The £12m improvement works at Burnt Tree Island commenced in 2009 and is a joint initiative between Dudley and Sandwell Councils. The aim of the scheme is to reduce delays and congestion, improve safety for all users, improve links to the regional and national highway networks, improve bus services and provide dedicated pedestrian and cycle facilities at each approach.

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

#### Key Regeneration Projects & Initiatives

Project/Initiative	Key Performance Targets/Outputs	Timescales	Resources	Lead Organisation
<b>Dudley Area Development Framework (ADF)</b> - the Dudley ADF sets out a 10 year vision for the town and includes the physical redevelopment of eight opportunity sites: Priory Place, Tower Street, Prospect Hill, Cavendish Quarter, New Mill Gate, which now includes Central Union (Opportunity Area 5), Priory Street, Trident Triangle and South West Gateway. Delivery of the ADF will act as a catalyst for complementary development in and around the town centre.	Implementation of the Dudley ADF will bring significant benefits to the town centre including the creation of: <ul style="list-style-type: none"> <li>680 residential units;</li> <li>100 new businesses</li> <li>£15m improvements to public and civic spaces and transport infrastructure</li> <li>development in the region of £300m</li> </ul>	2009-2019	Partnership working with key stakeholders including: AWM, HCA, DMBC, NHRL, developers, Safe & Sound Partnership, Dudley Town Centre Partnership, West Midlands Police	NHRL
<b>Castle Hill Project</b> - develop the site to provide additional parking and additional visitor attractions to link into other local attractions at the Black Country Museum, Dudley Zoo, Canal Trust, Wrens Nest, and Dudley town centre itself.	<ul style="list-style-type: none"> <li>Approval of AWM funding application</li> <li>Commence work on access road</li> </ul>	March 2010  June 2010	£5.3m AWM funding application - to be submitted	DMBC NHRL
<b>Dudley Townscape Heritage Initiative (THI)</b> - an initiative to restore, maintain and conserve key buildings of historic interest in Dudley Town Centre conservation area and bring vacant floor space back into use as well as enhancing the town's appearance and image.	<ul style="list-style-type: none"> <li>109 Jobs Created</li> <li>21 Businesses supported to improve their performance</li> <li>£6,509,704 public/private sector investment</li> <li>41 properties treated</li> <li>1,174 sq m of existing floorspace enhanced</li> <li>2,348 sq m of brownfield land reclaimed/redeveloped (in the form of vacant floorspace)</li> </ul>	May 2012	HLF AWM DMBC	DMBC (DUE - Historic Environment Team (Lead) & Economic Regeneration & Transportation Division)
<b>Brierley Hill Area Action Plan (AAP)</b> - the AAP sets out how the town centre will develop up to 2026 and	<ul style="list-style-type: none"> <li>Adoption of Brierley Hill Area Action Plan</li> </ul>	March 2011	AWM ERDF/GOWM,	DMBC (DUE -

includes proposals to link Brierley Hill High Street with Merry Hill and the Waterfront to become one centre. The plan will guide the delivery of 63,000 new homes across the Black Country between now and 2026, supported by new shops, offices, leisure, transport and environmental improvements.			Westfield Shopping Towns Limited Centro DMBC Brierley Hill Community Forum Brierley Hill Traders Dudley PCT Brierley Hill Town Centre Partnership Private sector stakeholders	Planning Policy (Lead) & Economic Regeneration & Transportation Division NHRL
<b>New Heart for Brierley Hill Project</b> - this project will involve acquisition of commercial properties, upgrading Brierley Hill High Street environment and Northern and Southern Gateway improvements.	Proposed outputs <ul style="list-style-type: none"> <li>▪ 1050 jobs created</li> <li>▪ 700 people assisted to get a job</li> <li>▪ 4 businesses supported to improve their performance</li> <li>▪ £57.6m public infrastructure investment &amp; £345.5m private infrastructure investment levered</li> <li>▪ 7.19 hectares of brownfield land reclaimed/redeveloped</li> <li>▪ 410 people assisted in skills development</li> <li>▪ 16 Graduates into employment</li> <li>▪ 34 Businesses Created - demonstrating growth</li> </ul>		AWM (Funding application to be approved)	DMBC (DUE - Economic Regeneration & Transportation Division) NHRL
<b>Brierley Hill Health &amp; Social Care Centre</b> - new health and social care centre for local people in the heart of Brierley Hill Town Centre	Direct Output: <ul style="list-style-type: none"> <li>▪ Remediation of 0.59 hectares of land</li> </ul> Indirect Outputs: <ul style="list-style-type: none"> <li>▪ 12 new jobs created</li> <li>▪ The construction of a health and social care centre of 9,033 sq m</li> <li>▪ 150 people assisted to get a job</li> <li>▪ 100 people assisted to improve their skills</li> <li>▪ 2 new businesses created</li> </ul>		AWM DIL Dudley PCT	DIL Dudley PCT

	<ul style="list-style-type: none"> <li>2 new businesses demonstrating growth after 12 months</li> </ul>			
<b>Halesowen Area Action Plan (AAP)</b> - the AAP will be developed to guide the future development of the town centre	<ul style="list-style-type: none"> <li>Public Consultation</li> <li>Adoption of Halesowen Area Action Plan</li> </ul>	June 2010 - June 2011 July 2012	DMBC DMBC - Planning Policy Team (Lead), DMBC - Economic Regeneration Division	DMBC
<b>Halesowen Public Realm Improvements</b> - development of a programme of public realm enhancements and gateway features for the town.	<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>		DMBC	DMBC
<b>Stourbridge Area Action Plan</b> - the AAP will guide the future development of Stourbridge town centre at least up to the year 2026, along with potential area-based development opportunity areas to help stimulate regeneration within the town.	<ul style="list-style-type: none"> <li>Adoption of Stourbridge Area Action Plan</li> </ul>	April 2012	DMBC DMBC - Planning Policy Team (Lead), DMBC - Economic Regeneration Division	DMBC
<b>Northern Gateway Public Realm Scheme</b> - public realm and landscaping works to create an attractive and welcoming impression to Stourbridge town centre.	<ul style="list-style-type: none"> <li>Identify resources for Phases 2 and 3.</li> </ul>	2010/11	To be confirmed	DMBC
<b>District &amp; Local Centres</b> - development and implementation of regeneration plans	Lye District Centre <ul style="list-style-type: none"> <li>Completion of library public realm scheme</li> <li>LIFT scheme - commence on site</li> <li>Food store - commence on site</li> </ul>	June 2010  April 2011 March 2012	DMBC Dudley LIFT Private Sector	DMBC
	Shell Corner Local Centre <ul style="list-style-type: none"> <li>Develop opportunity site - submit planning application</li> </ul>	April 2010	DMBC	DMBC
	Cradley Local Centre <ul style="list-style-type: none"> <li>Carry out developers brief for Foredraft Street - market site for disposal</li> <li>Secure commitment for LIFT development</li> </ul>	April 2010	DMBC Methodist Church	DMBC
	Quarry Bank Local Centre <ul style="list-style-type: none"> <li>Identify resources for priority schemes in regeneration plan</li> </ul>	April 2010	DMBC	DMBC

	Pensnett Local Centre <ul style="list-style-type: none"> <li>Identify resources for priority schemes in regeneration plan</li> <li>Identify site within or close to centre for LIFT scheme</li> </ul>	April 2010 April 2010	DMBC	DMBC
	Wordsley & Netherton <ul style="list-style-type: none"> <li>Production of action plans within the Development Strategy development Plan Document</li> </ul>	March 2012	DMBC	DMBC
<b>North Priory</b> - housing development for 314 new properties ranging from two bedroom apartments or bungalows and a mix of two, three and four bedroom houses. The plan also includes a homezone area, which is a combined vehicle and pedestrian surface that gives priority to pedestrians.	<ul style="list-style-type: none"> <li>Start on site</li> <li>Approval of Kickstart bid to HCA</li> </ul>	Spring 2010	HCA - to be confirmed  Developer - Bromford/Keepmoat	DMBC
<b>Extra Care Housing Schemes</b> - aimed at boosting the care of older people, two new multi million pound extra care housing schemes will be delivered in Middlepark Road, Russells Hall and Whitehouse Street, Coseley. The schemes will contain one and two bedroom apartments with access to extensive communal facilities, such as a gym and library.	<ul style="list-style-type: none"> <li>Russells Hall - completion of 132 apartments</li> <li>Coseley - completion of 72 apartments</li> <li>Five extra care housing schemes introduced in the borough</li> </ul>	2010-2011  2015	Midland Heart	DMBC
<b>Ripples through Time for Wren's Nest National Nature Reserve (NNR)</b> - the NNR is a site of Special Scientific Interest and a Scheduled Ancient Monument and plans include providing viewing access to the well known Seven Sisters limestone mine entrance. There will also be a focus on providing enhanced access, education and interpretation of the National Nature Reserve as well as developing opportunities for training and volunteering.	<ul style="list-style-type: none"> <li>Completion of engineering work.</li> <li>Project Completion</li> </ul>	Autumn 2010 2013	DMBC HLF English Heritage Natural England Landfill Tax	DMBC - DUE (Culture & Leisure and Economic Regeneration & Transportation Divisions)



<b>Stourbridge Glass Quarter</b> - support the development of the glass quarter as a visitor destination	<ul style="list-style-type: none"> <li>Continue to implement the Stourbridge Glass Quarter Development Plan</li> <li>Develop and deliver marketing plan for the Glass Quarter</li> <li>Support the International Festival of Glass 2010</li> </ul>	Ongoing  June 2010  August 2010		DMBC (DUE - Culture & Leisure Division)
<b>Black Country Access proposals</b> - work with Centro to develop Black Country Access proposals from Stourbridge to Walsall	<ul style="list-style-type: none"> <li>Support development of proposals and preparation of Major Scheme Business Case for submission to Department of Transport</li> </ul>	2010/2011	Centro/DMBC	DMBC
<b>Burnt Tree Island</b> - delivery of major junction improvements at Burnt Tree Island, working in partnership with Sandwell MBC	<ul style="list-style-type: none"> <li>Planned completion</li> </ul>	Aug 2011	DMBC, Sandwell MBC	DMBC
<p>Linked Plans &amp; Strategies:  Black Country Joint Core Strategy, Dudley Area Development Framework, Brierley Hill Area Action Plan, New Heritage Regeneration Business Plan, Local Transport Plan, Dudley Transport Strategy, West Midlands Visitor Economy Strategy, Dudley Visitor Economy Action Plan, Dudley Borough Cultural Strategy, Dudley Borough Housing Strategy, District &amp; Local Centre Regeneration Plans</p>				

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

**Key Objectives**

- To support the development of a comprehensive spatial strategy for the borough within a sub-regional and regional context
- To maximise resources and funding opportunities to support economic regeneration activities
- To raise the profile of Dudley Borough 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.

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

Raising the profile of Dudley Borough is also important for the development of the area and the economy including the attraction of inward investment and development of trade opportunities. In November 2009, Dudley MBC met with representatives from the Songjiang District in China, facilitated through a local business, to discuss the possible benefits of civic/trade linkages. Further discussions will continue to see if this relationship can be further developed.

**Partnerships**

The **Birmingham and Black Country City Region Partnership** - <http://www.cityregion.org/> - recognises the benefits of working together collectively across the wider West Midlands area to increase prosperity, competitiveness and quality of life.

The **West Midlands Leaders Board (WMLB)** is the new regional decision making body for local government in the West Midlands - <http://www.wmleadersboard.gov.uk/>.

The WMLB has been established because of the government's changes to regional working contained within the Local Democracy, Economic Development and Construction Act which received Royal Assent in November 2009.

It brings together all 33 councils in the West Midlands and the Board includes all the council leaders. One of the main aims of the West Midlands Leaders Board is to bring both the focus and the mechanisms for working together in policy areas where a collective approach will bring about economic, social and environmental prosperity and drive even more added value.

There is also a **Joint Strategy and Investment Board (JS&IB)** which includes six local authority Leaders and up to six representatives from Advantage West Midlands' Board. This group meets bi-monthly to make strategic decisions on behalf of the Region and manage the development, delivery and performance management of the proposed single integrated regional strategy (SIRS) and associated activities.

The **West Midlands Planning and Transportation Sub Committee** co-ordinates and, where appropriate, presents the mutual views of the seven West Midlands District Councils on strategic planning and transportation issues affecting the West Midlands in the preparation, monitoring, implementation and review of spatial strategies and related sub regional strategies for the West Midlands Metropolitan Area and the region as a whole.

At a sub-regional level, Dudley MBC is actively involved in the **Black Country Consortium** - <http://www.blackcountryconsortium.co.uk> - 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. Through this partnership, the Black Country Joint Core Strategy has been prepared to address the key issues facing the Black Country.

Locally, the Local Strategic Partnership, **Dudley Community Partnership (DCP)** - <http://www.dudleylsp.org/> - is the overarching partnership for the borough. Its role is to extend and improve partnership working within the Borough whilst ensuring that communities are actively involved in determining service delivery. It also has a responsibility to address inequalities that exist within the Borough so as to ensure no one is disadvantaged by virtue of where they live.

The **Economic Development and Regeneration Partnership (EDRP)** is a partnership within the DCP structure, responsible for delivering sustainable economic regeneration in the Borough. The Partnership brings together a range of key agencies across the Borough which hold an interest in the skills, business, employment, unemployment, inward investment and economic regeneration agendas.

The following organisations are represented on the EDRP:

- Advantage West Midlands
- Black Country Chamber of Commerce
- Black Country Consortium
- Business Link West Midlands
- Dudley Council for Voluntary Services
- Dudley Primary Care Trust
- Dudley MBC
- Further Education Colleges
- Government Office for the West Midlands
- Learning and Skills Council
- Jobcentre Plus

The **Employment and Skills Management Group** reports to the EDRP and its remit includes co-ordinating employment and skills activities across Dudley Borough, giving strategic guidance to the Neighbourhood Employment and Skills Groups in priority wards, overseeing the development of Neighbourhood Employment and Skills Action Plans, advising on most effective use of resources and ensuring effective client engagement referral processes are in place across and between organisations. Representation on the group includes Dudley Council, the Skills Funding Agency and the voluntary and community sector.

## Resources

It is essential to secure funding to deliver economic regeneration activities through external agencies such as Advantage West Midlands, Government Office for the West Midlands and Jobcentre Plus as well as encouraging and assisting private sector investment and development.

Key funds have already been obtained from competitive external sources including funding from DWP to deliver the new Flexible New Deal initiative and £12m of European funding has been secured for Sustainable Urban Development under Priority 3 for Dudley and Sandwell local authority areas and projects are being developed collaboratively with partners for use of this funding.

From April 2003 to December 2009, almost £60million of external funding has been secured to support the delivery of economic regeneration projects 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**

**Key Regeneration Projects & Initiatives**

<b>Project/Initiative</b>	<b>Key Performance Targets/Outputs</b>	<b>Timescales</b>	<b>Resources</b>	<b>Lead Organisation</b>
Adoption and implementation of Local Development Documents comprising the Local Development Framework	Black Country Core Strategy ▪ Adoption of Strategy	March 2011	DMBC - Planning Policy Team & Economic Regeneration Division	DMBC
	Stourbridge Area Action Plan ▪ Submit to Secretary of State ▪ Adoption of AAP	April 2011 April 2012		
	Brierley Hill Area Action Plan ▪ Adoption of AAP	March 2011		
	Development Strategy Development Plan Document ▪ Submit to Secretary of State ▪ Adoption of Document	March 2011 March 2012		
	Halesowen Area Action Plan ▪ Submit to Secretary of State ▪ Adoption of AAP	June 2011 July 2012		
	Design in Brierley Hill Town Centre Supplementary Planning Document ▪ Adoption	June 2011		
To ensure that Dudley MBC is fully engaged in revision and delivery of the Regional Spatial Strategy (RSS) and secure the desired outcomes for Dudley Borough	▪ Review of RSS Phase 3 - Examination in Public	Late 2010	BCC DMBC	BCC DMBC Other BC Local Authorities Black Country Chamber of Commerce
To ensure Dudley MBC is engaged in the development of the City Region agenda	Continue involvement in the development of City Region agenda via the: - ▪ City Region Growth and Prosperity Board ▪ City Region Employment and Skills	Ongoing	City Region Partners	City Region Partners

	<ul style="list-style-type: none"> <li>Board</li> <li>Chief Executives Steering Group</li> <li>Climate Change and Sustainability Group</li> <li>Culture Steering Group</li> <li>Accelerated Development Zone Operations Group</li> <li>Delivery of the City Region Multi Area Agreement for Employment &amp; Skills</li> </ul>			
Work with Dudley Community Partnership on delivery against the Jobs & Prosperity theme of the Sustainable Community Strategy and the National Indicators for the Wealthy Communities outcome of the Dudley NGLAA	<ul style="list-style-type: none"> <li>Delivery of NGLAA NIs</li> </ul>	2010/2011	EDRP	EDRP
Maximise resources and external funding to support the delivery of economic regeneration activities	<ul style="list-style-type: none"> <li>Increase external funding secured for Dudley Borough from a range of agencies including AWM, JcP, DWP, Skills Funding Agency</li> <li>Support the development of the Section 106 policy for Dudley Borough to maximise financial and policy support to facilitate economic regeneration</li> </ul>	2010/2011	DMBC	DMBC
To ensure proactive participation and involvement from DMBC, at member and officer level, with appropriate national, regional, sub-regional and local organisations and forums in order to promote Dudley Borough and develop beneficial relationships.	<ul style="list-style-type: none"> <li>Continue involvement in the following partnership activity:</li> <li>West Midlands Leaders Board</li> <li>West Midlands Integrated Transport Authority</li> <li>City Region Partnership groups</li> <li>Black Country Consortium</li> <li>Black Country Employment &amp; Skills Executive Group</li> <li>Dudley Business Group</li> <li>Black Country Chamber of Commerce</li> <li>Federation of Small Businesses</li> </ul>	2010/11	DMBC	DMBC

## 7.0 - Management & Delivery Arrangements

### Performance Management

A detailed Performance Management Framework is being developed to underpin the delivery support the performance monitoring of the Community Strategy priorities. The EDRP will be responsible for monitoring delivery and performance of this framework and the implementation of the Economic Strategy which provides the delivery plan for the Jobs and Prosperity theme of the SCS.

### National Indicators

The National Indicators for the Wealthy Communities outcome of the Next Generation Local Area Agreement (LAA) are as follows:

#### LAA Targets

- NI 152 - Reduce the percentage of working age people in Dudley Borough claiming out of work benefits from 13.3% to 11.8% by 2011.
- NI 153 - Reduce the percentage of working age people claiming out of work benefits in the worst performing neighbourhoods in Dudley Borough from 29.2% to 28.2% by 2011.
- NI 116 - Reduce the proportion of children in poverty in Dudley Borough from 20.2% to 17.2% by 2011.
- NI 163 - Increase the proportion of the population (aged 19-64 for males and 19-59 for females) qualified to at least Level 2 or higher by 3% every year in the period 2008/09 to 2010/11 (National Indicator 163).
- NI 165 - Increase the proportion of the population (aged 19-64 for males and 19-59 for females) qualified to at least Level 4 or higher by 3.5% in the period 2008/09 to 2010/11 (National Indicator 165).
- NI 166 - Maintain Dudley's median full time weekly earnings at 92.5% of the earnings for the West Midlands region by March 2012
- NI 171 - Achieve 46.3 new business registrations per 10,000 adult population (aged 16+)

### Sustainable Development

Sustainable development is a key cross cutting principle in Dudley Borough's Sustainable Community Strategy, recognising the need for a good quality environment not damaged by economic factors overriding environmental or community ones. The Community Strategy acknowledges the importance of considering the long-term impact that economic development decisions have on the environment and community in creating a prosperous borough. Areas of work identified in the Community Strategy that will contribute to this are the development of an integrated transport system to help relieve congestion, reduce carbon dioxide (CO2) emissions and pollution; reducing the impact of the Borough on climate change by reducing levels of CO2 produced through car usage, improving energy efficiency of buildings and encouraging businesses to adopt environmental practices.

Through Dudley's Local Area Agreement issues of climate change and reducing CO2 emissions, and improving the quality and cleanliness of the Borough's environment and green open spaces will help contribute to economic regeneration.

The Economic Strategy will follow the sustainable development principles outlined in the Government strategy, "Securing the Future: Delivering UK Sustainable Development Strategy" published in March 2005.

Dudley MBC's Statement of Sustainable Development is designed to ensure that the diverse needs of all residents can be met, in particular by:

- Promoting social cohesion and a fair society, by giving the local community a voice and an opportunity to get involved in decision-making and by promoting leisure, recreational and cultural activities that recognise the role such facilities have in improving people's quality of life.
- Strengthening economic prosperity by supporting physical and social regeneration activity, creating inward investment opportunities and an appropriate skills base.
- Protecting and improving the borough's unique environment – its biodiversity, green spaces, important buildings and structures, and its heritage.

- Managing natural and other resources sensibly by, for example, promoting integrated forms of sustainable transport, improving the energy efficiency of the borough's housing stock and encouraging the re-cycling of materials. Included in this is the need to use existing buildings appropriately and ensure that Dudley's housing and other assets are put to the best use, and that brownfield sites are developed before considering new provision.

In 2010/11, Dudley Council will be producing a Local Economic Assessment (LEA), as required by the Local Democracy, Economic Development and Construction Act 2009. A key theme of the LEA will be to address Sustainable Economic Growth and consider the extent to which economic activities are supported by or impact negatively on the natural and historic environment and the positive contribution the natural and historic environment makes to sustainable economic growth. The LEA will also need to relate economic activity levels and environmental indicators and limits such as carbon emissions, waste production and use of natural resources as well as considering the resilience of infrastructure and businesses to withstand environmental shocks. The LEA will address the low carbon economy and examine the trends, challenges and opportunities in environmental good and services in the local economy and how well placed local infrastructure is for the needs of such an economy.

Achieving a more sustainable future requires the Council to work in effective partnership with other agencies and organisations, including Dudley Community Partnership and Business Link to bring about a commonality of purpose in contributing towards a better quality of life. For example, Business Link is assisting local businesses to improve their management of resources, by more efficient energy use, and by reducing waste of materials. The impact of these interventions results in decreased costs to business, thereby increasing employment and providing more secure supply lines, whilst also helping to ensure the future sustainability of materials and energy.

A central aim of the Directorate of Children's Services Investing for the Future strategy is the establishment of good schools and services at the heart of communities to reduce the need for travel. The design of the new

and refurbished schools will comply with new energy efficiency standards and encourage children and young people to develop environmentally friendly behaviour. Additionally, the Council's Culture and Community Services Division is actively engaged in improving the borough's many green spaces, including its nature reserves and public parks, thus enhancing the area's environment and image.



## Appendix 1 - Glossary

AAP	Area Action Plan
ACL	Adult & Community Learning
ADF	Area Development Framework
AWM	Advantage West Midlands
BCC	Black Country Consortium
BCPC	Black Country Partnership for Care
BLWM	Business Link West Midlands
BME	Black and Minority Ethnic
BSF	Building Schools for the Future
CEPOG	Chief Engineers and Planning Officers Group
DACHS	Directorate of Adult, Community & Housing Services
DBIS	Department for Business Innovation & Skills
DCLG	Department for Communities and Local Government
DCP	Dudley Community Partnership
DCS	Directorate of Children's Services
DCSF	Department for Children, Schools and Families
DCVS	Dudley Council for Voluntary Services
DfT	Department for Transport
DIL	Dudley Infracare LIFT
DMBC	Dudley Metropolitan Borough Council
DMP	Destination Management Partnership
DUE	Directorate of the Urban Environment
DWP	Department for Work and Pensions
EDRP	Economic Development & Regeneration Partnership
ERDF	European Regional Development Fund
FE	Further Education
FND	Flexible New Deal
FJF	Future Jobs Fund
FSB	Federation of Small Businesses
FSD	Future Skills Dudley
GDP	Gross Domestic Product
GOWM	Government Office for the West Midlands
GVA	Gross Value Added
HCA	Homes & Communities Agency
HE	Higher Education
HLF	Heritage Lottery Fund
IB	Incapacity Benefit
IMD	Index of Multiple Deprivation

ITA	Integrated Transport Authority
JSA	Job Seekers Allowance
LAA	Local Area Agreement
LDF	Local Development Framework
LEA	Local Economic Assessment
LSC	Learning & Skills Council
LSP	Local Strategic Partnership
LTP	Local Transport Plan
NGLAA	Next Generation Local Area Agreement
NHRL	New Heritage Regeneration Limited
NI	National Indicator
NNR	National Nature Reserve
MAA	Multi Area Agreement
RDAs	Regional Development Agencies
RSS	Regional Spatial Strategy
SBEIC	South Black Country Enterprise & Innovation Centre
SCS	Sustainable Community Strategy
SNR	Sub-National Review (of Economic Development & Regeneration)
SOA	Super Output Area
THI	Townscape Heritage Initiative
WMES	West Midlands Economic Strategy
WMLB	West Midlands Leaders Board

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