

Dudley Borough Economic Development Strategy

2011/12 - 2013/14



Foreword

Cllr Les Jones
Deputy Leader and Cabinet Member for Regeneration

Contents

	Page Number
1. Introduction	2
2. Dudley Borough - Key Economic Challenges	3
3. Vision & Strategic Aims	4
4. Dudley Borough's Economy - Summary	5
5. National, Regional & Local Framework for Economic Development	6
6. Key Economic Development Activities - 2011/12 - 2013/14	
▪ Place	7
▪ Business & Enterprise	9
▪ People & Communities	11
7. Management & Delivery Arrangements	13
8. Policies & Plans	15
9. Glossary	16

1 - Introduction

The Dudley Borough Economic Development Strategy (2011/12-2013/14) sets out the overall aims for economic development and the activities to be taken forward to create the right conditions for increasing competitiveness and securing sustainable economic growth. It includes the joint working and partnership activities delivered in the Borough and the resource input from a variety of public and private sector organisations at regional, sub-regional and local level.

The Economic Development Strategy is informed by the Dudley Borough Economic Assessment which provides a detailed economic evidence base and sets out the key challenges for improving the Borough's economy - <http://www.dudley.gov.uk/business/regeneration/economic-information--research/local-economic-assessment>

The Economic Development Strategy is developed in response to national policy for economic development. The Government has recently approved the creation of 30 Local Enterprise Partnerships (LEPs) to provide the vision and strategic leadership to drive sustainable private sector-led growth and job creation in their areas. The Black Country LEP proposal was approved by Government in December 2010. The newly formed Black Country LEP is supported by the private sector along with Dudley, Sandwell, Walsall and Wolverhampton Councils and the skills, education and transport sectors. The current views on the functions to be performed by the Black Country LEP are set out against three themes: Competitiveness; Education, Employment & Skills and Land Use & Transport Change.

The Economic Development Strategy is set against the backdrop of the global and national economic situation which continues to have a significant impact on the local economy and is covered in further detail in the Economic Assessment. However, as the Economic Assessment clearly demonstrates, the Borough's economic challenges can be attributed to wider structural, rather than cyclical, circumstances. These weaknesses are increased by the recession rather than created by it.

The Borough saw progress on a number of fronts during 2010, as featured below.

Brierley Hill Health & Social Care Centre

A £27m award winning new health & social care centre in Brierley Hill was completed in 2010. The centre is the biggest of its kind in the country, delivered through an innovative partnership between Dudley Infracare LIFT, Dudley MBC and the PCT.



International Linkages - Chinese Delegation Visit

In 2010, Dudley Council, UK Trade International (UKTI) and local solicitors George Green welcomed a delegation of business representatives from a number of regions and provinces of China as well as staff from the Ministry of Commerce.

There was specific interest from the delegation in the Stourbridge Glass Quarter and they also wanted to learn more about the business environment; UKTI roles and responsibilities and services in supporting small and medium sized enterprises (SMEs) in international trade; government policies and support for SMEs for global market exploitation and sustainable development.



Stourbridge Interchange

Work is underway on the redevelopment of Stourbridge bus station.

The new £7m facility will provide a modern bus based interchange for Stourbridge town centre with improved facilities and passenger information.



An artist's impression of how the new Stourbridge Interchange will look

2 - Dudley Borough - Key Economic Challenges

The [Dudley Borough Economic Assessment](#) is the evidence base for the Economic Development Strategy. The Economic Assessment identifies a number of key challenges that have the greatest impact on the overall economic competitiveness and productivity of Dudley Borough.

Most of these economic challenges are inter-dependent. For example, there is a clear link between the high proportion of residents with low skills and qualifications and those with below average earnings or excluded from the jobs market. Similarly, the high proportion of residents with low skills levels has a direct impact on productivity, which is the capacity of the economy to create wealth. The degree of evidenced child poverty is another direct consequence of these negative factors.

The Economic Development Strategy has been reviewed and updated in response to the key challenges set out in the Economic Assessment.

Dudley Borough - Key Economic Challenges

Place

- ◆ An ageing population
- ◆ Economy has a large degree of self-containment
- ◆ Limited number of high quality employment sites

Business & Enterprise

- ◆ Low growth economy
- ◆ Low level of new business start-ups
- ◆ Over-reliance on public sector employment

People & Communities

- ◆ High levels of long term unemployment
- ◆ Low skills levels
- ◆ Sharp increase in youth unemployment
- ◆ High levels of child poverty

Vision

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”

(Dudley Sustainable Community Strategy - 2005-2020)

Dudley Borough Economic Development Strategy Strategic Aims

- 1. Place: To improve and champion the economic infrastructure and assets of Dudley Borough and secure additional resources to improve its competitiveness.**
- 2. Business & Enterprise: 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. People & Communities: 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.**

BC LEP Success Factors

1. Increase the GVA of the BC economy
2. Make businesses in the BC more profitable
3. Promote private sector job creation
4. Support economic diversity & sustainability

4 - Dudley Borough's Economy - Summary

Place

- Situated at the heart of the Black Country and located on the western part of the West Midlands conurbation.
- Home to 306,600 people - the 25th largest authority, in population size, in England and Wales.
- Brierley Hill is the borough's strategic centre - home to the nationally known Merry Hill shopping centre and the Waterfront business & leisure complex.
- Home to a number of prominent visitor destinations including the Black Country Living Museum, Dudley Zoo & Castle, Dudley Canal Trust and Limestone Mines and the Stourbridge Glass Quarter.
- Dudley Borough has 107 maintained schools, three general further education colleges and one sixth form college.
- The universities of Wolverhampton, Birmingham, Aston, and Birmingham City are all within easy commuting distance of Dudley Borough.
- The borough's economy has a large degree of 'self containment', with its strongest link being the Black Country sub-region.
- 70% of businesses in Dudley Borough are satisfied with the local area as a place to do business.
- 77% of residents in Dudley Borough are satisfied with their local area.
- Strong accessibility links to junctions 1, 2, 3 and 4 of the M5 and excellent rail services to Birmingham City Centre and beyond.
- 131,879 dwellings housing around 305,000 people.
- Home to the flagship Pensnett Trading Estate. Comprising some 185 acres (with approx. 25 acres of development land), it is the largest secure

Business & Enterprise

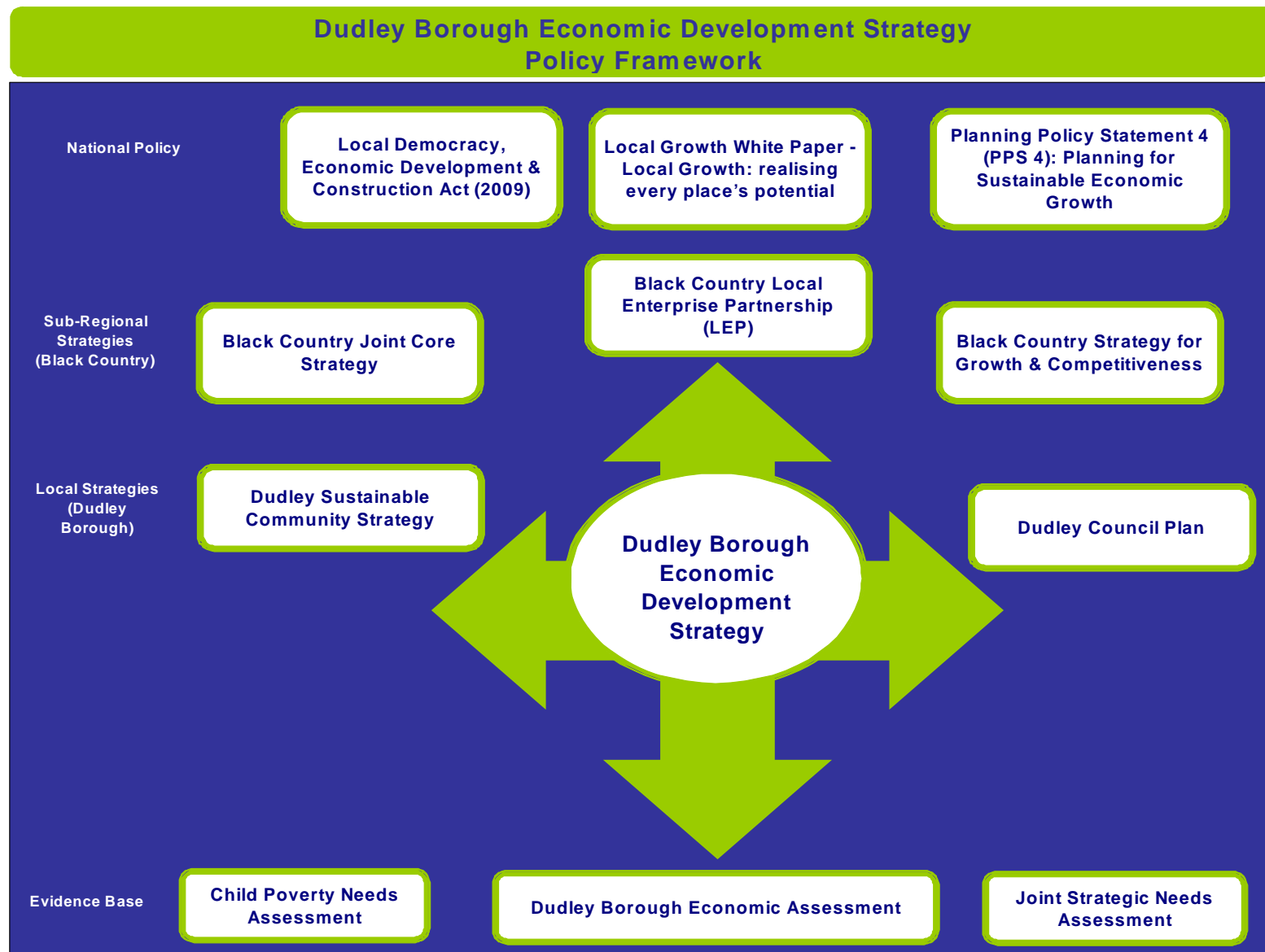
- Economy worth almost £9bn (Dudley & Sandwell combined).
- Gross Value Added (GVA) per head of population is £15,017 compared to £17,335 for the West Midlands region and £21,049 for England.
- Average earnings for people working full time are below regional and national levels of earnings. (£408.90 weekly and £21,039 annual)
- Dudley Borough plays an important role in the West Midlands economy, with around 10,000 businesses and a workforce of 117,000.
- 64.2% of businesses have 0-4 employees.
- Service sector accounts for almost 80% of total employment.
- Public Administration, Education and Health sector accounts for the highest proportion of jobs (27.8%).
- Employment in the manufacturing sector is still significant - 15.3% (18,000 jobs) compared to 13.8% for the West Midlands and 10.1% for England.
- Visitor economy worth in the region of £225 million and directly supports around 6,100 jobs.
- 37% of total employment is in knowledge intensive sectors, compared to 39.5% for the West Midlands and 44% for England.
- The level of Foreign Direct Investment (FDI) is low compared to the rest of the West Midlands region.
- 965 business start-ups (2009), a rate of 38.8 per 10,000 population aged 16 - lower than the West Midlands region (52.7) and England (58.9).
- 93.2% of new business start-ups still trading after one year, compared to 93.7% for the West Midlands region and 92.1% for England. Three year survival rate for new businesses (63.7%) is below regional and national rates.

People & Communities

- 183,300 people are of working age (aged 16-59 females and 16-64 males).
- By 2033, the total population is projected to increase to 328,900 people; an increase of 7.1% from 2009.
- The working age population is projected to decrease over the same period by 2.8%, whilst the population of pension age people will increase by 37.6% by 2033.
- The employment rate for working age residents is 68.2%, above the rate for the Black Country (63.4%) and equal to the rate for the West Midlands.
- The self employment rate is 7.1% of the Borough's working age population compared with 8.2% for the West Midlands and 9.2% for England.
- 17.8% of the working age population in receipt of working age benefits (February 2010) compared with 17.1% for the West Midlands and 14.7% in England.
- 17% of the working age population have no formal qualifications; higher than regional and national averages.
- 60.5% of the working age population are qualified to at least Level 2, 41.1% are qualified to at least Level 3 and 21.8% qualified to Level 4 or higher.
- In 2010, 56.4% of pupils in Dudley Borough achieved 5 or more A*-C GCSE grades including English and Maths; higher than the average for the West Midlands region (54.2%) and the England average (53.4%).
- 13,000 people aged 16-18 are not in education, employment or training (NEET).
- 14,830 children are classified as living in poverty, 22% of the Borough's children.

5 - National, Regional & Local Framework for Economic Development

The Economic Development Strategy is developed within a framework of national, regional, sub-regional and local policies and strategies for economic development and regeneration. Further information on these policies and strategies is available in the [Dudley Borough Economic Assessment](#).



6 - Key Economic Development Activities - 2011/12 - 2013/14

Strategic Aim 1: Place

To improve and champion the economic infrastructure and assets of Dudley Borough and secure additional resources to improve its competitiveness

On the 3rd February 2011, the four Black Country Authorities consisting of Dudley MBC, Sandwell Council, Walsall Council and Wolverhampton City Council adopted the **Black Country Joint Core Strategy**.

The Core Strategy is a spatial planning document that sets out the vision, objectives and strategy for future development in the Black Country to 2026. The Core Strategy is a Development Plan Document and forms the basis of Black Country Authorities' Local Development Frameworks, replacing certain policies in Dudley's Unitary Development Plan (UDP), setting the planning policy context for the preparation of other local development documents and supplementary planning documents. As well as providing the basis for decisions on planning applications, the Core Strategy will also shape regeneration, investment and growth within the Borough.

The Core Strategy draws together the overlapping employment and housing corridors to create an integrated network of Regeneration Corridors. Proposals for the Regeneration Corridors address two key issues - the need to protect and create more high quality employment land, whilst ensuring the release of sufficient lower quality employment land for large-scale housing growth to achieve urban renaissance.

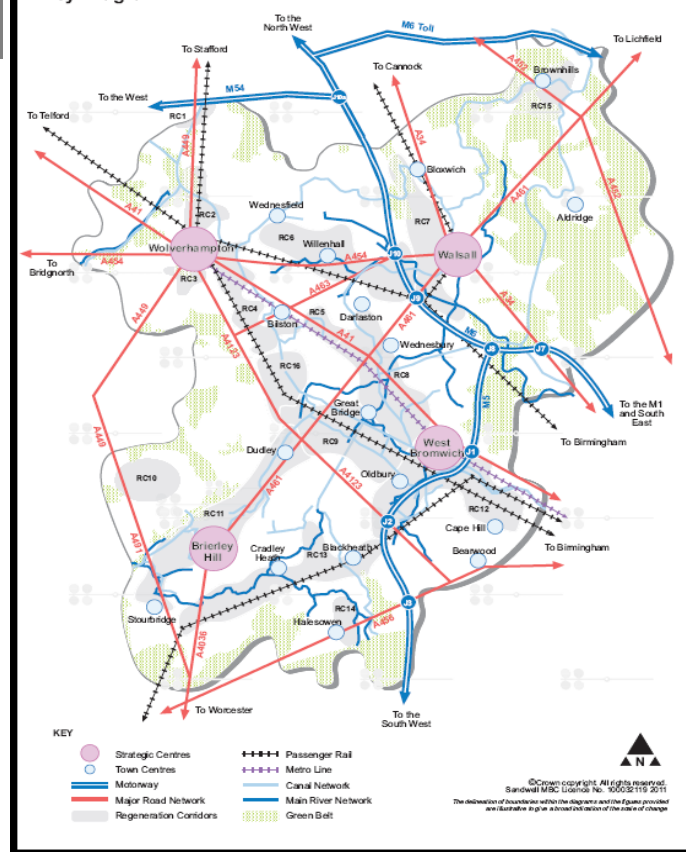


The **Development Strategy Development Plan Document (DPD)** will set out the strategic land-use allocations across the Borough and provide detailed development policies to deliver the objectives of the Core Strategy. The DPD will focus on both the regeneration corridors and district and local centres, providing a development framework for these areas. The Development Strategy Document will also identify the infrastructure requirements to achieve sustainable communities. Therefore, the DPD gives significant consideration to requirements for transport, community facilities, the natural, built and historic environment, the Borough's centres and waste and mineral requirements.

The Scoping and Issues document was the first stage in the process which was subject to consultation in 2010. An options document is currently being prepared by the Council. It is anticipated that the Development Strategy will be adopted by 2014. The sites which are eventually allocated in the DPD will be phased for development to ensure that there is not an oversupply of land at the outset and a lack of supply towards the end of the plan period.

Area Action Plans (AAP) are being developed for the Borough's four town centres. The Brierley Hill AAP sets out how the Strategic centre will develop up to 2026 and includes proposals to link Brierley Hill High Street with Merry Hill and the Waterfront to become one centre. The AAPs for Halesowen and Stourbridge will guide investment into the town centres over the coming years and will set out a spatial framework for those areas. The Dudley Area Development Framework was adopted as Supplementary Planning Guidance in 2005.

Black Country Core Strategy
Key Diagram



New Heritage Regeneration Limited (NHRL) is responsible for delivering the investment and development opportunities in Dudley and Brierley Hill, supported by the town centre partnerships to deliver a shared approach to town centre regeneration and development.



Strategic Aim 1: Place				
Key Projects/Activities	Targets/Outputs	Timescales	Resources	Lead
Dudley Area Development Framework (ADF) - redevelopment of 8 opportunity sites in Dudley town centre.	680 residential units; 100 new businesses; £15m improvements to public and civic spaces and transport infrastructure.	2009-2019	DMBC NHRL	NHRL
Dudley Townscape Heritage Initiative (THI) - 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.	109 jobs created; 21 businesses supported; £6,509,704 public/private sector investment; 41 properties treated; 1,174 sq m of existing floor space enhanced; 2,348 sq m of brownfield land reclaimed/redeveloped (in the form of vacant floor space).	2009-2019	DMBC (£150k secured) HLF (£1.91m secured) Growth Points (£191k secured) English Heritage (funding application under appraisal) ERDF (funding application under appraisal)	NHRL
Dudley College expansion - estimated £30m new buildings in Tower Street & Priory Road to create central learning quarter.	Tower Street - 7,200m ² Vocational Centre Priory Road - 2,500m ² Sixth Form/Higher Education Centre 7 acres of development land & potential for 100+ family homes at Castle View made available.	2011-2015	Tower Street (£19m) Priory Road (£6m)	Dudley College
Castle Hill - creation of a tourism cluster providing improved arrival and visitor reception facilities to support the three existing attractions.	£35m private sector investment; 580 new jobs directly and indirectly; increase in visitor numbers to 1m per annum; transformation of a 25 hectare site including redevelopment of a 5 hectare brown site immediately adjacent to Dudley town centre.	2011-2015	ERDF - (£4m funding application under appraisal) RGF (£2m application in preparation)	NHRL
Dudley Enterprise Centre - the Enterprise Centre will be a BREEAM rated scheme of new high quality managed business space. The scheme will stimulate employment, entrepreneurship and innovation by providing a shared and supportive environment for new and growing businesses.	The project will accommodate 65 small and new businesses and provide new work places for an estimated 135 people. Development of 3,400 square metres gross B1 floor space on reclaimed brownfield site at Castlegate, Dudley.	2012-2013	Private sector (£4.6m to be secured) Public sector (£1.5m to be secured)	DMBC
Burnt Tree Island - delivery of major junction improvements at Burnt Tree Island, working in partnership with Sandwell MBC.	Planned project completion.	August 2011	DMBC & Sandwell MBC (£12m scheme)	DMBC SMBC
Stourbridge College Art & Design Centre - Brierley Hill Campus - new £12m art & design centre on Venture Way site in Brierley Hill.	New building will house up to 1,000 students.	September 2011	Stourbridge College (£12m)	Stourbridge College
Crown Centre, Stourbridge - planning application by Tesco approved for redevelopment of the Crown Centre.	9,500 m ² food store; 1,500 m ² mall and food court; 550 m ² office space; 550 space car park.	December 2012	Tesco (£50m)	Tesco
Priory Park Project - delivery of a programme of improvements to the park.	Redevelopment of the pavilion to provide educational and community facilities and installation of lighting at the Priory ruins as well as a range of other works.	October 2012	HLF & BIG (£1.8m)	DMBC
District & Local Centres - development and implementation of regeneration plans for priority centres.	Lye LIFT scheme - commence on site. Lye food store - commence on site. Shell Corner - development of opportunity site.	2012 March 2012 2011/12	DMBC Dudley LIFT Private Sector	DMBC
Wrens Nest National Nature Reserve (NNR) - plans include providing viewing access to the Seven Sisters limestone mine entrance as well as a focus on providing enhanced access, education & interpretation of the NNR.	Project Completion.	2013	DMBC HLF English Heritage Natural England Landfill Tax	DMBC
Dudley Local Investment Plan (2011-2014) - sets out how the HCA and the Council will work together with public and private sector partners. It identifies three spatial priorities - North Priory, Dudley town centre (including Castle Hill) and Brierley Hill.	North Priory - redevelopment of former Council estate - 314 new homes Dudley town centre - total of 900 homes delivered and 17.7 hectares of land reclaimed. Key intervention is £30m redevelopment of former Dudley Guest Hospital - 218 new homes of which 30% affordable. Brierley Hill - development proposals and land allocations to accommodate up to 3,000 additional new homes.	2011-2014	North Priory - HCA (£5.4m); Bromford Housing Group (£3.5m); Keepmoat Homes; DMBC Dudley - £12.9m committed Brierley Hill - to be determined	DMBC HCA NHRL
Dudley Archives - development and build of a new archives facility on Tipton Road.	Project Completion.	December 2012	DMBC (£6m-£7m)	DMBC

Strategic Aim 2: Business & Enterprise

To encourage the development of a dynamic and diverse business base and job opportunities through support to new and existing businesses in the borough

The Dudley Borough Business Survey (August 2010)

Headline Findings

- The majority of businesses (70%) are satisfied with Dudley Borough as a place to do business.
- Two-fifths of businesses (43%) report that their business performance has deteriorated over the past 12 months. 33% of businesses said that their business performance has remained stable and 22% reported improved business performance.
- A large proportion of businesses (40%) feel that the climate will remain stable over the coming year. 28% of businesses expect it to improve.
- Most businesses (68%) believe that there will be no change to staffing levels in their businesses in the next 12 months.
- The majority of businesses cater for a local or UK-wide market. 7% of businesses cover European and world wide markets. The majority of businesses report that they are not considering exporting in the future.
- A third of businesses in Dudley Borough (32%) plan to expand over the next three years. The majority of these businesses will do so in Dudley Borough.
- Few businesses are planning to diversify into other sectors in the next 3 to 5 years.
- A fifth of businesses have introduced a new product or process innovation over the past year.
- Almost 60% of businesses report that they have not attempted to reduce their CO2 emissions. Over half of businesses do not intend to take any steps to reduce the CO2 emissions of their business in the next 12 months.
- There is little awareness of the opportunities presented by the development of a sustainable economy, with 67% of businesses reporting they know nothing or little about it.

Local businesses suggest that actions that could improve Dudley Borough's prosperity are supporting businesses to be more innovative and increasing the number of apprenticeships. Additionally, a quarter said that businesses require free support and advice and that the government should increase investment in Dudley Borough's infrastructure.

Future Plans

Dudley Council will be increasing its focus on attracting investment into the Borough based on the development of key sites and the creation of employment opportunities, linked to the wider cultural, housing and retail opportunities that are planned for the borough.

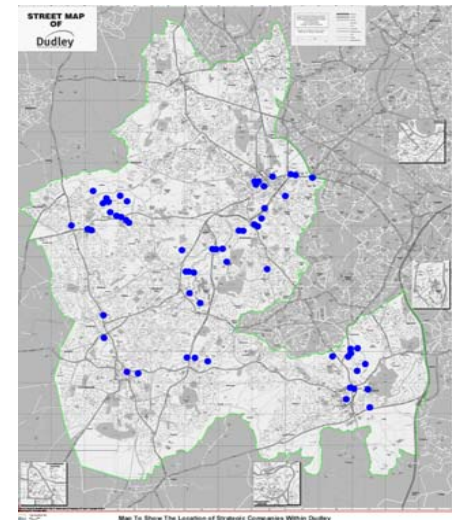


Other related activity will include support to existing and growing businesses in exploring relocations and opening up channels of communication with potential investors.

Strategic Companies

Dudley MBC has identified over 50 companies in the area as key firms, providing a vital contribution to the local economy, based on criteria including turnover and numbers of employees.

The majority of strategic companies employ between 50-250 people and are in the manufacturing sector.



Business Link - from April 2011, Business Link services will include:

- A national website and a national contact centre providing access to information and guidance which will also sign post business towards further help.
- Business Coaching for Growth which will provide businesses with growth potential with targeted face to face advice, coaching and mentoring at key stages of business growth.
- A national mentoring network - helping to bring together existing networks of mentors in the voluntary and private sectors
- A streamlined Solutions for Business support portfolio targeted at activities where a Government lead is required, for example on supporting complex trade deals and challenging technology developments.

Strategic Aim 2: Business & Enterprise				
Key Projects/Activities	Targets/Outputs	Timescales	Resources	Lead
Inward investment	Production of Dudley Borough inward investment marketing brochure and DVD.	2011/12	Economic Development Team	DMBC
	Proactive promotion of a diverse portfolio of employment sites to maximise the Borough's inward investment potential over the next five years. This will involve close liaison with property owners and agents to promote: - <ul style="list-style-type: none"> ▪ High quality office sites for inward investment or relocations; ▪ High quality sites for medium scale industrial uses; ▪ Good quality sites for small scale industrial uses; ▪ Good quality office sites for small businesses; ▪ Sites for resource recovery uses; and ▪ Other mixed leisure / commercial uses 	2011/12 to 2013/14	Economic Development Team	DMBC
	Agree work programme with UK Trade and Investment (UKTI) based on priority sectors (including opportunities relating to the low carbon economy) and existing foreign linkages.	2011/12 onwards	Economic Development Team	DMBC and UKTI
	To work closely with Marketing Birmingham, Sandwell, Walsall, Wolverhampton and Solihull as part of the European Regional Development Fund (ERDF) project to attract business investment, events and visitors.	April 2011 to December 2014	Economic Development Team, ERDF (£7.75m)	DMBC, Marketing Birmingham, Solihull and Black Country local authorities.
Business to Business Web Portal and <i>Dudley Business First</i> website	<p>Implementation of a fully developed and bespoke web portal management system with the attributes necessary to provide registered businesses with improved on-line access to business support information and increased inter-trading opportunities.</p> <p>This will provide Dudley's business community with an on-line environment that allows: easy registration, product/service searches, notification preferences, sub-contract opportunities, request for quotes, recruitment opportunities, news and events, information and access to Dudley Council business support services and those of its partner organisations.</p> <p>The web portal will be an integral part of the Dudley Business First website promoting the Council's inward investment and business support offer.</p>	April 2011 onwards	Economic Development Team	DMBC
Strategic company engagement programme	Company visits to all of Dudley Borough's strategic companies (based on employee size and turnover).	2011/12 to 2013/14	Economic Development Team	DMBC

Strategic Aim 3: People & Communities

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

Tackling worklessness is a key priority both nationally and for economic regeneration in Dudley Borough.

Higher levels of worklessness are found in many of the Borough's most disadvantaged wards, where there are generally higher levels of long-term unemployed residents as well as residents in receipt of incapacity benefit. In addition, there has recently been a sharp increase in youth unemployment in Dudley Borough. The proportion of young people aged 18-24 claiming Job Seekers Allowance is higher than regional and national averages.

Many residents have multiple barriers to work such as long-term health problems, high levels of debt, substance misuse and mental health problems. In addition, these residents often have learning barriers including basic skills needs, particularly numeracy and literacy, as well as vocational and job-search skills. Residents may often lack confidence, motivation and aspiration, and this can have significant implications for the education and life-chances of future generations within these communities.

Flexible New Deal

Future Skills started delivering the DWP Flexible New Deal (FND) contract across the Black Country in October 2009 and will terminate at the end of June 2011, when it will be replaced by the Work Programme (see page 12).

As at 2nd February 2011, Future Skills have supported over 11,700 people through FND and over 2,700 people have entered employment.

Future Jobs Fund

Dudley Council's successful £3.7m Future Jobs Fund (FJF) bid to DWP has so far seen over 500 people take on six-month work placements, which offer a chance to develop vocational skills and work towards accredited qualifications.

The majority of placements are with Dudley Council ranging from grounds maintenance, trainee sports coaches, social care assistants and archives and library assistants. Others are with partners including Groundwork West Midlands, Black Country Housing Group, Heantun Housing Association and Dudley and Stourbridge colleges, St Thomas's Network, Citizens Advice Bureau and the Black Country Learning Academy. The scheme will run until September 2011.

Community Engagement

In order to address worklessness issues, a series of *Community Information Days* have taken place, in locations within the local communities concerned. These were organised through Neighbourhood Employment & Skills Partnerships, (NESP's), which focus on addressing worklessness in the most disadvantaged wards. The NESP's are broad, inclusive partnerships: in Dudley Borough, they are supported by Dudley MBC's Community Renewal Service, Adult & Community Learning, and Future Skills, as well as by a range of private sector and voluntary sector providers.

The purpose of the Community Information Days was to engage with as many 'hard to reach' 'workless' residents and their families as possible, by bringing them into contact with a range of organisations able to provide information and advice on all aspects of employment, training, education, welfare benefits and related issues. At the same time, these events were designed to raise awareness, activity and expectation levels within communities.

Benefits data held by Dudley Council, was used pro-actively to communicate directly with residents within each community. The Community Information Days provided a targeted approach to engaging with residents. As a result of the events, large numbers of residents have progressed to activities, programmes and other interventions (which would not otherwise have occurred) which will help them to progress towards employment.

Dudley MBC's Adult & Community Learning (ACL) team will continue to deliver employment related services in 2011/12.

ACL Targets 2011/12:

- Number of individual adults gaining employment - 100
- Number of adults attending employability programmes - 450
- Number of employers supported - 45
- Number of adults attending Skills for Life programmes - 400

The Work Programme

The Government is streamlining existing 'welfare to work' programmes and creating the single Work Programme to help all unemployed people get back to work. The Work Programme will therefore replace existing programmes such as FND, and be introduced by summer 2011.

Key features include:

- Flexible, personalised support, with new JSA claimants facing the most significant barriers to work being referred to the programme immediately. Customers may remain on the programme for up to two years.
- Contractors, from the private and voluntary sectors, will largely be paid in terms of their success in securing sustained employment for customers.
- A relatively small number of prime contractors (35) have been selected, on the basis of their capacity to manage the programme.
- The programme is intended for all groups in receipt of working age benefits, including JSA claimants who have recently moved from Incapacity Benefit, and Employment Support Allowance customers.

Local partnership engagement

Contractors will be expected to engage effectively with local partnerships and ensure that their delivery arrangements recognise and reflect local needs, priorities and resources. Issues for consideration will include:

- Knowledge of local areas
- Specialist, local providers
- A co-ordinated approach to employer engagement

Get Britain Working

The Work Programme comes under the banner of 'Get Britain Working'. This also includes:

- The New Enterprise Allowance and Enterprise Clubs designed to help unemployed people set up their own businesses;
- Work experience provision for 18-21 year olds on JSA; and
- An expanded Apprenticeship programme, including adult Apprenticeships.

Apprenticeships

Apprenticeships offer a major opportunity for both employers and potential employees: providing work-based training programmes designed around the needs of employers, whilst equipping apprentices themselves with relevant skills and recognised qualifications.

There has recently been significant growth in the number of Dudley Borough residents starting Apprenticeships. In the 2010/11 financial year, 610 Apprenticeships are in place with 190 separate employers - mainly in the private sector, and across a broad range of business sectors. This expansion in Apprenticeships is set to continue, and is an important tool in workforce development, and in closing the 'skills gap' in the Borough.

Dudley Council is actively involved in the Apprenticeship programme, and currently has 96 apprentices working in such diverse areas as business administration, construction and plumbing. In 2010, the Council was awarded top prize in the 'Improving Skills' category of JHP Training's 'Celebrating Achievement' Awards.

Through the Apprenticeship Task Group, Dudley Council is working closely with the National Apprenticeship Service (NAS) and other partners to maximise the take-up of Apprenticeships in the Borough'.

7 - Management & Delivery Arrangements

The Dudley Borough Economic Development Strategy is developed by Dudley Council on behalf of the Dudley Economic Regeneration & Development Partnership (EDRP).

Resources

It is essential to secure funding to deliver economic regeneration activities through external agencies as well as encouraging and assisting private sector investment and development.

Key funds have been obtained from competitive external sources including £12m of European funding 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.

Proposals for an Accelerated Development Zone (ADZ) funding model are being developed to generate funding to support the delivery of the Brierley Hill Area Action Plan.

In delivering the Local Investment Plan (LIP) (2010-2014), the HCA and the Council will work together and alongside other public and private sector partners to help deliver the Black Country Joint Core Strategy and Dudley's long term housing and regeneration vision.

The Government will make strategic investments where there is market failure and the Regional Growth Fund (RGF) (£1.4 billion) is an important part of this agenda in providing opportunities to rebalance the economy and support places that are currently dependent on public sector jobs.

The BC LEP Board will support future deployment of funds including RGF as well as ERDF and Private Finance Investment (PFI).

The Department for Business Innovation and Skills (BIS) has made available a £4m capacity fund to help LEPs understand the issues facing businesses in their areas and to allow them to develop and prioritise action plans. The fund will be spread over 4 years and funds from the first round will need to be spent during the financial year 2011-2012.

In addition to the RGF, Government has announced other sources of capital investment through the spending review to promote growth including enhancements to regional and urban transport systems, £530m of investment in broadband, support for low-carbon energy and climate change adaptation

including the creation of a UK-wide Green Investment Bank and £200m a year by 2014-15 to support manufacturing and business development.

The Budget announcement will include plans for enterprise zones offering tax breaks, deregulation, and relaxation of planning rules in 10 areas across the UK. The proposals will allow local authorities to retain business rates within the new zones, which they can then reinvest in the area. The scheme will cost £100m over the next four years and the full details on the scope and locations will be revealed in the Budget on 23 March 2011.

From 2003/04 to 2010/11, over £60m of external funding has been secured to support the delivery of economic regeneration projects in the Borough. In addition, funding applications totalling almost £10m have been submitted and decisions are expected in 2011/12. An outline ERDF application has been approved for £7.8m for the City Region Marketing Birmingham project in which DMBC is a partner.

Partnerships

At a sub-regional level, the **Black Country Consortium** - <http://www.blackcountryconsortium.co.uk> - is a sub-regional partnership for Dudley, Sandwell, Walsall and Wolverhampton local authorities, 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 developed to address the key issues facing the Black Country.

The **Black Country Local Enterprise Partnership** (LEP) submission was approved in December 2010 and is the first LEP in the West Midlands to have its board officially recognised by Government. The role of the LEP will be to establish and set the strategic priorities, give leadership in their delivery and to commission services based on principle of transparency and local accountability. Consideration will be given to the development of joint services as opportunities to secure efficiencies and maximise outcomes, with LEPS' - led by the Private Sector - being the vehicle through which innovative funding and development mechanisms to drive major change and investment will be secured.

The LEP will provide intelligence to monitor and evaluate performance using the already established Black Country Performance Management Framework. Businesses will focus the LEP on its task of supporting actions to create wealth and grow jobs in the private sector.

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 **Heritage, Culture & Leisure Partnership (HCLP)** is also a DCP thematic partnership whose remit impacts on the regeneration agenda, particularly in relation to the development of the visitor economy and creative industries.

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.

Monitoring and Review

The Economic Development Strategy will be reported to the Council's Cabinet in March 2011.

There will be an annual progress report on the key activities set out in the strategy. There will also be an annual review of performance against the indicators in the economic scorecard within the Economic Assessment.

The Economic Development Strategy will be fully updated in 2014, following the update of the Economic Assessment for 2014.

Sustainable Development

Sustainable development is a key cross cutting principle in the Dudley Borough SCS, 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.

The Economic Development 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.

8 - Policies & Plans

National

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

Local Growth White Paper - Local Growth: realising every place's potential - <http://www.bis.gov.uk/assets/biscore/regional/docs/l/cm7961-local-growth-white-paper.pdf>

Investing in Skills for Economic Growth - November 2010 - <http://www.bis.gov.uk/news/topstories/2010/Nov/skills-for-sustainable-growth>

Universal Credit: Welfare that Works - November 2010 - <http://www.dwp.gov.uk/docs/universal-credit-full-document.pdf>

Government Tourism Policy - March 2011 - http://www.culture.gov.uk/images/publications/Government2_Tourism_Policy_2011.pdf

Localism Bill (presented to Parliament on 13th December 2010) and Welfare Reform Bill (presented to Parliament on 16th February 2011) - www.parliament.uk

Regional

West Midlands Local Transport Plan - <http://www.westmidlandsltp.gov.uk/>

Sub-Regional

Black Country Joint Core Strategy - <http://blackcountrycorestrategy.dudley.gov.uk/>

Black Country Strategy for Growth & Competitiveness - <http://www.the-blackcountry.com/default.asp?PageID=237>

Black Country Visitor Economy Strategy - <http://www.dudley.gov.uk/business/regeneration/tourism-development/visitor-economy-strategy>

Local

Brierley Hill Area Action Plan - <http://www.dudley.gov.uk/environment--planning/planning/planning-policy/local-development-framework/bhill-aap>

Dudley Area Development Framework - <http://www.dudley.gov.uk/community-and-living/town-centre-management/dudley-town-centre/dudley-town-centre-area-development-framework>

Dudley Sustainable Community Strategy - <http://www.dudleylsp.org/community-strategy-2010-2013>

Dudley Borough Cultural Strategy - <http://www.dudley.gov.uk/leisure-and-culture/cultural-strategy>

Dudley Borough Housing Strategy - <http://www.dudley.gov.uk/housing/strategies--policies/housingstrategy>

Local & District Centre Plans - <http://www.dudley.gov.uk/community-and-living/town-centre-management/local-and-district-shopping-centres>

AAP	Area Action Plan
ADF	Area Development Framework
ADZ	Accelerated Development Zone
AWM	Advantage West Midlands
BC	Black Country
BCC	Black Country Consortium
BIG	Big Lottery Fund
BIS	Department for Business Innovation & Skills
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media & Sport
DCP	Dudley Community Partnership
DPD	Development Plan Document
DfT	Department for Transport
DIL	Dudley Infracare LIFT
DMBC	Dudley Metropolitan Borough Council
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
GCSE	General Certificate of Secondary Education
GVA	Gross Value Added
HCA	Homes & Communities Agency
HE	Higher Education
HLF	Heritage Lottery Fund
IB	Incapacity Benefit
IMD	Index of Multiple Deprivation
JCS	Joint Core Strategy
JSA	Job Seekers Allowance
LEP	Local Enterprise Partnership
LDF	Local Development Framework
LIFT	Local Improvement Finance Trust
LIP	Local Investment Plan
LTP	Local Transport Plan
LSP	Local Strategic Partnership

[illegible]

Contact:
Lynne Avery
Telephone: 01384 814143 email: econ.regen@dudley.gov.uk

