

**Regeneration Scrutiny and Performance Panel**

**Agenda  
Item No. 6**

**3 November 2011**

**Black Country Local Enterprise Partnership**

**Ward(s)** All

**Portfolios:** Councillor A. Andrew – Deputy Leader and Regeneration

**Report:**

Please find attached at Appendix 1 a report from Sarah Middleton, Chief Executive of the Black Country Consortium and Secretariat to the Black Country Local Enterprise Partnership (LEP) informing Members about the LEP, what it does and how it operates.

**Recommendations:**

**That, subject to any comments that Members may wish to make, the interim report of the business sustainability working group be noted.**

**Contact Officer:**

Craig Goodall  
Scrutiny Officer  
 . 01922 653317  
goodallc@walsall.gov.uk

## **Black Country Local Enterprise Partnership**

### **Submission to Scrutiny & Performance Panel**

#### **1. What is a LEP and What Does it Do?**

Proposals to establish local enterprise partnerships (LEPs) were announced by the Coalition Government on 29<sup>th</sup> June 2010 via a letter to local authorities and business leaders from the Secretaries of State for Business Innovation & Skills (BIS) and Communities and Local Government (CLG). The proposals were elaborated further in the Local Growth White Paper published in October 2010.

The letter from the Secretaries of State invited proposals from partnerships of local authorities and businesses and the Association of Black Country Local Authorities (ABCA) in consultation with the Chamber of Commerce and following a consultation event with local businesses agreed to submit a proposal for a Black Country LEP.

The Black Country proposal was submitted in September 2010. Ministers' approval to establish the Partnership was given in December 2010 and confirmed in January 2011 (attached as appendices 1 and 2). There is no statutory basis for Partnerships outside of these approvals

The letter from the Secretaries of State in June 2010 set out the role of the partnerships as being:-

“ We anticipate that local enterprise partnerships will wish to provide the strategic leadership in their areas to set out local economic priorities. The Coalition Government is determined to rebalance the economy towards the private sector. We regard local enterprise partnerships as being central to this vision.

Partnerships will therefore want to create the right environment for business and growth in their areas by tackling issues such as planning and housing, local transport and infrastructure priorities, employment and enterprise and the transition to the low carbon economy. Supporting small business start-ups will therefore be important. They will want to work closely with universities and further education colleges, in view of their importance to local economies, and with other relevant stakeholders. In some areas, tourism will also be an important economic driver.”

The Board held its inaugural meeting in November 2010 where it agreed that it should focus on a small number of key priorities objectives and around these build up a structure of engagement and detailed targets, actions and indicators. These priorities are:-

1. Business Friendly Planning
2. Transport
3. Access to Capital/Investment
4. Business Advice/Support
5. Skills Development and Education
6. International Trade

Underpinned by a cross cutting theme of Perception and Communication (including the development of the visitor economy)

## 2. Who is on the LEP?

The proposals approved by the Government provided for a Board made up of 10 members.

- 4 Local Authority Leaders;
- 4 Prominent Strategic Black Country Business Leaders;
- 1 Education Representative;
- 1 Private Sector Chair.

The original Board membership is attached as appendix 3 (Cllr Les Jones succeeded Cllr Ann Millward as Leader of Dudley MBC in May 2011).

The private sector representatives were nominated following discussions between ABCA and business organisations and approved by ABCA in October 2010. The Board agreed that the initial appointments would be for an initial period of twelve months. The Board are in the process of establishing a process to review the membership and this will include a process to publicly advertise and invite expressions of interest in becoming a member of the Partnership Board (draft attached as appendix 4).

## 3. What are the LEP's Governance Arrangements?

The LEP has established interim terms of reference and standing orders (attached as appendix 5). The Board has been formally established as a sub-board of Black Country Consortium Ltd and the private sector Board Members have been appointed as non-executive directors of the Consortium.

This arrangement was established pending further advice from Government concerning the status and structuring of partnerships. At the time of writing this has not been forthcoming and it is therefore anticipated that this arrangement will continue for the time being.

## 4. How Does the LEP Link with Local Authorities?

As stated above, the 4 local authority leaders are members of the LEP Board. The Secretariat is provided by Black Country Consortium Ltd and the LEP is formally constituted as a sub-board of the Consortium. The 4 local authorities are the Guarantee Members of the Consortium, provide its core funding and approve its Business Plan of activities on an annual basis.

The work of the Partnership is fundamentally shaped by local authorities via the Black Country Strategy for Growth that has been produced by the 4 local authorities supported by the Black Country Consortium. Each year the Consortium produces the State of the Sub-Region that enable local authorities to influence and assess the progress that is being made towards achieving the aims of the Strategy (a copy of the 2011 Report is attached as appendix 6)

As set out at question 1 above the LEP Board has adopted a number of priorities to direct its activity, each focussed on addressing specific issues identified as 'barriers to business growth'. This activity is supported by a matrix of sub and task and finish groups. Each group has a private sector lead supported by a first or second tier local authority officer (see appendix 7 attached). Other local authority officers participate and contribute to the work of the groups. The overall LEP activity at the officer level is co-ordinated by the Local Authority Heads of Regeneration chaired by Tim Johnson, Executive Director, Walsall MBC reporting to the ABCA Chief Executives.

#### 5. How Can the LEP be Influenced?

As detailed above the matrix of sub-groups involves not only the private sector and local authorities but all relevant groups, bodies with an interest and expertise in the relevant field.

In addition the LEP is committed to regular business consultation events throughout the year. So far three have been held this year. The term 'business' is used loosely and the events have been attended and are open to relevant voluntary sector, education, government agencies and other organisation engaged in the LEP's activity as defined by its priorities. The board is establishing a Business Forum to advise and support its work on an ongoing basis.

**Sarah Middleton**  
**Chief Executive**  
**Black Country Consortium Ltd.**  
**Secretariat to the Black Country Local Enterprise Partnership**

#### Contact

Tel: 01384 471102

[Sarah\\_middleton@blackcountryconsortium.co.uk](mailto:Sarah_middleton@blackcountryconsortium.co.uk)

#### Schedule of Appended Documents

Appendix 1 – Letter from Ministers dated 13<sup>th</sup> December 2010

Appendix 2 – Letter from Ministers dated 28<sup>th</sup> January 2011

Appendix 3 – Original Board Members' pen portraits.

Appendix 4 – Draft Nomination and Election Process for the Black Country  
LEP Board.

Appendix 5 – Interim Terms of Reference and Standing Orders.

Appendix 6 – State of the Sub-Region Report 2011.

Appendix 7 – LEP priority lead arrangements.

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To: Stewart Towe CBE, Chair, Black Country Shadow Board

Cc: Sarah Middleton, Black Country Consortium  
Paul Sheehan, Chief Executive, Walsall Council

13 December 2010

Dear colleague,

**Proposal for a local enterprise partnership – Black Country**

We are writing to thank you for your revised proposal to form a local enterprise partnership. We would like to take this opportunity to acknowledge the considerable efforts that went into revising your proposal in such a short timescale.

We have been impressed by the commitment and ambition demonstrated in the proposals we have received. The innovative ideas put forward to tackle the variety of challenges facing local economies demonstrate the importance of allowing local areas to determine their own economic development and drive private sector job growth.

Your revised proposal was reviewed against the key expectations set out in the Local Growth White Paper:

- **Support from business** – this was a particularly important factor, especially whether the proposal demonstrated engagement with a range of local businesses (including SMEs) and reached beyond organisations that represent business and commerce. Sustained business engagement in partnerships is essential in the long term if partnerships are to realise the economic potential of the area.

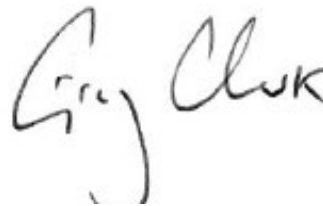
- **Economic geography** – whether the geography proposed represented a reasonable natural economic geography, wider functional economic linkages and was sufficiently strategic.
- **Local Authority support** – whether there was sufficient support from the local authorities whose areas were covered by the partnership proposal.
- **Added value and ambition** – whether the proposal set out a clear vision in terms of local economic priorities and demonstrated how it would create the right environment for business and growth, over and above that which would otherwise occur.

Having considered your revised proposal we confirm that it sufficiently addresses the points set out above and we encourage you to establish your partnership and board in line with the expectations set out in the White Paper. We look forward to your confirmation that you have completed this step.

Our officials will be in touch shortly to work with you as you develop your plans. Contact details of the relevant lead officials from both departments are Sam Kabiswa at BIS – e-mail: [Samuel.kabiswa@bis.gsi.gov.uk](mailto:Samuel.kabiswa@bis.gsi.gov.uk) tel: 020 7215 0739, and Nick Tennant at CLG – e-mail: [nick.tennant@communities.gsi.gov.uk](mailto:nick.tennant@communities.gsi.gov.uk) tel 0303 444 1681.



**MARK PRISK MP**



**THE RT HON GREG CLARK MP**

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**To:** Stewart Towe CBE

28 January 2011

Dear Mr Towe,

**Black Country local enterprise partnership Board**

Thank you for your letter dated 7th January 2011 confirming that the Black Country local enterprise partnership has established its board.

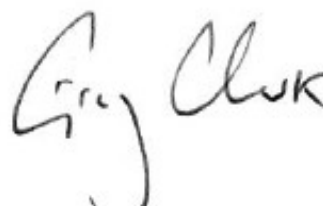
We are delighted that you have been able to move at such pace in establishing your board. We are impressed by the wide range of business and public sector representatives on the Board reflecting the diverse nature of your economy. And I am sure that you and your colleagues will bring a wide range of skills and expertise to the role.

We are also pleased to see that the membership of the board is in line with the expectations set out in the Local Growth White Paper and are therefore able to recognise your partnership. We look forward to working with you and your partnership in the future.

Yours sincerely



**MARK PRISK MP**



**THE RT HON GREG CLARK MP**





## Black Country Local Enterprise Partnership Board Members



**Stewart Towe CBE**

Managing Director  
Hadley Group

Black Country LEP  
Chairman

The Hadley Group (a privately owned company) is one of Europe's largest privately owned cold rolled steel manufacturers. It has operational plants in the United Kingdom, United Arab Emirates, Germany and Thailand.

The Hadley Group supplies many types of industry from automotive, construction through to aerospace. The company's internationally patented UltraSTEEL™ process has won the Queen's Award for Enterprise Innovation.



**COUNCILLOR Mike Bird**  
(Conservative)

Black Country LEP Deputy  
Chairman

Appointed Council Leader: May 2009

Elected: 1980

Ward Represented: Pheasey Park Farm

Previous Appointments: Chair of Development Control Committee 2006-09, Chair of Schools Organisation Committee 2005-7, Chair of Children's Services and Lifelong Learning Scrutiny Committee 2004-6.

Other Bodies: West Midlands Joint Committee, Birmingham Airport Holdings Ltd., Local Government Association, Barr Beacon Trust



**COUNCILLOR Darren Cooper**  
(Labour)

Appointed Council Leader: November 2009

Elected: 1991

Ward Represented: Soho & Victoria

Previous Appointments: Deputy Leader 2009, Cabinet Member for Adult services & Health 2007-2009, Cabinet Member for Children & Young People 2004-7, Cabinet Member for Social Inclusion & Health 2003-4.

Other Bodies: West Mids Joint Committee, Birmingham Airport Holdings Ltd, Local Government Association, Local Government Information Unit, Sandwell Partnership.



**Tim Hair**

Chief Executive  
Chamberlin Plc

Chamberlin and Hill provide specialised castings and safety/security products to a wide variety of industries across the world. The company was formed in 1890 and first listed on the London Stock Exchange in 1946.



**COUNCILLOR Roger Lawrence** (Labour)

Appointed Council Leader: December 2010  
Elected: 1983  
Ward Represented: St. Peters  
Other Bodies: West Mids Joint Committee, Birmingham Airport Holdings Ltd, West Midlands Programme Monitoring Committee, Local Government Association, former Board Member Advantage West Midlands, Wolverhampton Health & Wellbeing Partnership Board, Wolverhampton Strategic Partnership, City Wide BME forum and City Centre Company.



**Peter Mathews CMG**  
Black Country Metals Ltd

Black Country Metals trades both domestically and internationally in recyclable ferrous and non-ferrous metals. They trade in practically every country in Europe as well as Middle East, South East Asia and the Americas.



**John McDonough**  
Group Chief Executive  
Carillion Plc

Carillion plc is one of the UK's leading support services and construction companies, employing around 50,000 people. They have annual revenue of around £5bn and operations across Britain and in Europe, Canada, the Middle East, North Africa and Caribbean. They have a portfolio of award-winning work in areas vital to society: health, education and regeneration, road, rail, defence and commercial property and have won awards for green business.



**COUNCILLOR Mrs. Anne Millward** (Conservative)

Appointed Council Leader: May 2009  
First Elected: 2002  
Ward Represented: Gornal  
Previous Appointments: Dep Leader & Cabinet Member for Finance 2008-9; Cabinet Member for Finance 2005-8.  
Other Bodies: West Mids Joint Committee, Local Government Association, Local Government Association Urban Commission, Dudley Community Partnership, Wolverhampton Business Airport Consultative Committee.



**Prof. Ian Oakes**  
Pro Vice Chancellor  
University of  
Wolverhampton  
Research and Knowledge  
transfer.

The University of Wolverhampton has nine academic schools, nine research institutes and centres, and a range of other departments including the Midlands Leadership Centre.

Prof Oakes was educated at the University of Aston from where he received both a First Class Honours Degree in Production Technology and his MBA. He initially worked in the automotive industry before joining the University of Central England and is currently completing his Doctorate with Bath University. Ian previously held the position of Dean of Faculty at Birmingham City University before joining the University of Wolverhampton in 2008.



**Jason Wouhra**  
Director and Company  
Secretary  
East End Foods

Black Country LEP Deputy  
Chairman

The company is the UK's largest importer of ethnic food products. The West Bromwich site is a self-financed £20m investment as well as Europe's biggest facility of its kind. East End

black country   
consortium

enabling growth, in partnership

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### Nomination and Election Process for the Black Country LEP Board

- |   |   |
|---|---|
| <p>1 Identifying the Issues</p> <ul style="list-style-type: none"> <li>The process begins with the Board of Directors identifying the issues facing the LEP ('barriers to growth') in the next 2 - years based on strategic initiatives that are underway and priorities they have identified. The BC Business Forum will also be asked to contribute to issues to be addressed.</li> </ul> <p>2 Identifying the required Skills and Competencies</p> <ul style="list-style-type: none"> <li>The BC Business Forum then identifies the skills and experience that would facilitate the work of the Board in addressing those issues.</li> </ul> <p>3 BC LEP Nominating Panel</p> <ul style="list-style-type: none"> <li>Taking this information from the BC Business Forum, the BC LEP Nominating Panel (LEP Chairman, LA Leader, Chairman BC Business Forum, supported by BCC Ltd Secretariat/ LA Chief Executive) reviews the composition of the continuing members of the Board of Directors and begins the process of seeking out potential candidates who can provide the skills and experience needed on the BC LEP Board. In addition, the Nominating Panel determines if reserved places may be needed on the Board. The Nominating Panel makes recommendations regarding reserved places.</li> </ul> <p>4 Requesting Interest</p> <ul style="list-style-type: none"> <li>Notice of the Board Members' selection process is posted on the LEP website and in the LEP e-mail bulletin. Any one who wishes may submit his or her name for consideration, and LEP members who wish to nominate other LEP Board Members may also do so, by submitting the names to the Chairman via the BCC Ltd Secretariat.</li> </ul> | <p>5 Review of interested nominees</p> <ul style="list-style-type: none"> <li>The Nominating Panel invites nominees to apply formally for consideration to be presented to the Panel, and will provide information regarding relevant experience. The Nominating Panel performs a review of interested nominees and identifies those who should be considered further in the next round of the process.</li> <li>Nominees invited to continue in the process are sent additional information on LEP Board priorities and are asked to complete a questionnaire that asks about their experience, strategic thinking, core competencies, teamwork, etc. The questionnaire is developed by the BC Business Forum, with input from the BC LEP Nominating Committee as needed. The potential candidates also participate in an informational webcast and are interviewed by Nominating Panel members.</li> </ul> <p>6 Decision making</p> <ul style="list-style-type: none"> <li>The completed questionnaires and interview results are reviewed by the Nominating Panel to determine the nominated candidates, keeping in mind any reserved seat requirements. The Nominating Panel submits the recommendations to ?? for approval.</li> </ul> <p>7 Timelines</p> <ul style="list-style-type: none"> <li>The estimated timeline for 2011 is as follows:             <ul style="list-style-type: none"> <li>? open call for interested candidates</li> <li>? Expression of interest forms provided</li> <li>? Expression of Interest forms due</li> <li>? Questionnaires and forms sent to interested members</li> <li>? Questionnaires and forms due to ?</li> <li>? Webcast for potential candidates</li> <li>? Phone interviews with potential candidates</li> <li>? Nominating Panel identifies its recommended candidates</li> <li>?? Approves ballot</li> <li>? Candidates contacted</li> </ul> </li> </ul> |
|---|---|



**Black Country Local Enterprise Partnership Board**

**Interim Terms of Reference**

The Black Country Local Enterprise Partnership Board will work towards the development of a fully worked out proposals to establish a full Local Enterprise Partnership that will:-

- 1) Provide the clear vision and strategic leadership to enable the delivery of the Black Country Strategy for Growth and Competitiveness:-
  - a) to drive sustainable private sector-led growth and job creation;
  - b) harness the expertise of business, and utilise private sector leadership to deliver more efficiently for the sub-region;
  - c) focus the innovation of the private sector on delivery, making the Black Country economy more competitive and its businesses more profitable;
  - d) to provide a new perspective to addressing the unique issues faced by the Black Country.
- 2) Led by businesses, supported by local authorities, continue the development of a radical programme to enable private investment to improve the competitiveness of the Black Country;
- 3) Define, alongside local authorities and other public sector partners, a core group of functions where the LEP will require influence and/or control to create the right conditions for growth. These functions will remain focused in order to deliver the key targets of the Local Enterprise Partnership
- 4) Provide the single voice for the Black Country to bring stronger focus for businesses and Local Government and to raise the image and profile of the area, regionally, nationally and internationally.
- 5) Develop a strategic priority setting, leadership and commissioning role based on principles of subsidiarity and local accountability, providing the critical challenge and leadership role to ensure the most effective use resources against the Partnership's priority areas maximising the value of existing staffing and financial resources within local authorities, partners and delivery agents and ensuring that implementation responsibility remains with the most appropriate organisation. Consideration will be given to the development of joint services as opportunities to secure efficiencies arise
- 6) Lead discussions to agree key objectives and economic outcomes with Government Departments and national agencies and align investment programmes to achieve these outcomes.
- 7) Provide a vehicle through which innovative funding/development mechanisms to drive major change and investment can be secured.



- 8) Coordinate proposals or bid directly for the Regional Growth Fund and other funds as appropriate.
- 9) Establish a framework of dialogue and communication to wider interested parties through:-
  - a) an Annual Stakeholders Conference and other events to develop dialogue with wider business community including our most prominent companies;
  - b) a framework of business engagement assembling lead board members, consultative groups drawing on existing mechanisms such as those established by the Chamber and Federation of Small Businesses (FSB) to examine and work through and feedback on targets, actions and indicators;
  - c) regular engagement with Ministers, MPs and Government Departments;
  - d) political steers from the Association of Black Country Local Authorities.
- 10) Lead discussions with neighbouring Local Enterprise Partnerships and authorities with the express purpose of securing private sector growth and jobs and explore opportunities to be part of Partnerships where the strategic and/or economic arguments for working in collaboration are clear and unambiguous and on single projects which transcend Local Enterprise Partnership boundaries

**Black Country Local Enterprise Partnership**

**Interim Standing Orders**

1. The business of the Partnership shall be conducted by its Members sitting as a Board and meeting on a regular basis. The first Board will comprise:-

Private Sector Chairman – Mr Stewart Towe, CBE;

Four Private Sector Members – Mr. Tim Hair;

Mr. Peter Mathews, CMG;

Mr. John McDonough;

Mr. Jason Wourha;

Higher Education Member – Prof. Ian Oakes;

Leaders of Dudley, Sandwell and Walsall Borough and Wolverhampton City Councils.

The first Board members shall serve for a period of twelve months starting from the date of the Inaugural Board meeting.

2. The Partnership may establish associate such groups or committees as may be necessary to facilitate the conduct of its business.
3. The Partnership Board shall meet on the last Monday of each month and/or at such time and place as the Board may from time to time determine. Meetings should not normally last more than two hours
4. The Chairman will also call together the Board for strategic planning away days or sessions throughout the course of the year. The majority of such dates will be agreed at the start of each financial year.
5. The Board may elect a local authority member and a private sector or education sector member to act as Deputy-Chairmen.
6. The Chairman or in his absence the Deputy Chairmen, may call a meeting of the Board at any time, giving not less than seven days notice. Notice shall be in writing and shall be left with, sent by post or facsimile transmission or emailed to each Member. The notice shall specify brief details of the principal items of business proposed to be transacted at that meeting in addition to the date, time and place of the meeting.
7. Where an emergency meeting is called the notice period may be waived and the reason for doing so will be recorded in the minutes of the meeting.
8. In extreme cases of urgency the Chairman or Deputy Chairmen, after ascertaining the views of Members, shall have the power to act on behalf of the Partnership, providing that in such cases any business is reported to the next meeting of the Board and confirmed in the minutes.

### **Attendance at meetings**

9. Meetings will be attended by Board Members, the Black Country Consortium Chief Executive as head of the Partnership Secretariat and such members of her staff that she requires to support her in this role, local authority chief executives and other observers by resolution of the Board or at the request of the Chairman where expert input is required for a particular discussion item.
10. Local authority Members may nominate a named alternate who should normally be a cabinet portfolio holder to act as their deputy in exceptional circumstances.

### **Apologies for absence**

10. Apologies should always be given to the Consortium Chief Executive in the event of failure to attend a meeting.

### **Circulation of papers**

11. Papers will be sent to Members at least four working days in advance of meetings however electronic copies of the papers will be made available to Board Members [on their secure intranet site, at least five working days in advance of meetings.]

### **Chairman of meeting**

12. The Chairman, or in his absence the Deputy Chairman shall preside over any meetings of the Board. If both the Chairman and Deputy Chairman are absent, the remaining Members of the Board will choose another Board Member to preside.

### **Quorum**

13. No business will be transacted at a meeting of the Board unless at least four Members of the Board are present at least two of whom shall be private sector Members.
14. If a quorum is not present within half an hour from the time appointed for the meeting or if during a meeting a quorum ceases to be present, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such time and place as may be determined.

### **Voting and Decisions**

15. All decisions will be made with a consensus approach. If necessary a vote will be taken. Any decisions put to the vote shall be decided by a majority of the Members present and voting at that meeting. In the event of a tie in votes, the Chairman of the meeting will have the casting vote.

16. Voting shall be by such means as may be agreed by the Members present at a meeting provided that the Chairman or any Member may request a vote to be taken by a show of hands on any resolution or business before a meeting.

### **Minutes**

17. Minutes of the Board proceedings will be drawn up and kept electronically, as will all Board papers. The minutes shall be submitted to the next meeting for approval as to their accuracy. The minutes as approved shall be signed by the Chairman of the meeting to which they are submitted and if so signed shall be received as conclusive evidence of the facts stated therein and the meeting had been duly convened and validly held.
18. The names of the Members present at a meeting shall be recorded in the minutes. If any officer or employee of the Partnership, Black Country Consortium or any other organisation attends the meeting the name of that officer or employee shall be recorded as being in attendance.

### **Annual Meeting**

19. The Board will hold an Annual Public Meeting and produce an Annual Report and hold periodic open events for discussion and engagement with the private sector and other stakeholders to monitor and discuss the progress of the Partnership at such time and place as the Board may from time to time determine.

### **Confidentiality of information.**

20. Notwithstanding the requirements of the Data Protection and Freedom of information Acts, as a general rule, papers received at Board meetings will be non-confidential unless:
- a) they contain Information relating to any individual, likely to reveal the identity of an individual;
  - b) relate to the financial or business affairs of any particular person;
  - c) relate to any consultations, negotiations or legal proceedings in connection with any labour relations matter or proposed contract or commercial transaction by or on behalf of the Partnership and disclosure would prejudice those consultations, negotiations or legal proceedings.
21. Information held by the Partnership shall, except in the case of information contained or included in a public document, and unless the Partnership resolves otherwise, be treated by all Members and officers of the Partnership in confidence.

**Review of this document**

22. These Standing Orders will be reviewed annually.

## **INTERIM RULES RELATING TO THE CONDUCT OF MEMBERS AND OFFICERS OF THE BLACK COUNTRY LOCAL ENTERPRISE PARTNERSHIP**

### **Absence from Meetings**

1. If a Member is incapacitated by illness or has been absent from meetings of the Partnership for more than twelve months without the permission of the Partnership or the Chairman the Board may resolve that the member has vacated the office.

### **Pecuniary Interests – Conduct of Board business**

2. All business of the Partnership will be conducted in accordance with the Nolan principles of public life:-

#### **Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

#### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

#### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merits.

#### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

#### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

#### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

#### **Leadership**

Holders of public office should promote and support these principles by leadership and example.

3. Where a Member has a direct or indirect financial interest in any matter under consideration at a meeting of the Partnership, he/she shall disclose his/her interest and not take part in the consideration or discussion or vote on any question in respect of that matter.
4. Indirect financial interest includes, for example, the financial interests, if known, of a personal partner, child, parent or sibling, or employment by, or ownership of a share or shares of stock in an organisation with whom the Partnership proposes to enter into contract
5. An interest which is remote or insignificant so that it cannot reasonably be regarded as likely to influence the actions of the Member may be disregarded if the Partnership so resolves.
6. A Member who has disclosed a disqualifying interest shall retire from the meeting while the relevant matter is being discussed unless the Partnership resolves otherwise.
7. Any reference in any minute or other record relating to a transaction between the Partnership and any Member of the Partnership shall explicitly state that the party concerned is a Member of the Partnership.
8. A general notice given in writing to the Chief Executive by a Member that he/she or his/her partner has an interest in a particular organisation as is set out above shall be deemed to be of sufficient disclosure of the interest in any contract.
9. The Consortium Chief Executive shall keep a register of Board Members interests which shall be open for public inspection. This shall be updated and maintained on an annual basis.

### **Public Confidence in the Partnership**

10. Any Members who have or have had an interest in a company liquidation, receivership or administration of a company or who have been summonsed or convicted of a criminal charge or who have been involved in any activity which might undermine public confidence in the Partnership shall immediately inform the Chairman and Consortium Chief Executive.

### **Bankruptcy**

11. If a Member becomes bankrupt or makes arrangements with his/her creditors related to bankruptcy, he/she shall inform the Chairman and the Consortium Chief Executive.

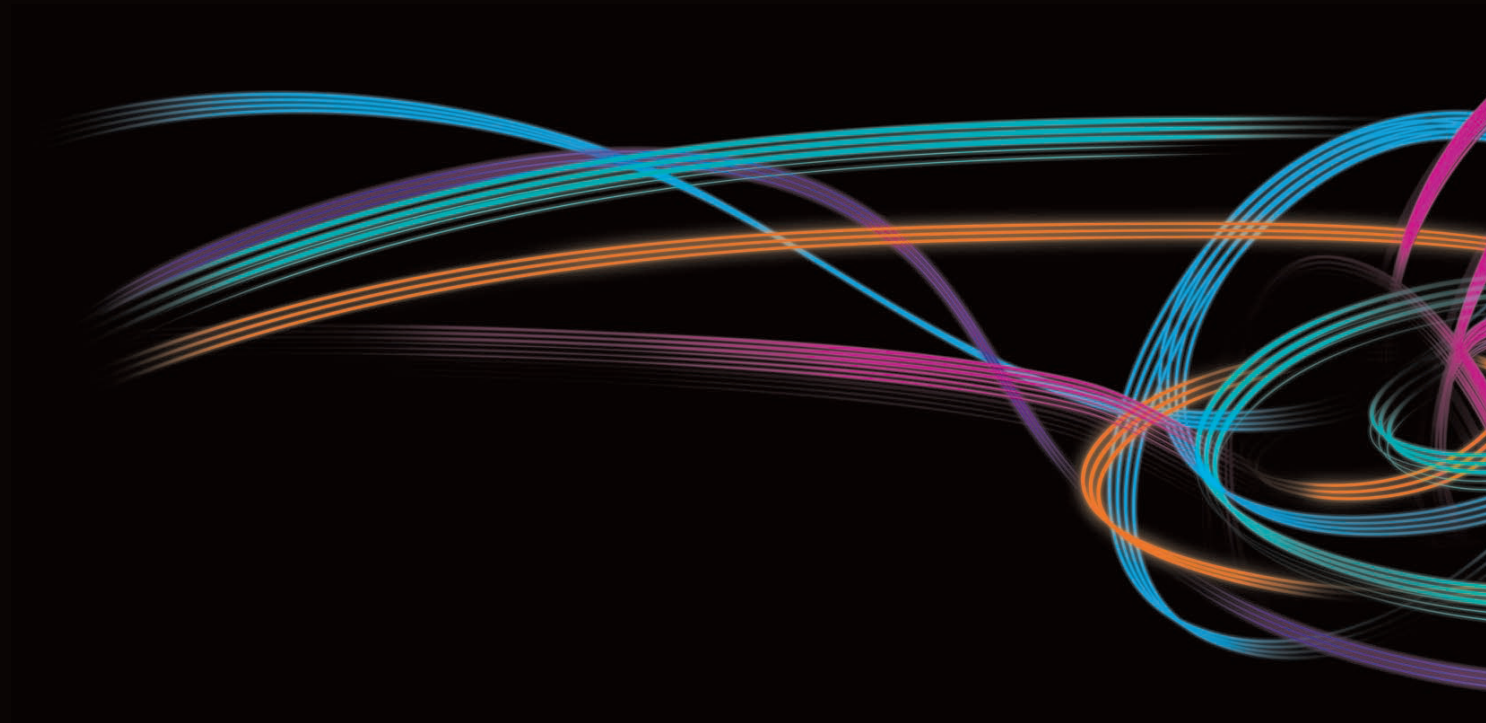






# The Black Country State of the Sub-Region Overview

February 2011



# Introduction

The **Black Country State of the Sub-Region Report** is an annual report produced by the Black Country Observatory, the intelligence unit of Black Country Consortium Ltd. The report focuses on our measures of success as set out in the Black Country Performance Management Framework and enables us to understand if we are making real progress towards achievement of our Black Country aspirations as set out in the Black Country Vision and the 'Black Country Strategy for Growth and Competitiveness'.

This document provides an overview of Black Country performance over the last 12 months. It should be read in conjunction with the full evidence report which is available via [www.the-blackcountry.com/understand](http://www.the-blackcountry.com/understand)

## Economic Trends & Performance

In 2010 the UK economy moved gradually out of recession although, as with other major advanced economies the recovery has been slower than anticipated. However the UK's economy suffered a shock contraction of 0.5% in the last three months of 2010 which has sparked fears of a double-dip recession. The sector that saw the most growth over this period was manufacturing, which expanded by 1.4%. This is positive for the future growth of the Black Country economy.

### Black Country Performance in 2010

Over the last 12 months the Black Country has performed better than the national average in the following areas :

#### Education & Skills

- For the first time Black Country GCSE performance is now greater than the national average
- GCSE performance including English and Maths rose by 16% (8% nationally)
- The number of Black Country residents with no qualifications fell by 2,300 people.
- The number of 16-18 years old not in education, employment or training fell by 640 people

#### Place:

- More houses (+2,561), more employment land (+14.5ha) and more local nature reserves (+9.4ha)

#### Income:

- Average wages in the Black Country rose by £228

Over the last 12 months the Black Country has underperformed compared to the national average in the following areas :

#### Economy

- The Black Country performs very poorly in terms of economic competitiveness; the output gap has risen to £6.2bn with a shortfall of GVA per head of £5,720 compared to the national average. In 2010 all four Black Country boroughs were ranked towards the bottom of the UK Competitiveness Index.
- 26,000 jobs have been lost and the employment rate has fallen by 1.9 percentage points
- There has been a fall in the number of new business starts (280 less businesses started)

#### People & Skills

- There has been a rise in worklessness (3,150 additional people claiming benefits)
- The number of Black Country residents with degrees reduced by 3,640 people.

## Our Measure of Success – The Black Country Performance Management Framework

In the Black Country by 2033 we will have:	Where are we now	Change over last year	Direction of Travel Relative to National Avg. since 2002	Scale of the Challenge
Grown our population and reversed net outward migration particularly to environs	1.09m people	+3,800 people	0.9% BC 4.4% Eng	+ 110k people
Raised incomes	85.5% (UK=100)	+£228	22.5% BC 26.7% UK	+£3,806 per person
Achieved a better pop. balance	15% AB's	Available 2011 Census		22%, +60,000 AB's
Transformed the Environment	70.5% of residents satisfied with BC as a place to live			77.8% Resident satisfaction

### By 2033 We Will Have Achieved Our 2 Primary Outcomes

#### 1. Regenerated Our Economy (pp = Percentage points)

No output gap	- £6.2bn	£0.9bn	£3.2bn	£6.2bn
Raised the number of local jobs	431k	-26K jobs	-9.0% BC 0.9% Eng	+109,357 jobs
Increased the total employment rate	64%	-1.9 pp	-4.5pp BC -1.9pp Eng	80% +112,613 people in jobs
Increased % of knowledge workers	36%	+200 people	7% BC 9% Eng	45% +41,725 Knowledge wkrs
Raised the business birth rate	30 per 10,000 pop	-280 new VAT/PAYE reg	-245 new VAT/PAYE reg	40 per 10,000 pop
Reduced the % of people classed as workless	18.2%	+0.5 pp	+2.7pp BC +0.8pp Eng	-39,578 less people classed as workless
Increased visitors to the area	16 million people	–	–	A Leading UK Visitor destination

#### 2. Sustainable Environmental Transformation

Increased the hectares of local nature reserves	902.1ha	+9.4ha	–	1 hectare of Local Nature Reserves per 1,000 pop.
A sustainable environment – reduced CO2 emissions	6.3 ton per capita	+0.3 ton per capita	–	44% Reduction

### By 2033 We Will Have Achieved Our 2 Economic Drivers

#### 1. Raised Education & Skills

Reduced the number of people with no qualifications	19.7%	-0.3 pp	-0.6pp BC -2.8 pp Eng	12% -51,870 people
Increased the number of people with degrees	18.5%	-0.5 pp	0.5pp BC 3.8pp Eng	29.6% +75,758 people
Increased the number of pupils achieving 5+ A*-C GCSE's including Eng & Maths	50.5%	+7 pp	+19pp BC +11.4pp Eng	54% +346 extra pupils
Reduced the no. of 16-18 yr olds not in education, employment or training (NEET)	7%	-1.4 pp	-3.5pp BC -1.1pp Eng	No NEET's -7% 16-18 yr old NEETs (-2,873 people)

#### 2. Transformed our Environment Infrastructure\*

Increased new net homes	475,000 dwellings	+2561 dwellings	+13,236 dwellings	63,000 net new homes
High quality employment land	533ha	+14.5ha	+133ha	Create/transform +1,000ha of employment land to high quality
New office floor space in strategic centres		0m <sup>2</sup>	+49m <sup>2</sup>	+880,000m <sup>2</sup> – 220,000m <sup>2</sup> in each strategic centre
New retail floor space in strategic centres	Approx 348,000m <sup>2</sup>	-162m <sup>2</sup>	+80m <sup>2</sup>	+350,000m <sup>2</sup> – W'ton +100k m <sup>2</sup> ; Brierley hill +95k m <sup>2</sup> ; Walsall +85k m <sup>2</sup> ; West Brom +65k m <sup>2</sup>

\* The green shading illustrates those indicators where the Black Country moved in a positive direction of travel compared to the national average, the red shading illustrates the reverse and orange indicates a growth rate in the right direction but less than the national average growth rate.

Due to a change in the definition of working age population (now 16-64 for both males and females) and a subsequent revision of the indicators relating to employment and skills the direction of travel for these indicators is now calculated relative to 2004. Please see the evidence report for all technical information.

# THE BLACK COUNTRY ECONOMY\*

## Competitiveness

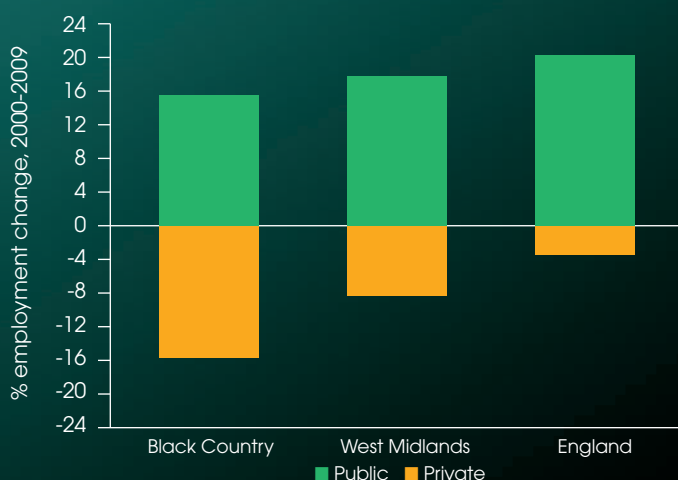
With a £6.2bn output gap the Black Country economy is weak. Through the work on the Black Country Economic Assessments it is clear that the Black Country has a 'traditional' industrial economy which is in transition but is not yet robust and competitive and is particularly vulnerable to economic shocks.

The Black Country performs very poorly in terms of economic competitiveness and in 2010 the four Black Country boroughs were ranked towards the bottom of the **UK Competitiveness Index**. Out of 379 areas Dudley ranked 326th, Wolverhampton 327th, Walsall 360th and Sandwell 371st.

## Public Sector Dependence

Over the period 2000-2009 when many area's prospered the Black Country experienced a 15% decline in private sector jobs, a loss of 55,000 jobs. Nationally there was only a 3% decline over this period. Job growth in the Black Country was predominately in public sector jobs which grew by 15%, equivalent to 15,000 jobs. This was still lower than regional and national growth (19% and 21%).

Public and Private sector employment change, 2000-2009



## Regional Growth Fund Indicators: The Black Country

The Government has recently published the datasets or indicators that will be used at Local Authority level when assessing Regional Growth Fund applications. The following table outlines the Black Country's ranking out of the 328 Local Authorities in England:

Indicator	Black Country	National Average	Ranking, out of 328 Local Authority Areas			
			Dudley	Sandwell	Walsall	W'ton
Proportion of working age population claiming out of work benefits	17%	12.5%	257	316	305	321
Proportion of public sector jobs	21%	20%	229	168	177	234
Private sector employment growth 2003-2008	1%	5%	261	155	307	220
Number of active enterprises per 1000 resident population	30	40	237	306	276	279

\*For a full economic assessment of the Black Country please read the Black Country Economic Assessment available via [www.the-blackcountry.com/understand](http://www.the-blackcountry.com/understand)



## Moving Forward

We are aware of our challenges and have a clear 'Black Country Strategy for Growth and Competitiveness' and a willingness to undertake the change to make the Black Country a competitive sub-region. A rerun of our economic model confirmed that the Economic Strategy strategic messages remain the same. The implications for the scale of the challenge of the Vision scenario are also unchanged:

- The Black Country needs to attract 116,000 extra people to achieve our vision of 1.2m people by 2030.
- We must create 96,000 (net) (167,000 gross) new jobs to reach total employment of 591,000 in 2030.

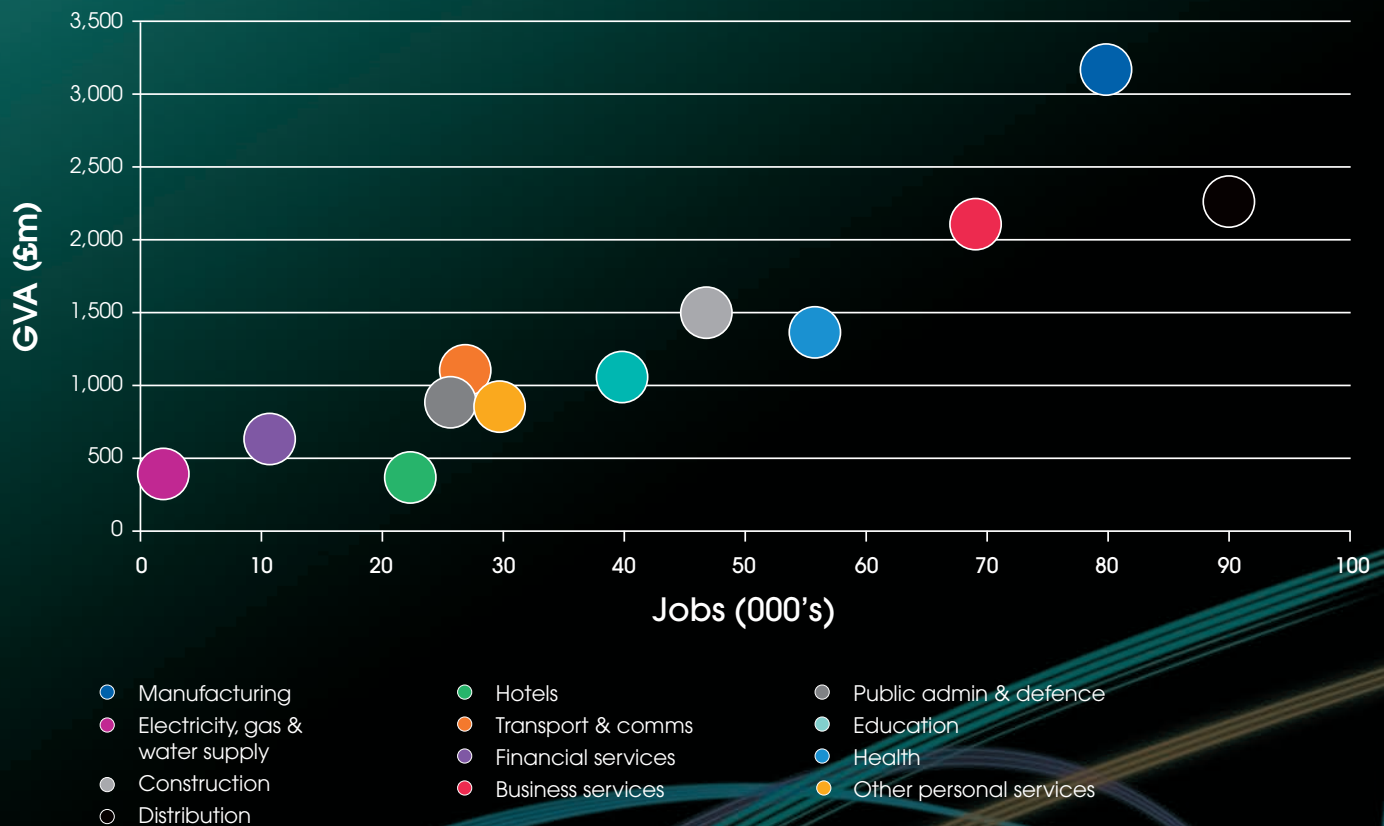
The approach set out in the Black Country Strategy (with its focus locally on environmental transformation and education & skills backed up by supporting business competitiveness through growing knowledge base and access to innovation/new technology) is still valid.

## SECTORAL ANALYSIS

### Current Economic Profile

- The following graph illustrates the current Black Country sectoral profile of the 501k jobs and their associated contribution to the £17bn of GVA that the Black Country economy generates.
- Four sectors: Manufacturing; Distribution; Business Services and Health currently account for 59% of all Black Country jobs and generate 53% of total GVA.
- GVA per employee is higher than the Black Country average (£32,859) and UK average (£37,744) in three sectors: Manufacturing; Transport & Communications and Financial Services.

GVA and Jobs by Sector, 2007



# SECTORAL ANALYSIS (continued)

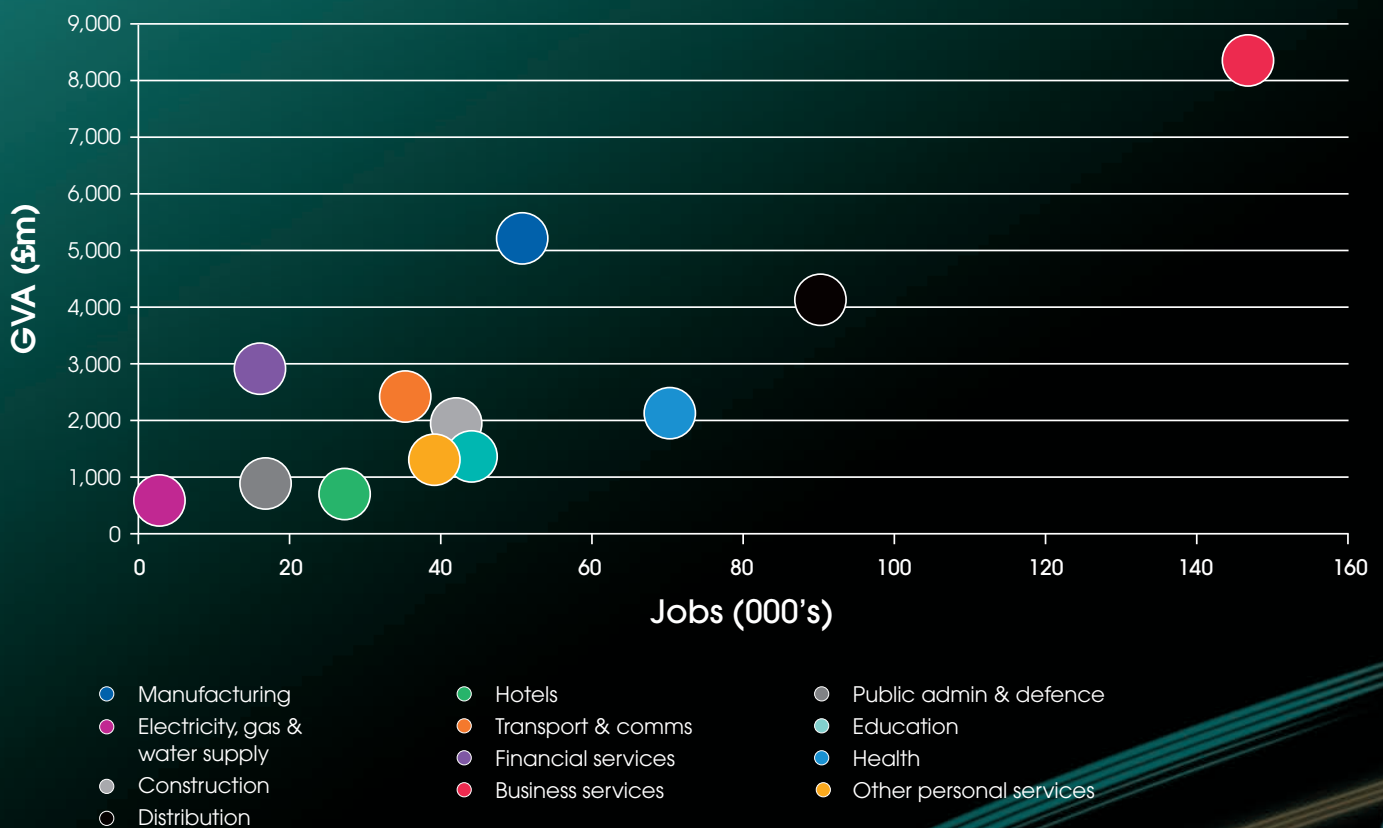
## Future Economic Profile

- Based on the evidence from our economic model combined with a local knowledge of our Black Country economy, we have identified the following clusters as key for the transformation of the Black Country Economy and the raising of our GVA per head to the UK average (total GVA of £33bn by 2030):

- Advanced Manufacturing including Advanced Engineering, Logistics and Food & Drink
- Building Technologies/Construction;
- Transport Technologies including Aerospace;
- Business Services
- Environmental Technologies

These five clusters currently employ approximately 215,000 people – 43% of total employment in the Black Country and provide 45% of Black Country GVA (£7.5bn). They provide strong future growth opportunities to transform the Black Country. Under the Vision scenario these clusters will be instrumental in reducing the Black Country output gap and will contribute an additional £10bn to the Black Country economy, generating £17bn in GVA, 52% of GVA in 2030.

GVA and Jobs by Sector, Vision 2030



# BLACK COUNTRY SUCCESSES IN 2010

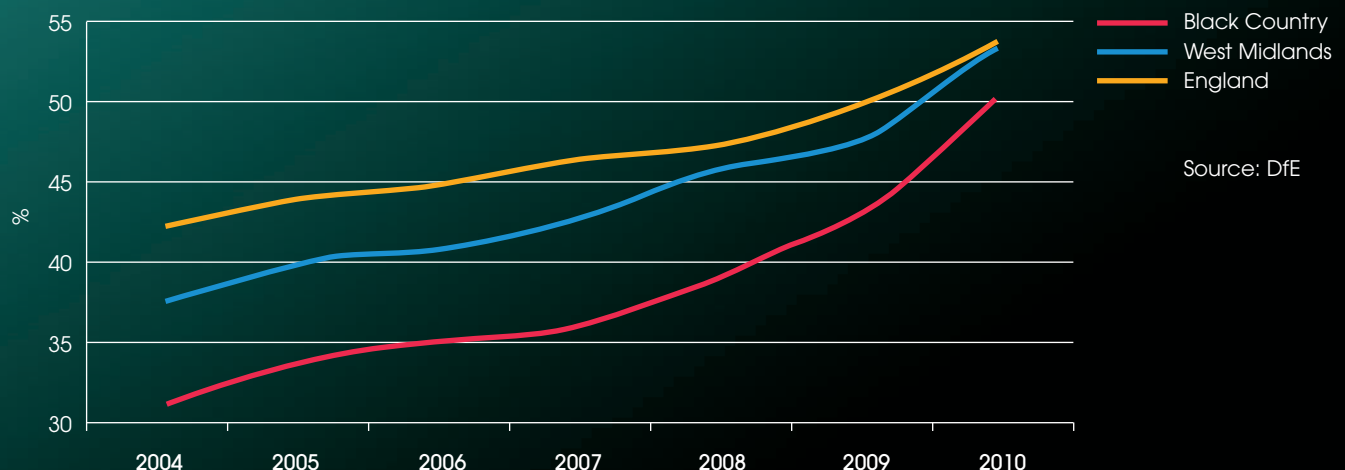
## School Performance

Raising educational attainment is acknowledged as a key driver for improving the future competitiveness in the sub-region in the long-term. By working together the Black Country local education authorities, with the expertise of the University of Wolverhampton, the private sector and the support of the Department for Education has had a dramatic shift in the educational attainment in schools. Black Country is now closing the gap on the rest of the country, particularly in terms of school level educational attainment from Key Stage 1 through to GCSEs.

- For the first time Black Country GCSE performance is now greater than the national average (BC 75.1% vs. 74.7% nationally).
- From 2009 to 2010 GCSE performance including English and Maths rose by 16%, compared to 8% growth nationally. The Black Country continues to close the gap with the national average and 50.5% of pupils achieved these grades in 2010, as illustrated in the graph below.
- Progress has been made in performance at Key Stage 1 writing, with the gap to reach the national average reducing by 227 pupils from 2009 to 2010 (from 494 pupils in 2009 to 267 in 2010).

This demonstrates the value of an evidence-led targeted programme, aligned investment from a range of partners, a growing contribution from a range of private sector Business Champions, focussed on supporting the delivery of the Black Country Strategy through School Improvement. This improvement in school-age education performance bodes well for the future, as our strategy recognises that raising the competitiveness of the Black Country is a long-term process and goal. The young people benefiting from this enhanced educational performance should provide the core of the Black Country workforce in future decades.

**GCSE Performance 5+ A\* - C GCSE's including English & Maths, 2004-2010**



## An Adopted Black Country Core Strategy

We have an adopted development and transport strategy agreed across all 4 Black Country Local Authority areas providing planning policy and infrastructure provision 'certainty' for private sector investment.

Following an examination in public, the Black Country Core Strategy was endorsed by the Planning Inspectorate in November 2010. The fully developed strategy is one of only a few such documents to reach adoption stage in the country and the Black Country Core Strategy is one of the biggest. This is the first time that four metropolitan councils have worked together to prepare a Core Strategy for an area of this size. This joint working has saved at least £1 million. An adopted core strategy brings many advantages including enabling an area to move from plan-making to place-shaping; to provide certainty for developers and utility providers; to influence corporate decisions; to help colleagues and partners to deliver and to access more funding and attract investment. This strategy will encourage growth by providing the right land in the right place for economic development\*.

\*Signed, Sealed, Delivered.: the benefits of an adopted core strategy, Planning Advisory Service (PAS), March 2010



The Strategy sets out spatially via a 'growth network' (illustrated on page 9) which comprises of:

- Four Strategic Centres: Merry Hill (Dudley), West Bromwich (Sandwell), Walsall Town Centre and Wolverhampton City Centre
- Sixteen Regeneration Corridors: a network of corridors where significant land restructuring is planned to provide for new housing and/ or the provision of additional high quality employment land. The corridors form a network of development zones based on key transport routes, criss-crossing the Black Country and linking the Strategic Centres

The Growth Network will be the focus for delivery of:

- 90,000 jobs
- 880,000m<sup>2</sup> of office floor space
- 35,000m<sup>2</sup> of new retail floor space distributed across the 4 Centres as a network
- the redevelopment of over 1,000 hectares of brownfield land into high quality employment land
- 63,000 new homes

## **An Approved Local Enterprise Partnership**

The Black Country's proposal to form a Local Enterprise Partnership (LEP) was approved by Government in December. The Black Country Partnership brings together businesses and partners along with four local authorities to support economic growth and a better quality of life for those living within the Black Country. The LEP will align activity across private and public sectors to create the right environment for businesses to operate effectively and efficiently. The shadow LEP board has immediately got to work identifying key priority areas (Planning; Transport; Access to Finance & Investment; Business Advice & Support; Skills Development and Education & International Trade) for action to raise economic and business performance, and have established leadership and task groups to make immediate progress in these areas (see page 10 for further information).

## **London 2012**

At January 2011 the West Midlands value of tenders from the London 2012 Games, and associated projects, stood at a minimum value of c. £469 million. Much of this has been by companies in the Black Country. At January 2011, a total of 36 Black Country companies (covering every Black Country constituency) have secured contracts for London 2012 including: -

- Wolverhampton based construction firm Carillion Plc were contracted to build the International Media Centre on Olympic Park (£355 million) and they have been awarded a £90m contract by Network Rail to upgrade London's overground rail network.
- Barhale Construction plc were awarded a multi-million pound contract with the ODA to design and install the primary sewer and pumping station on Olympic Park. It also won a contract from Balfour Beatty, November 2009, to divert gas, water and electrics on Bridge H23 on the Olympic Park.
- Zaun Fencing Ltd., Wolverhampton - won many tenders on the Olympic Park to supply high security fencing and gates. Contracts were awarded from companies such as Carillion, Mansell, Edmund Nuttall, and PJ Carey/Bovis, totalling around £11.6 million.

## **Development Successes**

The following table and associated map sets out some of the major physical regeneration projects that were commenced or delivered in 2010.

## Transport

Project	Description	Borough	Cost (million)	Outputs	Completion
Active Traffic Management	Variable speed limits and hard shoulder running on M6 (Jct 8 – 10a)	Walsall	£150m		2011
Wolverhampton Interchange Phase 1	The new bus station, together with new commercial space, will bring significantly improved facilities for passengers.	Wolverhampton	£22.5m	24,550 sq ft commercial space	2011
A4123 Burnt Tree Island	Island transformed from a five-arm roundabout into a new four-arm traffic signal controlled crossroads.	Dudley/Sandwell	£12.3m		2011
A41 Expressway	Improve traffic flow on the expressway and link junction 1 of the M5 to West Bromwich town centre to facilitate its expansion.	Sandwell	£25m		2011/12

## Education & Health

Project	Description	Borough	Cost (million)	Outputs	Completion
Stourbridge College new campus	New campus will house the college's art and design, textiles, fashion, graphics, illustration and digital media students.	Dudley	£12m		2011
Sandwell College	Delivery of a new state of the art college facility in the centre of West Bromwich.	Sandwell	£77m	10,000 students	2011
Brierley Hill LIFT Centre	Health and Social Care Centre – other facilities are consolidated into one.	Dudley	£26m		2010
Manor Hospital	New facilities such as new building and a new main hospital entrance.	Walsall	£170m		2010

## Housing

Project	Description	Borough	Cost (million)	Outputs (houses)	Completion
North Priory	Regeneration of key housing area near to Dudley town centre.	Dudley	£5.6m	314	2011/12
Lyng Housing	The Lyng Housing development will provide West Bromwich with affordable, high quality and sustainable housing.	Sandwell	£1.1m	364	2011/12
Bentley Housing	Delivering new homes in the Bentley area of the borough as part of the Strategic Regeneration Framework.	Walsall	£16m	130	2011
Walsall Waterfront South	Will provide town centre homes in a vibrant canal side quarter including quality and affordable accommodation.	Walsall	£60m	158	2011

## Business

Project	Description	Borough	Cost (million)	Outputs	Completion
Gigaport (Walsall Housing Group office)	Office led, mixed use development incorporating next generation Broadband.	Walsall	£7m	4,000 sqm office space	2011
All Saints - BT Liberata	Work is underway on the All Saints office space development in Sandwell Road at the gateway to West Bromwich town centre.	Sandwell	£20m	75,000 sq ft office space 450 new jobs	2011
West Bromwich Police Station	The police station will be built on land between Oak Lane and Moor Street and will replace the existing police station in New Street.	Sandwell	£7m		2011
154 – Moog and Eurofins	Developed for offices, workspaces, and industrial units at northern end of the Black Country adjacent to Stafford Rd and the M54.	Wolverhampton		5.47 ha employ land	2011/12

## Retail & Leisure

Project	Description	Borough	Cost (million)	Outputs	Completion
Tesco	The retail development will provide additional first class shopping facilities in West Bromwich town centre.	Sandwell	£200m	15 ha employ/ retail site	2012
Tesco	Retail development at the heart of Walsall including facilities such as a cafe, offices and petrol station.	Walsall	£60m	10,880 sqm retail & 230 new jobs	2010
Morrisons	Morrisons Supermarket built a new store in Willenhall town centre.	Walsall	£30m	75,000 sq ft retail space	2010
Bilston Urban Village	Construction of Bilston's new Leisure Centre, the first element of the Bilston Urban Village regeneration project.	Wolverhampton	£14.9m	33 new jobs	2011
Dartmouth Park, West Bromwich	A new visitor centre built that features a café, classroom and viewing platform.	Sandwell	£6.5m		2010

Work has started on the projects/schemes and will be completed fully or in part in 2011.

# BLACK COUNTRY REGENERATION PROJECTS UNDERWAY IN 2010



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# Looking to the Future - Challenges & Future Policy Direction

Within our measures of success as set out in our Black Country Performance Management Framework we have set out in the table below some key challenges for the Black Country. Within this we have linked in the 6 key objective areas which the Black Country LEP Board have identified as priority action areas:

Our Measure of Success – The Black Country Performance Management Framework By 2033 We Will Have Achieved Our Two Primary Outcomes	
1. Raised Education & Skills – LEP Priority: Skills Development & Education:	
Reduced the number of people with no qualifications by 51,870	<p>Raising <b>skills</b> is one of the key drivers of future Black Country competitiveness. The scale of the challenge is enormous and comprehensive in its scope, but we believe that the Black Country (with its local businesses, Colleges and training provider partners) should be more selective in its targets to promote investment in order to maximise return on investment and raising the competitiveness value of the workforce. Illustrations are, for instance,</p> <ul style="list-style-type: none"><li>• A focus on the 19-25 age group to translate the Black Country good performance on level 2/3 skills into higher 'degree' level attainment as steered by business; capitalising on Govt investment in <b>adult apprenticeships</b> and working closely with business and Colleges on promoting the right courses for future skills;</li><li>• A focus on tackling 'no skills' groups in the 25 to 49 age group which will form the core of the Black Country labour supply offer for the next 20 years</li><li>• Working with business to identify the key skill gaps and negotiating packages of investment with colleges, business and government skills agencies.</li><li>• Applying the successful lessons from the Black Country Challenge 'partnering approach' to school age attainment to adult skills.</li></ul> <p>Building on this the LEP Board is working on developing a 'Black Country Skills Promise' including the needs to focus on the softer skill set of motivation, personableness and flexibility resulting in improved understanding of the work place and employability.</p>
Increased the number of people with degrees by 75,758	
Increased the number of pupils achieving 5+ A*-C GCSE's including Eng & Maths by 346	
Reduced the no. of 16-18 yr olds not in education, employment or training (NEET) by 2,873	
2. Transformed our Environment Infrastructure - LEP Priority: Planning; Transport; Access to Finance	
Increased new net homes by 63,000	<p>Building on our Black Country Core Strategy the Black Country needs to provide '<b>investment ready' employment land, strategic Centres and the necessary transport infrastructure e.g.</b> Brierley Hill metro and motorway access for i54.</p> <p>The principal transport challenges for the Black Country are:</p> <ul style="list-style-type: none"><li>• Improving public transport connectivity between the four strategic centres of Brierley Hill, Walsall, West Bromwich and Wolverhampton;</li><li>• Improving connectivity with the M5 and M6 and tackling localised congestion at the motorway junctions;</li><li>• Improved road freight access to employment areas; and</li><li>• Improved rail freight intermodal facilities and connectivity linking Black Country businesses to the national rail freight network.</li></ul> <p>The Black Country needs to provide a <b>Quality environment for living</b> – housing provision, new residential areas, recreational &amp; cultural offer.</p> <p>The LEP Board is already working with partners on developing a '<b>business friendly' planning service</b> providing common standards across Black Country Local Authorities focused on helping businesses to invest. This will attract and increase the rate of Black Country developments. The Transport focus relates to the fast transport of <b>people, produce and place</b>.</p>
Created 1,000 ha of High quality employment land	
Developed 880,000 m² of New office floor space in strategic centres	
Developed 350,000m² of New retail floor space in strategic centres	
By 2033 We Will Have Regenerated Our Economy – LEP Priority: Business Advice & Support; International Trade; Access to Finance	
No output gap	<p>Fundamental to reducing the Black Country's output gap is the performance of Black Country Business – focus on growing knowledge expertise within companies; on access to world-class technology-led innovation; and on access to finance for investment.</p> <p>The LEP Board is working on access to capital and revenue to enable businesses to invest in property, land and business. Working on ensuring businesses have access to appropriate advice and support to make them competitive on a national and international scale. Understanding export markets and competitiveness on a global scale.</p>
Raised the number of local jobs by 110k	
Increased the total employment rate by 112k	
Increased % of knowledge workers to national average	
Raised the business birth rate to 40 per 10,000 population	
Reduced the number of people classed as workless by 40,000	



enabling growth, in partnership

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## LEP PRIORITIES – LEAD ARRANGEMENTS

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