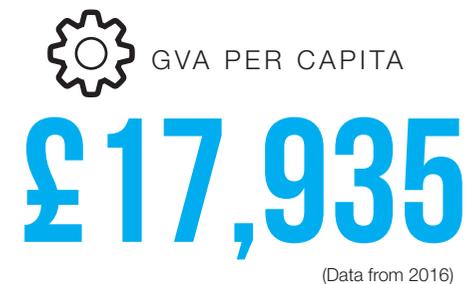
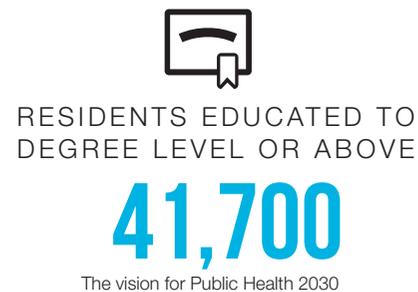
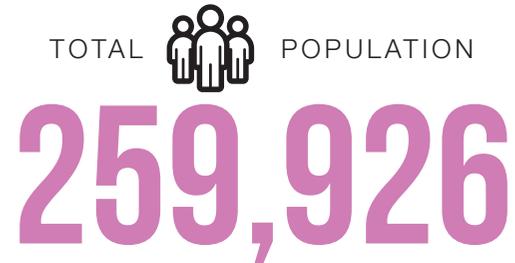


City of Wolverhampton Strategic Economic Plan 2019 – 2024



City of Wolverhampton (2018)



Wolverhampton: A City of Opportunity

The City of Wolverhampton is part of the Birmingham and Black Country conurbation and has a catchment of 1.73 million people within a 30 minute drive time. This vibrant city is one of the top ten growing economies in the UK and is currently enjoying record levels of private and public investment with £3.7 billion being injected into regeneration projects citywide, including £1 billion either on site or planned in the city centre alone. With enviable connectivity to the rest of the West Midlands and beyond, the city's excellent road, rail and air links put Wolverhampton at the heart of Britain and Europe boosted by the flagship transport interchange project – £150 million private and public investment into a single integrated city centre transport hub, supported by brand new prime office and retail accommodation at i10, and a £35 million refurbishment of the city's main retail centre.

The central location of Wolverhampton within the UK, coupled with strong connectivity has already made the city an attractive proposition to sector leading firms such as Jaguar Land Rover, Marstons, Moog, UTC Aerospace and Wiggle. The i54 strategic employment site north of the city is the most successful enterprise zone in the country attracting high quality jobs to the area. Jaguar Land Rover's £1 billion investment in a new engine plant at the site

created in excess of 1,400 jobs and hundreds more in the supply chain. Whilst the city continues to build on existing strengths in high value manufacturing and construction, it is also developing clusters in other key sectors whilst retaining a strong focus on investing in skills and matching local people to local jobs. Strong culture, entertainment, sport, leisure and housing offers underpin the city's economy which is projected to grow 2-3% faster than the national average over the next decade.

The administrative boundary of the city is tightly drawn, so there is limited scope to bring forward further large-scale development within city boundaries, however the city continues to work closely with neighbouring authorities to support growth in its functional economic area including a further 100 acre extension of i54 with the potential to create a further 3,000 jobs.

Whilst starting from a low skills and employment base, there are signs of improvement and things are moving in the right direction. This is particularly the case in relation to skills with the share of the population with NVQ4+ qualifications showing growth rates that are higher than the average for England, as well as all other local authorities in the Black Country.

Delivering Wolverhampton's Vision for 2030 and Council Plan 2019 - 2024

celebrate enterprise, education and skills

have a city centre we're proud of

have a buoyant and resilient economy that includes international manufacturing companies with local roots and a strong, vibrant and innovative business base

have a vibrant civic society that's focussed on the future, empowers local communities and is supported by local businesses and institutions

are committed to sustainability for future generations

all play our part in creating a confident, buzzing city that's synonymous with **ambition, innovation and inclusion**

are serious about boosting health and wellbeing

retain more of the value produced by our economy to **benefit the whole city**

have world class public services that continually improve and have collaboration and co-production at their heart

care and are confident about our diversity

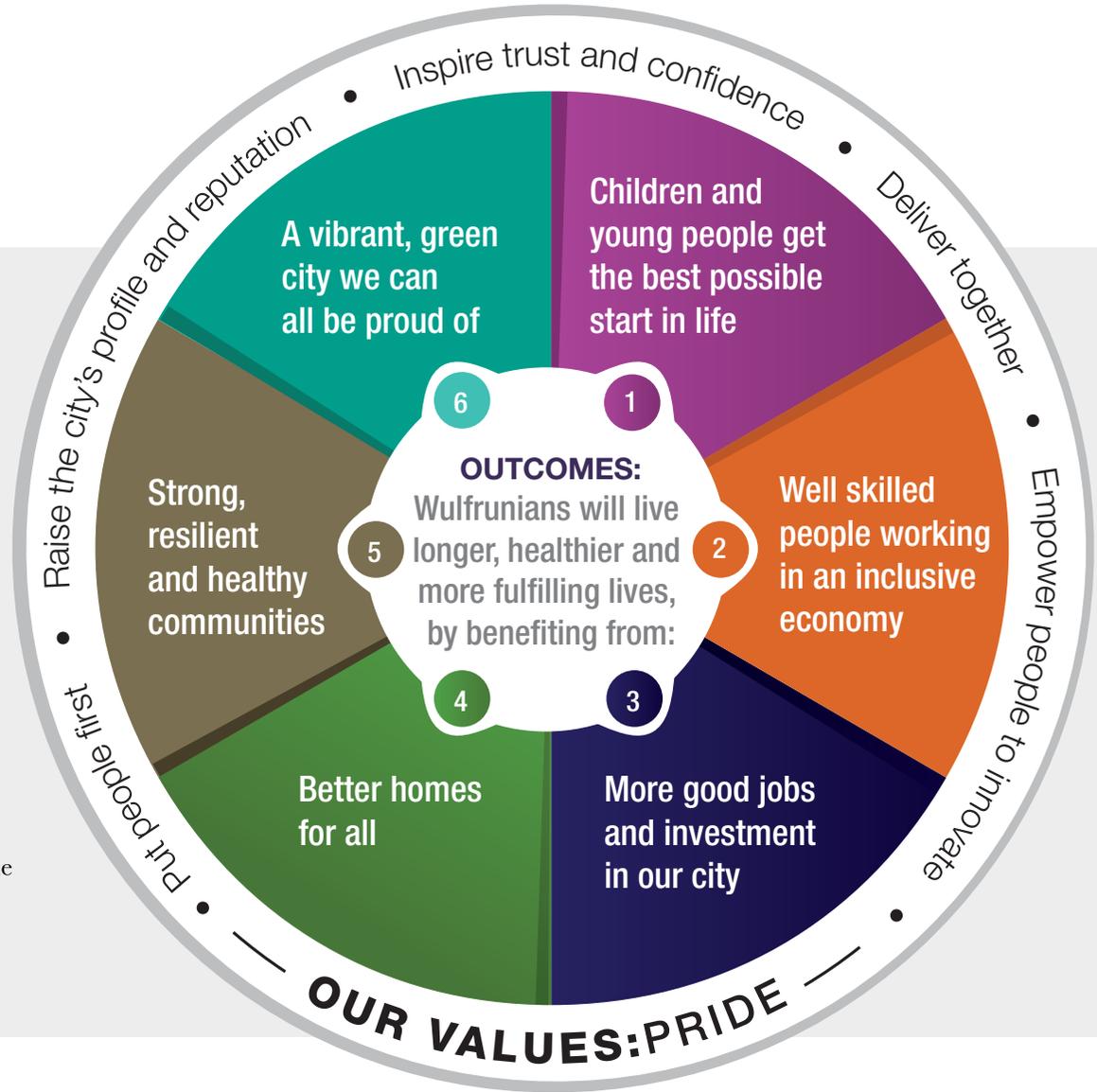
make it easy for businesses and visitors to access the city and are well connected to the wider world through our infrastructure

The city recognises there are huge opportunities in our city and future success is better when shared by all. That's why the city has set out its vision for a sustainable, successful future for the next generation with partnership working at its core. The city already has excellent partnership and collaboration between all sectors at a city-wide and regional level and our Vision 2030 builds on that. This is further underpinned by the Council Plan 2019 - 2024 which the Strategic Economic Plan also supports the delivery of.

Wolverhampton's Strategic Economic Plan has a critical role to play in achieving this vision. The need to support economic growth and job creation is as important as it has ever been. Equally vital is that economic growth is inclusive thus the success of the plan will be monitored against our ability to close the gap to regional and national averages to ensure that our residents gain from the economic growth generated.

Council Plan

Working together to be a city of opportunity and to deliver our contribution to Vision 2030

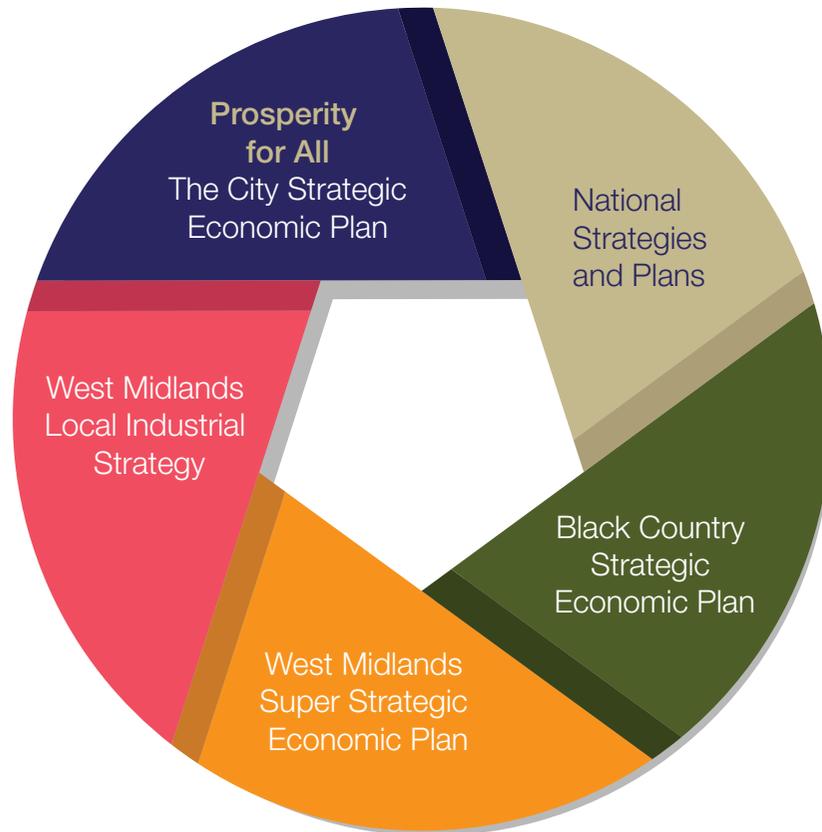


Wolverhampton for Everyone

a people powered city

'Connecting people, places and communities to unlock potential and create change'

CITY OF WOLVERHAMPTON COUNCIL



Wolverhampton's Strategic Economic Plan complements a series of national, regional and sub-regional plans to support delivery of these locally.

Wolverhampton's Strategic Economic Plan aims to support economic growth locally contributing to the Industrial Strategy which sets out the Government's vision for boosting productivity and earning power. Our Strategic Economic Plan will support delivery of its five foundations of productivity:

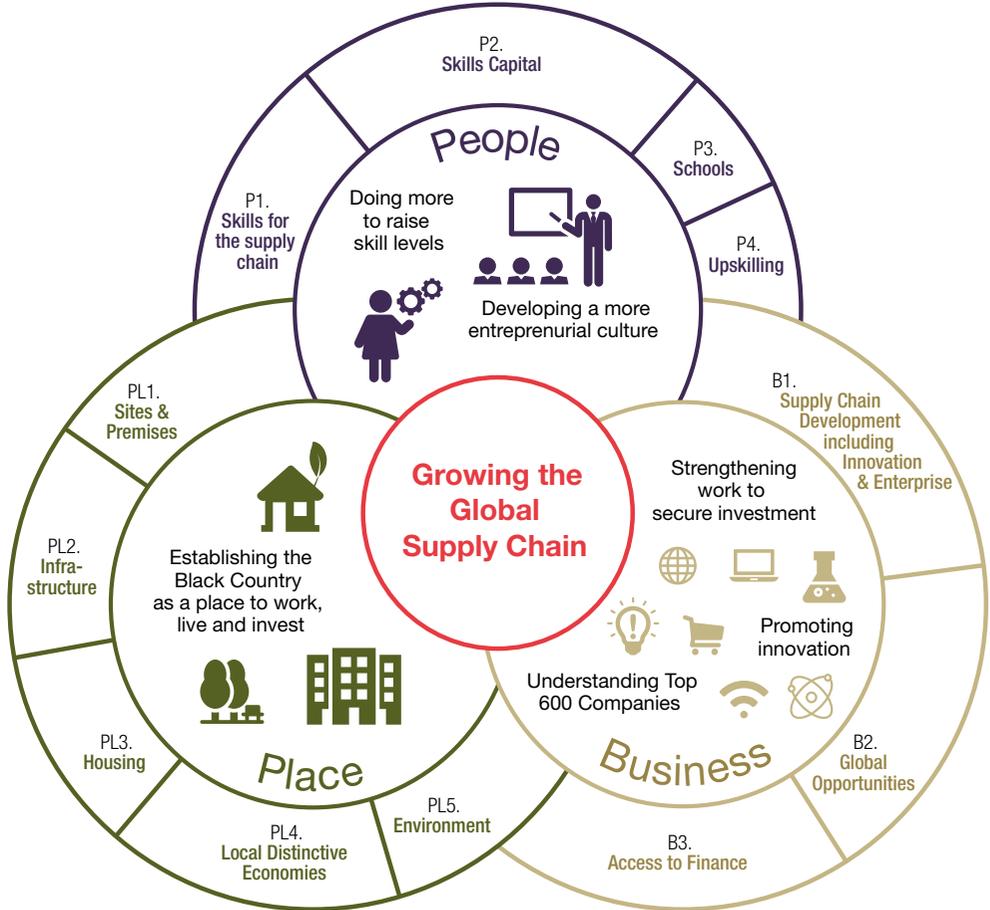
- **Ideas** through encouraging innovation;
- **People** through its working and inclusive city theme;
- **Infrastructure** through its vibrant and future city themes;
- **Business Environment** through its enterprising city theme; and
- **Places** by strengthening the economy of Wolverhampton.

Wolverhampton's Strategic Economic Plan will build on key strengths to contribute to the West Midlands Local Industrial Strategy, and the West Midlands Combined Authority Strategic Economic Plan priority actions: New manufacturing economy; Creative and digital; Environmental technologies; Medical and life sciences; HS2 growth; Skills for growth and employment for all; Housing; and exploiting the economic geography.

Wolverhampton’s Strategic Economic Plan will help to drive key priorities of Black Country Strategic Economic Plan

- **People** through a working and inclusive city
- **Business** through an enterprising city
- **Place** through a vibrant and future city

Our Strategic Economic Plan will support Black Country Local Enterprise Partnership’s Vision *‘Made in the Black Country: Sold around the World’* and its aim to grow our global supply chain with the world class skills it demands, to maximise the benefits of our location, to exploit our industrial and geological heritage and to provide high quality housing to meet the needs of a balanced growing population.



The Strategic Economic Plan replaces the 2011 City Strategy “Prosperity for All”. This was a long-term strategy that aimed to create opportunities that encourage enterprise, empower people and re-invigorate the city resulting in increased and better employment opportunities and wages, but also in terms of health, well-being and overall quality of life for local people.

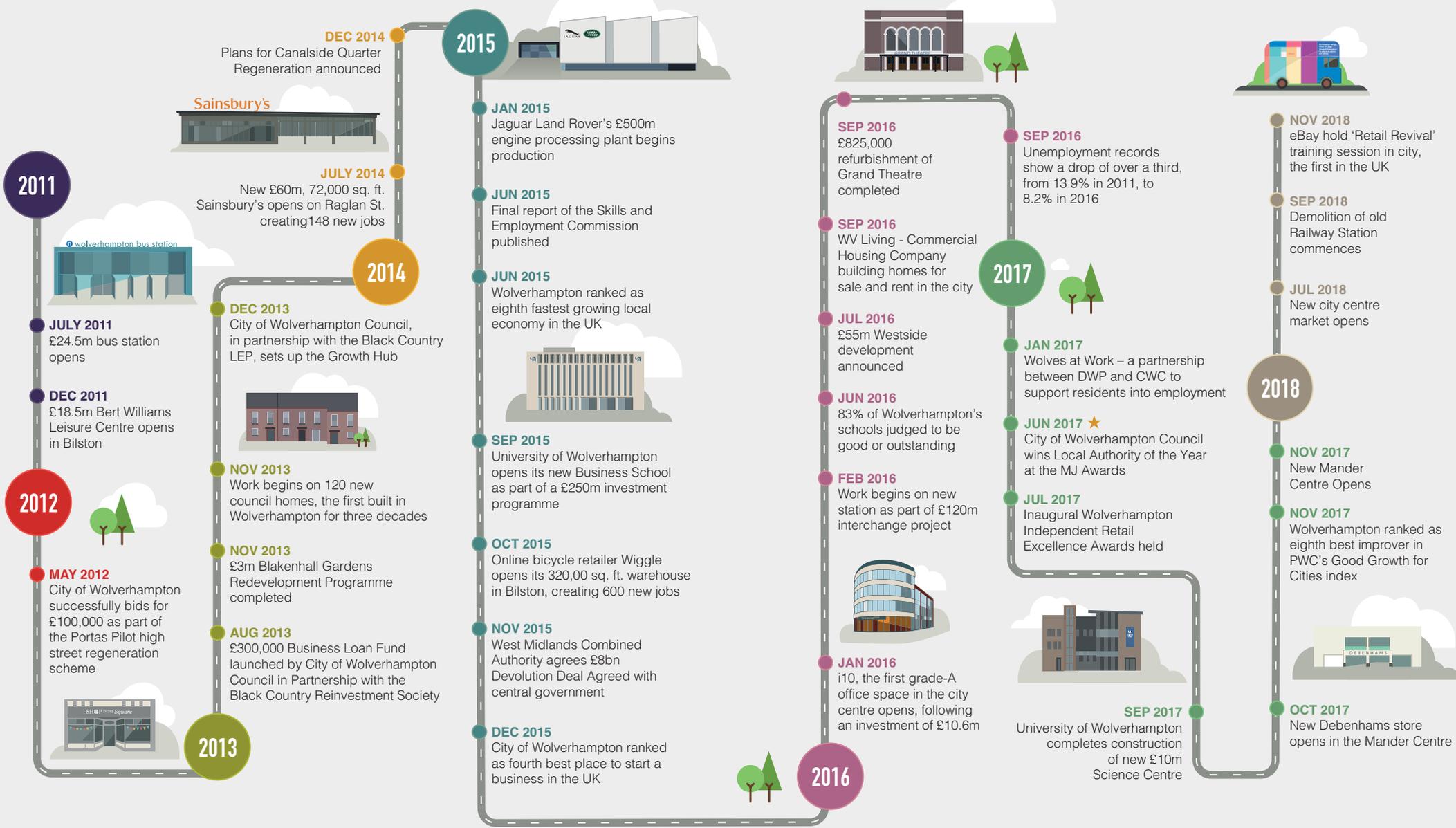
Performance against the original 2011 targets set in the City Strategy are set out below.

A revised performance framework is set out in Appendix B, against key themes in the strategy, with the aim of closing the gap with the national average.

Measure	2011 baseline	Latest data	2026 target
Number of jobs per head of population	0.77	0.70 (ONS 2016)	0.85
Employment rate	61.3%	65.8% (ONS 2017)	70%+
Life expectancy at birth (male/female)	76.3/81 (these are the 2007-09 rolling figures)	77.5/81.5 (2013)	80/83
Families living in poverty	30.6 % of children in low-income families	30.2 % of children in low-income families (HRMC, 2014)	No more than 10% of families

Wolverhampton’s economic evidence base can be found at [WVInsight \(insight.wolverhampton.gov.uk\)](http://insight.wolverhampton.gov.uk)

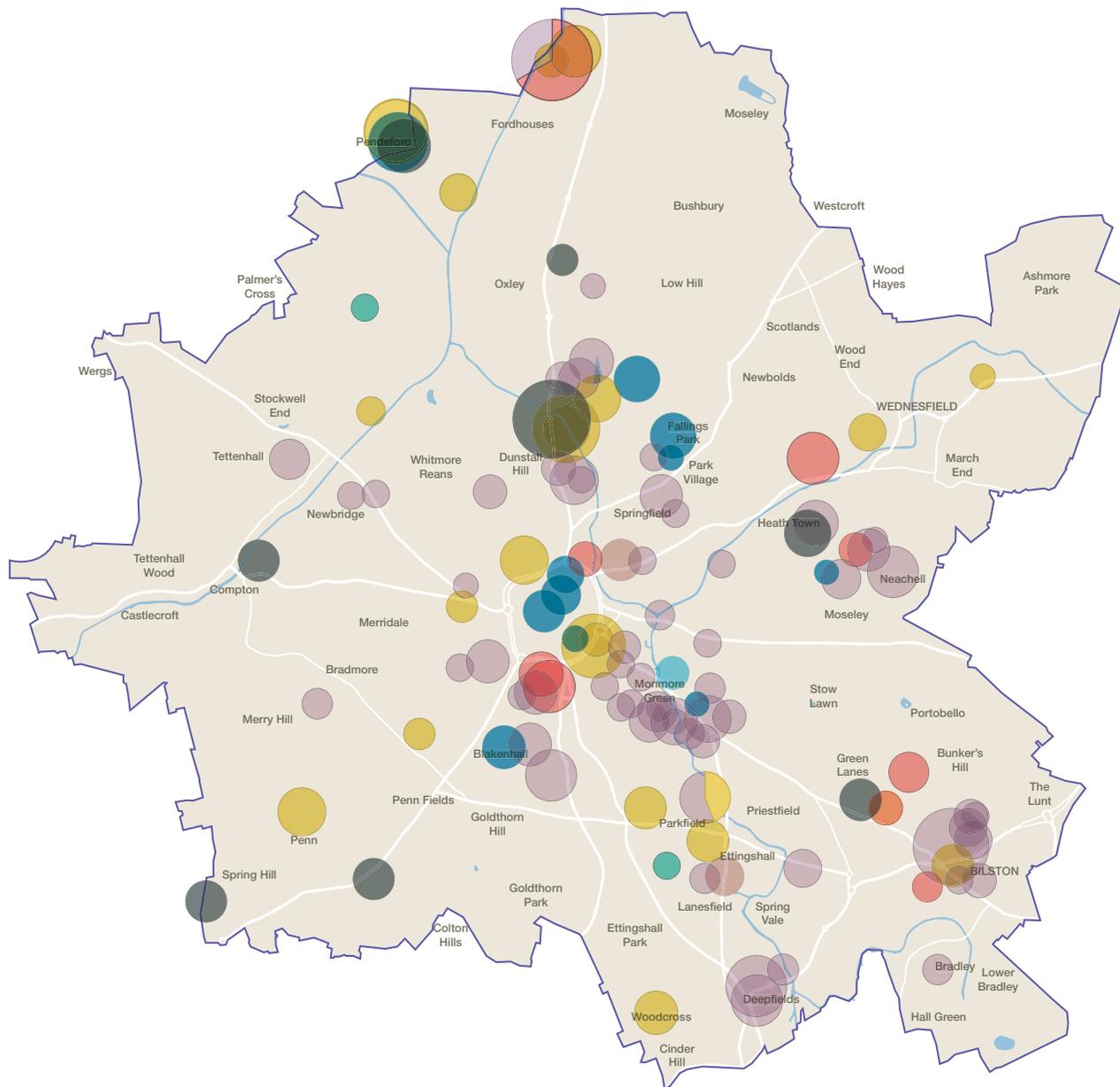
Key City Achievements





Our Key Sectors

as at February 2019



Key Sectors

- Business Professional
Financial Services
- Construction
- Creative and Digital
- Environmental Technologies
- Health and Social Care
- Hospitality and Leisure
- Manufacturing
- Retail
- Warehousing, Transport
and Logistics

City of Wolverhampton Strategic Economic Plan Framework

Council Plan 2019-2024 ↓	Other plans and strategies ↓	Wolverhampton 2030 Vision ↓	Economic Evidence Base ↓	Project pipeline ↓
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Delivering Prosperity for All City Strategic Economic Plan 2019 – 2024

Delivering inclusive growth (business, innovators, entrepreneurs and a skilled workforce)		Creating the conditions for growth (infrastructure and planning for the future)	
An enterprising city	A working and inclusive city	A vibrant city	Future City
Programmes: Attracting Investment New Business Start-ups Business Growth Innovation and Growth Sectors	Programmes: City Workplace City Workforce Learning City Inclusive Communities	Programmes: Transport and connectivity Industrial Growth Corridors City Centre Local Centres Cultural and Creative Economy	Programmes: Planning for the Future Better Homes and City Living Sustainable City Smart City
Wider dependencies			
Place marketing	Health and wellbeing Education Early years	Place marketing Health and wellbeing	Digital transformation Health and wellbeing

Key performance measures



	Achievements as at 2018		Areas of focus 2019 – 2024	
An Enterprising City	<ul style="list-style-type: none"> 8405 businesses in the city and strong business survival rates 4th best place to start a business, surge in business starts since 2016 closing the gap with England average 	<ul style="list-style-type: none"> Private sector jobs growth within functional economic area Sector strengths: improved employment and productivity in manufacturing and growing knowledge economy 	<ul style="list-style-type: none"> Closing the productivity gap by improving business structures and sectors Growing Wolverhampton's businesses base 	<ul style="list-style-type: none"> Continuing to increase start up rates building on Wolverhampton's rank as 4th best place to start a business Improving job density within functional economic area
A Working and Inclusive City	<ul style="list-style-type: none"> Increasing employment rate Reducing unemployment including youth and BME unemployment 89% schools outstanding Through Wolves at Work, supporting 3916 people into work and 2190 people into sustained employment (12 weeks) as at March 2019 	<ul style="list-style-type: none"> Setting up Wolves Workbox – an online resource for jobs, training, apprenticeships and more, with over 365,000 visits to the website as at March 2019 Improving skills profile - reduction in residents with no qualifications and increase in Level 4 qualifications Low levels of NEET 	<ul style="list-style-type: none"> Improve apprenticeship starts in the city Improve employment rate Maintain low levels of NEET's Reduce youth unemployment 	<ul style="list-style-type: none"> Continue to improve schools performance Supporting those with barriers into employment
A Vibrant City	<ul style="list-style-type: none"> Excellent transport links including £150m interchange £3.7 billion current and planned investment in the city Strong district centres 	<ul style="list-style-type: none"> 60 hectares of land earmarked for development Nationally significant cultural clusters Third best place to start a family 	<ul style="list-style-type: none"> Repurposing our city centre including optimising alternative uses Ensuring office and residential floorspace is attractive 	<ul style="list-style-type: none"> Building on our cultural strengths to increase visitors to the city Improve quality of open space and of natural and built environment
A Future City	<ul style="list-style-type: none"> 97% superfast broadband coverage Affordability of housing - median property sale is £140,000 	<ul style="list-style-type: none"> 10,000 new homes planned Declining CO2 emissions 	<ul style="list-style-type: none"> No ultrafast broadband and gap in superfast coverage in city centre and business areas Need for higher quality homes and tenure options to meet a range of needs including those of higher skilled workers and a growing population Maximising benefits from Smart technology 	<ul style="list-style-type: none"> 800 hectares employment land required (existing 300 ha., 200 ha. in South Staffordshire) Improving air quality and supporting low carbon and active travel Low carbon and renewable energy

Productivity

Despite Wolverhampton's productivity improving, there remains a gap with national average. In line with the aims of the national industrial strategy, Wolverhampton's Strategic Economic Plan aims to grow productivity by addressing the key components of productivity: jobs, skills and economy.

46%

Economy residual enhancing business structures and sectors through our Enterprise City theme.

34%

Skills gap increasing the level of qualifications of residents so increasing their earnings profile through our Working and Inclusive city theme.

20%

Jobs gap close the jobs gap by increasing the number of residents in quality employment through our Enterprise and Working and Inclusive city themes.



Appendix A: Priority Areas

1. An enterprising city			
	Priority Actions	Partners	Resources
1.1 Attracting Investment	<ul style="list-style-type: none"> Raising the city profile improving both national and international relationships Promotion and marketing the city through Invest Wolverhampton including attendance at sector specific trade and property shows Delivering a soft landing package and collaborative working to land a company 	WMCA Growth Company	
1.2 Supporting new business start-ups	<ul style="list-style-type: none"> Embed enterprise in schools, Further Education and Higher Education Provide support to start-up businesses Provide infrastructure e.g. flexible workspace, complemented by the Black Country Growth Hub Address barriers including access to funding and supply chains Ensure sustainability of support post Brexit 	Access to Business, Princes Trust, University of Wolverhampton, Chamber	ERDF
1.3 Supporting business growth	<ul style="list-style-type: none"> Facilitate businesses to grow through delivery of the Growth Hub, the one stop shop for business support Facilitate supply chain growth, access to finance (AIM for GOLD) and exporting Promote procurement and contract opportunities - social value charter, connecting investment with local businesses and people. Support initiatives in the city such as eBay's Retail Revival programme 	Growth Hub: CWC, University of Wolverhampton, Chamber	BEIS and ERDF
1.4 Innovation and growth sectors	<ul style="list-style-type: none"> Enable businesses to access innovation support Support knowledge transfer partnerships Enable Innovation through support and Infrastructure including the Science Centre, Springfield Campus and Elite Manufacturing Centre Support growth sectors including advanced manufacturing, building tech, business & professional services, creative tech and the knowledge economy 	University of Wolverhampton, Other WM Universities, Growth Hub	HEFCE, LGF, ERDF, Industrial Challenge Fund, WMCA Urban Tech Challenge, Strengthening Places

2. A working and inclusive city

	Priority Actions		Partners	Resources
<p>2.1 City Workplace</p>	<ul style="list-style-type: none"> Changing the skills provision to the needs of employers Deliver a joined up city workforce recruitment and skills development service for local employers - wolves at work Promote wolves at work employer pledge 	<ul style="list-style-type: none"> Promote range of employer support including packages for growth and a diverse workforce Develop sector skills plans (retail, health and social care, construction, creative tech, manufacturing/ engineering, professional and finance) Maximise social value from construction 	DWP, CWC, Employers	ESFA, Construction Skills Fund
<p>2.2 City Workforce</p>	<ul style="list-style-type: none"> Further develop an accessible local brokerage which provides a co-ordinated high quality offer to improve access to employment Further develop co-ordinated pathways to employment for everyone including vulnerable young people and target those that are job ready through Wolves at Work, Impact, AEW 	<ul style="list-style-type: none"> Further develop the delivery and co-ordination of apprenticeships to maximise the use of the apprenticeship levy Build employability and enterprise skills through the successful delivery of the Post 16 plan. 	DWP, CWC, apprenticeship and training providers, Schools, Adult Education, College, University, Learning Platform and Employers WMCA	ESFA, SFA, ESF, Lottery, AEB
<p>2.3 Learning City</p>	<ul style="list-style-type: none"> Develop a Wolverhampton City Learning Region action plan and achieve UNESCO status Develop FE/HE offer including new Springfield campus 	<ul style="list-style-type: none"> Completion of Centre of Excellence for brownfield remediation and construction skills Deliver Learning Communities provision to deliver a consistent skills offer in communities Deliver City Learning Quarter in the city centre 	Wolverhampton Learning Platform, Wolverhampton College, CWC, University of Wolverhampton	ESF, SFA, HEFCE

2. A working and inclusive city

	Priority Actions		Partners	Resources
<p>2.4 Inclusive Communities</p>	<ul style="list-style-type: none"> Tackling digital and financial barriers through delivery of Universal Support and Click Start Supporting those with barriers e.g. mental health, disabilities, social tenants, additional barriers (substance misuse, learning disabilities, returners, ESOL, over 50s) towards and into employment 	<ul style="list-style-type: none"> Develop a strategic volunteering model across the city to increase opportunities for all Develop a model of partnership delivery with the voluntary sector to meet the needs of the city 	CWC, Wolverhampton Homes, Citizens Advice, VCS including Learning Platform and WWCS	CWC, DWP, ESF and Big Lottery

3. Vibrant City

	Priority Actions		Partners	Resources
<p>3.1 Transport and Connectivity</p>	<ul style="list-style-type: none"> Delivering Interchange, Midland Metro extension, and Advanced Bus Quality Partnership Build on the investment in walking and cycling infrastructure Develop infrastructure for electric vehicles improving air quality and reducing carbon emissions 	<ul style="list-style-type: none"> Implement major junction and asset improvements to facilitate economic growth Maximising network efficiency, minimising congestion and improving journey time reliability 	WMCA, CWC, TfWM	LGF, DfT, Capital Programme
<p>3.2 Industrial Growth Corridors</p>	<ul style="list-style-type: none"> I54 and western extension – secure planning and infrastructure to secure new investment Stafford Road Corridor: realise opportunities around Wolverhampton Science Park to source private sector investment 	<ul style="list-style-type: none"> East Park Gateway: creation of pipeline of sites, assemble and prepare for major investment and development. Bilston Corridor: complete all phases of the Bilston Urban Village programme Improve quality of premises including support for Wednesfield businesses 	CWC, neighbouring authorities, BC LEP, WMCA, University of Wolverhampton	Investor, developers, LGF

3. Vibrant City

	Priority Actions		Partners	Resources
<p>3.3 City Centre</p>	<ul style="list-style-type: none"> Commission a City Centre High Street Commission in response to the Grimsey Review. Support City Centre Business Improvement District (BID) Enable delivery of Westside Leisure Quarter Interchange Business District: creation of substantial new business district as location for modern service sector firms 	<ul style="list-style-type: none"> Canalside quarter: new housing and mixed-use scheme providing city centre living St Georges: private sector led mixed use scheme complementing City Learning Quarter and Market Connected Places: create environment and vibe for city centre to become 'Events City' linking regenerated area. Improving air quality and use of low carbon, active travel into and within city centre 	<p>CWC in partnership with private sector development partners and investors</p>	<p>Private investment and LGF</p>
<p>3.4 Local Centres</p>	<ul style="list-style-type: none"> Work with local groups to develop and implement action plans for Bilston, Wednesfield and Tettenhall. Build capacity of local groups to develop and promote local events programmes. 	<ul style="list-style-type: none"> Support businesses in local centres including Business Improvement Districts 	<p>CWC in partnership with private sector development partners, investors and the community</p>	<p>BIDs, Crowdfunding, Private investment and LGF</p>
<p>3.5 Cultural and Creative Economy</p>	<ul style="list-style-type: none"> Support the growth of sustainable creative tech businesses including creative tech skills Encourage cultural participation and improve perceptions including joined up approach to events Build on sports and leisure based visitor attractions 	<ul style="list-style-type: none"> New and improved cultural offer in the city centre including venue improvements and restoration schemes Develop and deliver a creative, cultural and visitor economy strategy to maximise economic growth from arts and culture 	<p>CWC, local businesses, stakeholders and events organisers CWC, local cultural venues, University, BID</p>	<p>BIDs, Crowdfunding Cultural Development Fund, Arts Council, LGF</p>

4. Future City				
	Priority Actions		Partners	Resources
4.1 Planning for the Future	<ul style="list-style-type: none"> Review Black Country Joint Core Strategy 	<ul style="list-style-type: none"> Provide a range of sites to meet the city's employment and housing land needs 	CWC	
4.2 Better homes and city living	<ul style="list-style-type: none"> Improving the quality of existing homes in the City and increasing the number of new homes delivered. Promote the diversification of the housing stock available and improve energy efficiency. Meet the needs of a diverse housing market and develop a range of tenure options aimed at retaining graduates and supporting key workers. Develop lower carbon housing 	<ul style="list-style-type: none"> To promote housing supply Bring forward sites for housing through CWC Housing, WV Living and Wolverhampton Homes Refreshed Affordable Housing Supplementary Planning Document Increasing the quality of private sector housing and its management, including the promotion of the Rent with Confidence scheme. 	CWC, Developers, WV Living, Wolverhampton Homes Investors, housing associations, community builders	Homes England, Local Infrastructure Fund
4.3 Sustainable city	<p>Tackle climate change and deliver the city's sustainable development goals including:</p> <ul style="list-style-type: none"> Improvement in air quality and reduction in carbon emissions, e.g. through Advanced Quality Bus Partnership, promoting electric vehicles and Smart Lighting project Improved energy efficiency and more sustainable energy supply - energy innovation zone 	<ul style="list-style-type: none"> More sustainable, low carbon and renewable energy supply e.g. through Energy Innovation Zone and heat networks Development of regeneration schemes achieving BREEAM excellent Improve quality of open space and of natural and built environment across the city 	CWC, WMCA BC LEP, energy companies, transport organisations, housing providers, VCS, environmental organisations	OLEV, ERDF, S106
4.4 Smart City	<ul style="list-style-type: none"> Smart Connectivity – develop future proofed digital infrastructure across the city through implementation of local full fibre network (LFFN) connecting public estate, fibre broadband on residential estates, 5G testbed, Gigabit vouchers for businesses and reduce barriers to commercial rollout Smart Data – create a city wide open data platform WV Insight and use to develop approaches to prescriptive and predictive analytics and innovation. 	<ul style="list-style-type: none"> Smart Society – public sector services transformed through smart technology e.g. assistive technology and telecare, Smart Housing, people have skills and knowledge to harness the benefit of digital technologies, hackathons and developing tech skills. 	CWC and other public sector partners, commercial providers, health	DCMS, LFFN, commercial providers, ERDF (smart infrastructure), Gigabit vouchers

Appendix B

Wolverhampton Performance Management Framework

Indicator of success	Where are we now? 2018	Direction of travel since 2011	Target	Source
Population	256,600	↑	275,000	2016-based SNPP
Increase in productivity (GVA)	£17,935	↑	= national average (£27,108)	2016 Gross Value Added
Enterprising City				
Raise the number of local jobs	113,000	↔	147,000 target	2016
Increase job density	0.70	↓	0.85 target	2016
Raise the business birth rate	6.6	↑	=/> national average (6.8)	2016
Increase business stock	8405	↑		2016
Sectors - Advanced manufacturing	Enterprise – 12.1 Employment – 12.4	↓ Ent ↓ Empl	= Enterprise – 13.1 > Employment – 9.5	% enterprise and employment 2015
Sectors - Building Technology	Enterprise – 11.1 Employment – 4.3	↓ Ent ↑ Empl	= England average Enterprise – 11.6 Employment – 4.7	% enterprise and employment 2015
Sectors - Environmental Technology	Enterprise – 0.6 Employment – 1.2	↑ ↑	> England Average Enterprise – 0.4 Employment - 1	% enterprise and employment 2015
Sectors – Business Services	Enterprise – 30 Employment – 18	↑ ↑	= England Average Enterprise 38.9 Employment – 24.2	% enterprise and employment 2015
Close the gap in resident pay	£448	↔	= England average £556	Gross weekly pay full time workers 2017

Wolverhampton Performance Management Framework

Indicator of success	Where are we now? 2018	Direction of travel since 2011	Target	Source
Working and inclusive city				
Increase the employment rate	65.8%	↑	= national average 75.1%	2017
Reduced number of unemployed	4.8%	↔	= national average 2.1%	May 2018
Reduce number of economically inactive	29.5%	↔	= national average 21.4%	
Reduced number of people with no qualifications	24800 (15.6%)	↓	- 12,693 = England average 7.6%	2017
Increased number of people with degrees	41,700 (26.2%)	↑	+19,312 = England average 38.3%	2017
Reduced number of 16-18 year olds not in employment education and training (NEET)	2.6% NEET (2% unknown)	↓	Below national average 2.8%	2016
Vibrant City				
Increase number of visitors to the city	2 million (2016/17)	↑	Increase	Local data 2016/17
Readily available employment land (ha)	85.68	↑	Increase	Planning AMR
New office floorspace in strategic centres (sqm)	4409	↑	Increase	Planning AMR
Future City				
A sustainable environment – reduced CO2 emissions	3.9	↑	England 5.2	Kt per capita emissions
Net housing completions	577 homes	↑	Increase	2016/17
Fibre broadband coverage	97% superfast 0% ultrafast	↑	Increase fibre broadband coverage	



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