



Enterprise and Business Scrutiny Panel

4 March 2014

Time 18.00pm **Public meeting?** YES **Type of meeting** Scrutiny

Venue Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Room Committee Room 1, 3rd floor

Membership

Chair Cllr John Rowley (Lab)
Vice-chair Cllr Jonathan Yardley (Con)

Labour
Cllr Harbans Singh Bagri
Cllr Phil Bateman
Cllr Payal Bedi
Cllr Ian Brookfield
Cllr Caroline Siarkiewicz
Cllr Jacqueline Sweetman
Cllr Martin Waite

Conservative
Cllr Mrs Mills
Cllr Neville Patten

Liberal Democrat
Cllr Malcolm Gwinnett

Quorum for this meeting is three Councillors.

Information for the Public

If you have any queries about this meeting, please contact the Scrutiny team:

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Copies of other agendas and reports are available from:

Website <http://wolverhampton.cmis.uk.com/decisionmaking>
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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

1. **Apologies for absence**
2. **Declarations of interest**
3. **Minutes of the previous meeting (7 January 2014)**
[For approval.]
4. **Matters arising**
[To consider any matters arising from the minutes.]
5. **Scrutiny panel work programme 2014**
[Report to consider suggested topics for inclusion in the annual scrutiny panel work programme.]

PRE-DECISION SCRUTINY ITEMS

6. **Rail Devolution**
[To scrutinise the Rail Devolution proposals and proposed governance structures before it is put before the Executive for decision.]
7. **Open Space Supplementary Planning Document – Wolverhampton Strategic Approach to Open Space**
[To scrutinise the Open Space Supplementary Planning Document before it is put before the Executive for decision.]

DISCUSSION ITEMS

8. **The Skills Gap**
[To provide comment and feedback about the approach being taken by the Council to improve skills and opportunity within Wolverhampton.]
9. **Black Country Bids**
[An update report to give an overview of how Wolverhampton and its Black Country Partners are working to prepare funding bids.]

10. **The Draft Marketing Plan for Wolverhampton and the Black Country**
[To scrutinise the draft marketing plan to support economic development and regeneration activities for both Wolverhampton and the wider Black Country.]

EXCLUSION OF PRESS AND PUBLIC

11. **Exclusion of press and public**
[To pass the following resolution:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below.]

Part 2 – exempt items, closed to the press and public

<i>Item No.</i>	<i>Title</i>	<i>Grounds for exemption</i>	<i>Applicable paragraph</i>
12.	Regenerating Contaminated Sites and Buildings [An update report to focus on the most difficult empty buildings and contaminated sites in the City and what the specific challenges are in each case.]	Information relating to the financial or business affairs of any particular person (including the authority holding the information)	3



Enterprise and Business Scrutiny Panel

Minutes – 7 January 2014

Attendance

Members of the Panel

Cllr John Rowley (chair)
Cllr Harbans Singh Bagri
Cllr Phil Bateman
Cllr Payal Bedi
Cllr Ian Brookfield
Cllr Mrs Mills
Cllr Neville Patten
Cllr Jacqueline Sweetman
Cllr Martin Waite
Cllr Jonathon Yardley
Cllr Caroline Siarkiewicz

Other Councillors

Staff

Keren Jones	Assistant Director - Partnerships, Economy and Culture
Lydia Barnstable	Head of Transportation
Tim Philpot	Section Leader Road Safety
Keith Rogers	Senior Transport Strategy Officer
Matthew Vins	Graduate Management Trainee

Apologies

Apologies for absence were received from Cllr Gwinnett.

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

2. **Declarations of interest**

There were no declarations of interest

3. **Minutes of the previous meeting (19 November 2013)**

Resolved:

That the minutes of the meeting held on 19 November 2013 be approved as a correct record and signed by the Chair.

4. **Matters arising**

Cllr Bateman referred to page four paragraph five, and enquired if any progress had been made about the shop mobility savings proposal and if a cost analysis had been conducted. He highlighted that this needed to be completed, as savings proposals could be brought forward which would diminish the opportunity to conduct this work at a later date. The Panel was advised that work was ongoing and they would be updated on any progress.

Cllr Sweetman referred to page five, and highlighted the need for more detail about how relations with Jaguar Land Rover (JLR) were being developed. She highlighted the need to explore how opportunities for both parties could be created.

Cllr Bateman referred to page seven, and stressed the importance of the gateway sites along the railway corridor. He explained that the sites should be re-designated to allow developments to start.

5. **Scrutiny Work Programme 2013/14**

Matt Vins presented a report about the Enterprise and Business Work Programme. He explained the report would be updated regularly to reflect priority items and topics members wished to consider at following meetings.

Cllr Waite indicated he wished to look at both aspects of what the Council did with business rates, and noted the impact of retention and discretionary relief for small businesses as areas he felt the Panel should explore.

Cllr Sweetman indicated the draft marking plan for Wolverhampton and the Black Country reports could be used together to help explore this.

Resolved:

1. That the report be received and noted.
2. That the work programme would be reviewed each meeting to respond to emerging issues and highlight priority items for future agendas.

DISCUSSION ITEMS

6. **Cycling Strategy**

Cllr Rowley welcomed the attendees from the various cycling forums and groups, and a round of introductions was made.

Keith Rogers presented a PowerPoint report about the review of the cycling strategy. He explained the purpose of the report was to update the existing strategy, which had been formulated in 2005. He indicated that the views from the panel and the stakeholders would be important in shaping the scope and direction of the strategy. He noted there had been investment in canal towpaths and Sustrans had developed the national cycling route 81 which

crossed Wolverhampton. He highlighted that the Local Sustainable Transport Fund had allocated £33 million to the West Midlands.

Keith Rogers advised the panel that a long term strategy needed to be developed and indicated an important aspect of this would be to cater for short trips and to link key locations in the city together. He explained that Darlaston and Coseley had large regeneration plans and these areas needed to be linked into the strategy.

Cllr Rowley enquired how much funding did Birmingham receive following the successful bid to the Department for Transportation and was advised that it was about £17 million, including £6 million for towpath improvement.

Cllr Siarkiewicz asked what work had been done to determine the number of people cycling, and also the nature and types of journeys that cyclists in the city undertook.

Keith Rogers advised that cyclists undertook many varied journeys, and the strategy needed to widen the opportunities for residents to cycle. He indicated that work done during the census had suggested that 2-3% of trips made in Wolverhampton were by cyclist, which he noted was high for the West Midlands area.

Cllr Waite suggested the hub and spoke concept devised in the updated strategy looked sensible considering the layout of Wolverhampton. He highlighted that the unsuccessful bid to unlock Central Government money had been due to a failure to identify the needs of the commuter belt in the city. He highlighted that the layout of the ring road meant cycling routes were hard to navigate and suggested there needed to be segregation between motor vehicles and cyclists on the carriageway. He asked about the political will to do this work, and suggested the economic benefits of cycling could be identified in cities such as Copenhagen due to increased accessibility. He further indicated that the Black Country LEP's bid to become a hub for high-tech industry mirrored that of cities in the US, which employed highly educated people who demanded adequate cycling facilities.

Keith Rogers agreed that cyclist safety needed to improve to entice people to use the network. He explained that they could learn from what London were doing, and also from progressive cities such as Bristol which had invested heavily in cycling.

Julia Brant, from Wolves on Wheels, highlighted the importance of involving stakeholders in the development of the strategy. She explained the cycling campaign consisted of 1,300 members, with high quality expertise, and indicated that one of its members had largely written Wolverhampton's 2005 cycling strategy. She expressed that the drive and hunger needed to implement a dedicated cycling strategy had been absent and highlighted that Wolverhampton was far behind other cities for cycling infrastructure. She indicated that the cycling campaign had put forward its own proposals and offered members of the panel to review it. She suggested Wolverhampton had missed the boat for public funding and advised that the strategy needed

to be taken seriously, otherwise people's lives would be put at risk.

David Wilson, from Wolves on Wheels, suggested the important aspect of the strategy was in its implementation, and advised the panel that key stakeholders needed to be involved throughout the process.

Cllr Patten noted he agreed with much of what had been said. He explained that from the mid-1990's, funding for cycle lanes had been based on route length, and as a result had been implemented haphazardly without much thought as to their location. He referred to part 3.4 and the i54 zone and suggested that the Local Pinch Point Fund could be used to improve cycling access. He indicated that there were issues in the Wobaston Road and Stafford Road area following the creation of a new crossing. He also advised that it was dangerous to cycle through the city centre due to cars being parked on the cycle lanes. Councillors asked if work was being done with JLR to encourage staff to cycle.

Lydia Barnstable informed the panel that a bid had been successful to develop a dedicated cycle lane to serve the i54 site. She explained that the i54 site was covered by a travel plan, which enabled it to generate matched funding for Pinch Point bids. She highlighted the work that the Canals and Rivers Trust had done to improve access onto the canal and improve the towpath. She confirmed that companies based on the i54 site would be members of the travel plan steering group.

Following concerns raised by Wolves on Wheels about dangerous areas for cyclists, Lydia Barnstable confirmed they would involve key stakeholders and users to develop the strategy.

Cllr Bateman explained he understood the views that Wolverhampton was behind many other cities, but he enquired how effective cycling promotion was. He advised the panel that since 1981, cycling to work had only risen from 1% to 2% of journeys. He highlighted the strategy was being too universal in its goals and suggested that a route for commuters should be developed as a pilot scheme. He indicated the strategy lacked key figures and statistics, but highlighted the levels of cycling casualties in Wolverhampton. Due to the relatively low numbers, he questioned the size of the market that the strategy was trying to provide for.

Yvonne Gilligan, from Sustrans, highlighted the progress Birmingham had made following a Scrutiny Committee in which the authority had been lambasted about a lack of progress in improving cycling infrastructure. She advised the panel that within a year Birmingham had developed a cycling strategy which achieved a successful bid of £25 million. She expressed the need to understand what the strategy wanted to deliver, what the vision was, and to gain political support for the proposals. She indicated that key routes needed to be developed which revolved around education or employment centres, and that the proposals needed to be long term to gain support from the LEP, both in terms of the Black Country Strategic Economic Plan and the Black Country European Union Structural and Investment Funds Strategy. She explained that Sustrans had been involved in building many routes and

an investment in cycling clearly heralded benefits to the economy and to health. She advised the panel to involve highways engineers and Sustrans members in the process to achieve the best results.

The panel was advised that cycling infrastructure did not have to be expensive, but it needed to be done correctly to avoid further cost. It was highlighted that the Metro extension proposals had caused some concern, due to the poor infrastructure along the A41 because of the tram tracks. The panel was informed that Glasgow Council had been sued as a result of poorly planned cycling infrastructure. It was noted that cycling in Wolverhampton had decreased between 2001-2011, but increased in Birmingham.

Tim Philpot noted that working with the West Midlands to bid for the Local Sustainable Transport Fund could potentially help unlock funding. He highlighted the importance of improving the link between Bilston and the city centre and agreed that designating one route as a pilot scheme would be useful. He advised the panel of a successful scheme around Moseley Park School which illustrated what cycling was able to bring to Wolverhampton.

Cllr Bagri advised the panel that the Dudley Road area desperately needed some cycling infrastructure as it had a thriving retail core and a lot of children used the route to travel to school.

Keren Jones advised the panel that this was a very early first draft of the Black Country European Union Structural and Investment Funds Strategy and the Black Country Strategic Economic Plan. She agreed with the idea of developing a commuter route, and that this suggestion could be developed with the view to attracting external funding. She explained that an important aspect of the Black Country strategy was the visitor economy and enquired if cycling should be given greater prominence within this sector.

Cllr Brookfield agreed that poor design and planning had damaged the cities cycling infrastructure in the past. He agreed that only one route should be developed to explore the benefits that cycling could deliver and suggested that Wolverhampton city centre was too small for major infrastructure.

Following questions raised about route 81, Yvonne Gilligan from Sustrans advised the panel she would investigate why the whole route had not been completed to Albrighton.

Julia Brant suggested that cycling offered a way to unlock the city centre as other cities had managed, and helped facilitate economic regeneration.

Cllr Rowley advised the representatives from the cycling community that the doors were open for conversations and they would welcome input from users. He agreed that the strategy needed to incorporate the bigger picture, alongside specific sites that would benefit from some tweaking.

Resolved:

That the contents of the Wolverhampton cycling strategy be received.



Enterprise and Business Scrutiny Panel

4 March 2014

Report title	Enterprise and Business Scrutiny Panel Work Programme for 2014	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Office of the Chief Executive	
Accountable officer(s)	Matthew Vins	Graduate Management Trainee
	Tel	01902 55(4070)
	Email	matthew.vins@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review the items for inclusion in the work programme for early 2014 and indicate the priority item(s) for the next meeting.
2. Agree to review the work programme at each panel meeting, to respond to emerging issues, and to enable Councillors to debate whether issues are still relevant.

1.0 Purpose

- 1.1 To present for approval the Enterprise and Business Scrutiny Panel Work Programme for early 2014.

2.0 Background.

- 2.1 The remit of the Enterprise and Business Scrutiny Panel was agreed by Annual Council on 15 May 2013. An extract is attached at Appendix 2.
- 2.2 The panel will retain flexibility to consider issues as they arise. Any changes to the work programme will be brought to the attention of the Chair at each agenda meeting and all Councillors will consider the work programme at the panel meetings.

3.0 Work Programme Planning

- 3.1 The work programme (Appendix 1) is a working document which is reviewed at each panel meeting to determine the timeliness and relevance of items for scrutiny.

- 3.2 Outstanding minutes are shown in the table below:

Subject	Date of meeting	Decision	Comments
The Principles of the Draft Marketing Plan	24.09.13	To refer a paper outlining the principles of the draft marketing plan to support economic development and regeneration activities for both Wolverhampton and the wider Black Country to the Review of First Impressions of the City.	A paper is to be prepared for the February meeting of the Review Group (Ian Bustin)

- 3.3 The Leader's forward plan for period 1 February 2014 – 31 May 2014 identifies the following issues for possible pre-decision scrutiny by this panel:

- Business rates retention scheme
- Discretionary Business rate relief 2014/15
- Heath Town regeneration project
- Open space strategy and action plan
- Private Sector Housing Strategy
- Progress on the Black Country Enterprise Zone
- Progress on i54 strategic investment site
- Rail Devolution
- Transportation capital programme
- Vine Island highway improvement scheme
- Westside

- Wolverhampton Interchange – commercial gateway
- Wolverhampton Local Discretionary Grant Scheme

3.4 The Panel will retain flexibility to consider issues as they arise, changes to the work programme will be brought to the attention of the Chair and Vice-Chair at each agenda meeting and all Councillors will consider the work programme at the panel meetings.

4.0 Schedule of Meetings

4.1 Remaining scheduled Enterprise and Business Scrutiny panel meetings for the 2014 municipal year:

- 8 April 2014

5.0 Financial implications

5.1 There are no direct financial implications arising from the recommendations in this report. Within the Office of the Chief Executive, there is a scrutiny budget to support the investigation of issues highlighted by Councillors through the work programmes of the panels and the reviews and inquiries. [GE/13022014/N]

6.0 Legal implications

6.1 The individual items referred to in the Draft Work Programme attached to this report at Appendix 1 may need separate reports. If any further reports are submitted, further legal advice will be required. [JH/13022014/S]

7.0 Equalities implications

7.1 There are no direct equalities implications arising from this report. However, Councillors are asked to consider equalities, especially when identifying who to consult and who to call to give evidence. The equalities page of the Council intranet provides specific advice in this area.

8.0 Schedule of background papers

8.1 Minutes of the Enterprise and Business Scrutiny panel meeting convened on 30 July 2013.

Enterprise & Business Scrutiny Panel - Draft Work Programme

Meeting Date	Agenda Item	Issue	Method	Lead Officer(s)
25.02.14	The Skills Gap	The report should focus particularly on adult skills, what is planned and how many organisations are involved in developing the right skills in the City.	Report	Paul Doherty Corin Crane Keren Jones
	The Draft Marketing Plan for Wolverhampton and the Black Country	The draft marketing plan to support economic development and regeneration activities for both Wolverhampton and the wider Black Country	Report	Ian Bustin
	Regenerating Contaminated Sites and Empty Buildings	The Cabinet Member for Regeneration will present an update report to focus on the most difficult empty buildings and contaminated sites in the City and what the specific challenges are in each case.	Report	Kevin Moore
	Black Country Bids	A short update report to give an overview of how Wolverhampton and its Black Country Partners are working to prepare funding bids.	Report	Keren Jones
	Open Space Supplementary Planning Document	Pre-decision Scrutiny	Report	Michele Ross
	Rail Devolution	Pre-decision Scrutiny on possible rail devolution in the West Midlands area and to provide comments on the Rail Devolution proposals and proposed governance structures	Report	Lydia Barnstable

Enterprise & Business Scrutiny Panel - Draft Work Programme

Meeting Date	Agenda Item	Issue	Method	Lead Officer(s)
08.04.14	Promoting High Value Manufacturing – the aerospace sector	Update on the impact of the Paris Air Show 2013, and preparation for Farnborough Air show.	Report	Jay Patel

E: ENTERPRISE AND BUSINESS SCRUTINY PANEL

(i) Specific responsibilities

to be responsible for the overview and scrutiny of policies to attract and retain businesses and employment, matters relating to the built environment, strategic and spatial planning and economic regeneration;

(ii) Policy areas include:

Planning
Transport
Economic Development
Flood and ground water management
Sustainability and Climate Change
Employment Skills

(iii) Related policy framework plans and strategies

Asset Management Plan
Black Country Core Strategy, City Deal and Growth Plans
City Centre Strategy and Action Plan
Strategic Policy Framework, for the West Midlands Metropolitan Area
Unitary Development Plan
Cycling Strategy
Walking Strategy
Economic Growth Plan
Climate Change Strategy
Highway Maintenance and Management Strategy
Local Transport Plan
Creative Economy Strategy
Visitor Economy and Tourism Strategy
Sustainability Strategy

(iv) Principal related Cabinet Member

Cabinet Member for Economic Regeneration and Prosperity

(v) Lead Corporate Officer

Strategic Director Education and Enterprise



Enterprise and Business Scrutiny Panel

4 March 2014

Report title	Rail Devolution	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Transportation	
Accountable employee(s)	Lydia Barnstable	Head of Transportation
	Tel	01902 55(5684)
	Email	lydia.barnstable@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Provide comments on the Rail Devolution proposals and proposed governance structures.
2. Agree that Cabinet be asked to approve support in principle for pursuing rail devolution in the West Midlands.
3. Agree that Cabinet be asked to support the preferred governance arrangements of a Special Purpose Vehicle, which involves the establishment of a separate company limited by guarantee to deliver and manage rail devolution on behalf of the West Midlands authorities and Centro.

Recommendations for noting:

The Panel is asked to note:

1. This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

- 1.1 The purpose of the report is to inform the Scrutiny Panel of the background to, and the current progress of, the emerging rail devolution proposals for the West Midlands region, along with the proposed governance arrangements.
- 1.2 West Midlands Rail (WMR), a partnership of fourteen local transport authorities, has been invited by the Secretary of State to submit a proposal for the devolution of the specification and management of local rail services. The current West Midlands proposals will split the existing London Midland franchise to create a West Midlands Rail Contract (WMRC) for the operation of local rail services. The contract would be democratically accountable to Councillors rather than central Government as is the case at present. The remaining London Midland services would continue to be specified and managed by the Department for Transport (DfT). It is proposed that local management of the WMRC would commence in June 2017 and operate for a period of seven to nine years. Governance arrangements would need to be established which will reflect the interests not only of the ITA (on behalf of the Metropolitan Authorities) but also those of the neighbouring shires and unitary authorities.
- 1.3 The proposal that is submitted to the Secretary of State will be non-binding and the starting point for more detailed discussions with the DfT. The DfT has indicated that it will need to make a decision in principle on whether to split the London Midland franchise in early 2015 in order to meet a June 2017 start for the WMRC.

2.0 Background

- 2.1 Rail is an essential part of the economy of the West Midlands, with some 44 million trips being made in the metropolitan area and continued strong growth being experienced (around 7% last year). However, the rail network in the West Midlands is congested, with peak overcrowding becoming an increasingly serious problem on many routes and the service offer to passengers much poorer than it should be. Local passenger services compete for track capacity with long-distance and freight services. Many of the services on the passenger rail network carry people making relatively short journeys and are a key part of the local public transport network. At the moment the franchise contracts underlying most train services in England are specified, funded and managed centrally by the DfT based in London.
- 2.2 The localism agenda and the McNulty Rail Value for Money Study (2011) propose greater local control over public services, including rail. The Department for Transport's new policy for rail franchising, which was published in January 2011, recognised that the aspiration for ITAs (Integrated Transport Authorities) and PTEs (Passenger Transport Executives) to take a direct role over local rail services is consistent with the Government's desire to see more "localism". In March 2012 the Department for Transport (DfT) published a Rail Decentralisation paper, which explores the options available to Government to devolve responsibility and budgets for passenger rail services in parts of England to local bodies. Further details regarding the current rail franchise position and

the options for devolution are outlined in this document: 'Rail Decentralisation – Devolving decision-making on passenger rail services in England' (see 11.1 for link).

2.3 The decision of the Secretary of State to construct HS2 to the West Midlands and this proposal for a devolved railway gives an opportunity to locally determine how best to use the released capacity on our local network and make the right connections into HS2.

3.0 Progress, options, discussion, etc.

3.1 In order to progress Rail Devolution options within the West Midlands a partnership of fourteen local authorities and Centro has been set up and is called West Midlands Rail (WMR). The geography of the partnership reflects the West Midlands Travel to Work Area and includes those areas which would be within any potential devolved network. If devolution is progressed then it is proposed that WMR as a special purpose vehicle would commission and manage local rail services from 2017.

3.2 The link between passenger rail services and economic growth and regeneration are well recognised. Currently, all rail services operated in the West Midlands are specified and controlled by central Government leading to key decisions on investment being made remotely. Local decision makers may be better placed to recognise trends in usage and demand, propose how transport networks can best adapt to new housing or employment patterns and determine how the transport network can develop in a way that contributes to achieving the wider economic objectives of an area.

3.3 There are already options available to local decision makers to influence the provision of rail services affecting their area:

- DfT consults widely on service specifications prior to an Invitation to Tender (ITT) being issued to bidders for franchises and changes have been made to specifications in response to proposals from stakeholders.
- PTE's and local authorities can and do specify and fund additions to the base specification either before the franchise begins or during the life of a franchise.
- If a local authority or PTE concludes that capital investment is required to deliver the rail service improvements it wants, it has the option of seeking Local Major Transport Scheme funding.

3.4 However, rail devolution brings decision-making closer to the people who use the trains, and to the key bodies influencing the economic regeneration of the region's towns and cities. It will help maximise the capacity released on the local rail network by HS2 and increase influence over national investment programmes. Integration between transport modes can be achieved more effectively when a substantial portion of the network is specified locally.

4.0 Governance and risk

4.1 Effective, inclusive and transparent decision making, along with democratic and financial accountability, are key requirements for any governance proposals. The governance structure must also allow appropriate level decision making, have the powers to hold and

process large payments of public funds and give WMR the ability to manage the contract effectively. There will also be a need to respond to unexpected events, respect individual partner requirements and have the flexibility to enable individual authorities to enter into direct agreements with the delivery body. Local and national government confidence in the governance structure will be essential.

4.2 Currently there are three key bodies identified in the rail devolution process:

- **Leaders Rail Group** – Leader / nominee from all authorities; they will make strategic policy and funding decisions and will hold voting rights for any risk bearing Local Authorities (LA's). This group can also include observers such as a Local Economic Partnership (LEP) representatives or the DfT.
- **Contract Board** – One member from each LA will be appointed by the Leaders Rail Group and they will provide scrutiny to WMR over management of the contract. Some delegated authority for financial and other decisions would sit with this group, with only risk bearing LA's having voting rights.
- **Delivery Body** – A professional team managing the contract who will report on performance, projects and other contract issues to the board. This body would hold the contract with the train operator.

4.3 Two possible governance models have been identified:

- Use Local Government and PTE structures: '**West Midlands Rail**'. This would be a separate delivery body within the PTE with support functions provided by the PTE and the funding agreement being between DfT and the PTE. This would require an additional mechanism to involve authorities outside of the West Midlands Metropolitan area. The PTE in this instance would be Centro.
- Creation of a Special Purpose Vehicle (SPV): '**West Midlands Rail Ltd**'. This would be a company limited by guarantee, incorporating the contract board and delivery body. Independent business support resources would be needed and the funding would be held by a nominated LA fund holder. Contract board members would be directors of the company and the SPV would need to demonstrate financial security to give authorities and DfT comfort.

4.4 At this stage the **SPV** is being recommended as the preferred option and further details of how this would be arranged are currently being investigated.

4.5 Some initial work has been undertaken to identify risks associated with rail franchising, however the exact quantum of risk will only be known following discussions with DfT. The expression of interest would be non-binding at this time.

5.0 Conclusions

5.1 The rail devolution proposal affords the opportunity to develop a more effective local rail network by devolving responsibility and funding to an accountable and responsive local level, in the form of West Midland Rail Ltd. In this way decisions can be made about the best way of delivering desired outcomes to ensure rail services in the West Midlands can be delivered most effectively for both taxpayers and passengers.

- 5.2 The West Midlands Railway is fundamental to our future economic growth connecting people to jobs and opportunities, as well as providing a wider employment pool and improved access for investors and employers. Rail also plays an increasingly important role in facilitating business-to-business and longer-distance leisure trips. A strong rail offer is critical if the productivity of our local economy is to grow and our economies are to thrive.
- 5.3 The proposals for rail devolution have the potential to:
- ensure that the most cost effective transport solutions are implemented which will deliver the region's needs and economic priorities.
 - deliver the right investment decisions for the railway that support economic growth and carbon reduction; and
 - improve the quality and sustainability of the railways, encouraging passenger growth and mode shift away from less sustainable modes of transport.
- 5.4 A report on Rail Devolution is being taken to Cabinet on 26 March where a recommendation is to be made to approve in principle support for pursuing rail devolution. If agreed this will involve Wolverhampton City Council signing a non-binding letter of support to accompany the West Midlands Rail (WMR) submission to the secretary of state; a draft example of the letter is appended to this report. Discussions can then commence between WMR and DfT regarding the options available, financial constraints and future risk. A further report will be brought to Cabinet later in 2014 to seek a decision on whether or not Wolverhampton will continue to support the rail devolution process, based on a more detailed business case.

6.0 Financial implications

- 6.1 The letter of support would be non-binding and contains no financial requirements or commitments at this stage. Should rail devolution discussions be progressed, financial risk to the local authority will be a key consideration and will be addressed in a future report to Cabinet. [RT/13022014/K]

7.0 Legal implications

- 7.1 The letter of support would be non-binding and includes no commitment from Wolverhampton City Council to enter into any further agreements. There are therefore no legal implications arising from this report. Should rail devolution proposals be progressed, legal considerations, accountability and decision making will be a key consideration and will be addressed in a future report to Cabinet. [JH/13022014/Q]

8.0 Equalities implications

- 8.1 No changes to rail services or their operations are proposed and an initial analysis indicates that there are no equalities implications arising from this report. As rail devolution proposals are developed, the equalities implications will continue to be considered and an appropriate analysis will be submitted alongside future reports.

9.0 Environmental implications

- 9.1 The letter of support would be non-binding and therefore contains no environmental implications or commitments at this stage.

10.0 Human resources implications

- 10.1 The proposed governance structures would place a requirement upon the local authority to provide resources in the form of councillors and staff, to assist in the governance of the rail contract. The details of this requirement are unknown at this time, but will be addressed in a future report to Cabinet if rail devolution proposals are progressed. The proposed letter of support is non-binding and does not commit Wolverhampton City Council to providing any resources at this time.

11.0 Schedule of background papers

- 11.1 Department for Transport Consultation Document March 2012: Rail Decentralisation – Devolving decision-making on passenger rail services in England
<https://www.gov.uk/government/consultations/rail-decentralisation-devolving-decision-making-on-passenger-rail-services-in-england>

Draft letter of Local Authority support – February 2014

West Midlands Rail
16 Summer Lane
Birmingham
B19 3SD

XX [month] 2014

Support for West Midlands Rail Devolution Proposals

I am writing to express our support for the principle of rail devolution in the West Midlands. Local passenger rail services in the West Midlands are very important to the economy in the region. The *West Midlands Rail* proposals provide for greater local accountability that would enable us to enhance rail services, focussing them on regional prosperity and growth.

Passenger rail services in the West Midlands are extremely important to [*authority*] and our businesses, residents and visitors. [*Insert brief overview of authority record of investment in rail*].

We welcome the West Midlands rail devolution initiative being developed by West Midlands Rail and participating local authorities, and consider that the proposed governance arrangements provide a robust structure in which our interests will be appropriately represented. The West Midlands rail devolution proposals would be a key delivery vehicle for the delivery of the draft rail vision for the region, '*A World Class Rail Network for the West Midlands*', bringing greater prosperity to the region and enhanced personal mobility to individuals, by developing an integrated, branded, public transport network. We also support the underpinning objectives of delivering a local rail service that meets capacity demands, whilst providing better value for money to the taxpayer.

On this basis we support the submission of the formal proposition and business case to you, and look forward to hearing the outcome the Secretary of State's consideration.

Yours...

[*name*]
Leader of [*authority*]



Enterprise and Business Scrutiny Panel

4 March 2014

Report title	Wolverhampton Strategic Approach to Open Space	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
	Councillor Elias Mattu Leisure and Communities	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise Sarah Norman, Communities	
Originating service	Planning / Community and Recreation	
Accountable employee(s)	Michèle Ross	Senior Planning Officer
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Report to be/has been considered by	Strategic Executive Board	6 February 2014
	Vibrant, Safe and Sustainable Communities Scrutiny Panel	13 March 2014
	Cabinet	26 March 2014

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Consider and provide comments on the attached Open Space Strategy and Action Plan and reporting mechanisms;
2. Consider and provide comments on the draft Open Space, Sport and Recreation Supplementary Planning Document.

Recommendations for noting:

The Panel is asked to note:

1. That this item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

- 1.1 To seek the comments of the Enterprise and Business Scrutiny Panel on the adoption of a strategic approach to open space, as set out in an Open Space Strategy and Action Plan (OSSAP) and an Open Space, Sport and Recreation Supplementary Planning Document (SPD). These documents will direct investment and planning decisions on open space across the City in future years, helping the Council to focus external funding (including developer contributions) and release surplus assets to maximise local community and regeneration benefits.
- 1.2 The report will be taken to 13 March Vibrant, Safe and Sustainable Communities Scrutiny Panel for comments, and then to 26 March Cabinet for approval to adopt the OSSAP and publish the SPD for consultation.
- 1.3 It is proposed to report annual progress and any updates to the Action Plan to Councillors and Strategic Directors through the Council's agreed Asset Management governance and reporting groups.

2.0 Introduction

- 2.1 Well managed and located open spaces make a vital contribution to the quality of life and health of individuals, families and communities across Wolverhampton. The Council owns and manages most of the open space in the City, providing a range of recreational opportunities for sport, exercise, play, contact with nature, growing produce, etc. The Black Country Core Strategy is clear that a network of good quality open space is vital to attract people to live and work in Wolverhampton.
- 2.2 Investment is currently taking place in open space across the City, to improve key sites such as East Park, create open space to serve new and existing residents such as at the former Goodyear site, and maximise use of existing sites such as school playing fields. Much of the funding for on-going improvements has been secured from developers.
- 2.3 However, it is now vital to adopt a more strategic approach to open space, which makes efficient use of open space assets and ensures delivery of regeneration priorities within constrained budgets. This can be achieved by working with local communities and reconfiguring sites and services, where appropriate, to release funds for reinvestment. To make decisions about where this should happen and to secure external funding for investment, it is important to have an up-to-date evidence base and an adopted strategy and action plan based on deliverable open space standards, to guide delivery.
- 2.4 A Wolverhampton Sport Development Investment Strategy (WSDIS) and a Playing Pitch Strategy and Action Plan (PPSAP) were completed in 2012. When Cabinet approved these documents it was agreed to receive a future report on the preparation of an overarching Open Space Strategy and Action Plan (OSSAP) and associated Open Space, Sport and Recreation Supplementary Planning Document (SPD).

- 2.5 Adoption of the OSSAP and the SPD will complete a programme of cross-Council work on open space and sport issues. It is important that the Council adopts these documents as soon as possible, to:
- Secure investment for priority open space, sport and recreation projects which will support regeneration and health objectives and increase the attractiveness of Wolverhampton as a place to live, visit and work;
 - Provide clarity and certainty to developers and land owners, including the Council, in relation to the disposals programme and planning obligations; and
 - Provide a strategic context for external funding bids and future budget decisions.

3.0 Background

- 3.1 The 2006 Unitary Development Plan (UDP) provides the basis for planning decisions on open space in Wolverhampton. The UDP set an interim open space standard of 2.6 ha per 1,000 residents to be used until a local open space audit and needs assessment (OSANA) could be completed and local standards adopted in a SPD.
- 3.2 A Wolverhampton OSANA was completed and endorsed by Cabinet in October 2008 and work began on an Open Space, Sport and Recreation SPD in 2009. However, further work was required to prioritise the OSANA recommendations in light of the City's growth ambitions and the funding available to manage and improve open space, sport and recreation facilities.
- 3.3 Therefore, consultants Knight Kavanagh and Page were appointed to help the Council prepare a deliverable Open Space Strategy and Action Plan (OSSAP). This involved updating the standards from the 2008 OSANA and assessing the quality and value of key open spaces. The new standards were applied to different parts of the City, to inform the development of a prioritised, deliverable Action Plan.
- 3.4 The Local Neighbourhood Partnerships were consulted on the proposed priority actions for their areas, and their comments have been incorporated into the Action Plan where appropriate. Playing pitch priorities (based on the PPSAP and more recent work) have been incorporated into the Action Plan, to provide a full picture of open space priorities across the City and a clear framework for dealing with any future proposals affecting playing fields.
- 3.5 The Open Space, Sport and Recreation SPD published for consultation in 2010 was then redrafted to reflect the updated audit information and revised standards in the OSSAP, and new requirements for planning obligations set out in the Community Infrastructure Levy Regulations (2012).

4.0 Summary of the Open Space Strategy and Action Plan (OSSAP)

- 4.1 The OSSAP is an investment strategy and evidence for planning decisions, which:
- Applies deliverable open space standards to different parts of the City and highlights areas of surplus and deficiency;
 - Provides clear, prioritised actions to protect, improve and extend open space provision where there are deficiencies, and rationalise open space provision where

there are surpluses or this could improve quality or access (taking into account cross-boundary effects and City-wide priorities);

- Maximises effective use of existing physical and financial resources in improving open space provision.

4.2 The OSSAP sets out quantity, quality and access standards for seven different types of open space:

- Parks
- Natural green space
- Amenity green space
- Provision for children
- Provision for young people
- Outdoor sports (including playing pitches)
- Allotments

It applies these standards to five Analysis Areas (see p.16 of the OSSAP) and highlights areas which have surpluses or deficiencies against the standards (see p. 23-26 of the OSSAP). The standards are generally lower than those set by neighbouring authorities, reflecting the densely built, urban nature of Wolverhampton.

4.3 The City-wide aims of the OSSAP are:

- To broadly retain the same amount of open space across the City (4.2 ha per 1,000 residents);
- To target investment in key open spaces to address gaps & support growth;
- To allow poorer quality open spaces to come forward for development, subject to levels of compensation which provide reasonable capital receipts;
- To set out playing pitch priorities (based on the Playing Pitch Strategy & Action Plan and more recent work) which provide a clear framework for disposal of school playing fields.

4.4 The priority projects set out in the Action Plan part of the OSSAP (p. 38-59) provide clear guidance on the Council's priorities for open space improvement by Analysis Area, which will form the focus for investment and allocation of developer contributions and other funding.

5.0 Summary of the Open Space, Sport and Recreation SPD

5.1 The draft Open Space, Sport and Recreation SPD is a planning document which:

- Adopts local open space standards and establishes the role of the OSSAP for planning purposes;
- Explains how planning policies for the protection of open space and provision of open space to serve new developments will be applied in the context of the new open space standards, viability issues and the CIL Regulations;
- Sets out current costs for open space and play provision and maintenance in order to inform negotiations on developer contributions.

- 5.2 The SPD includes the open space standards set out in the OSSAP and the playing pitch standards set out in the PPSAP, in order to “adopt” them for planning purposes, and highlights areas which have surpluses or deficiencies against the standards (see SPD Plan 1 and Table 1). These “City standards” will be used as the evidence base for determining planning applications affecting open space and for deciding both the most appropriate form of mitigation for loss of open space and the most appropriate form of provision to serve new development. Where the City standards are used, account will be taken of future needs for open space in the light of an increasing population and areas of housing growth across the City.
- 5.3 The priority projects set out in the OSSAP provide clear guidance on the Council’s priorities for open space improvement by Analysis Area, which will form the focus for allocation of developer contributions.
- 5.4 The SPD recognises that requiring new housing developments to provide the full open space standard of 4.42 ha per 1,000 residents would be practically difficult and seriously threaten the viability of most developments. Therefore the SPD restates the UDP position that new housing developments of ten homes or more will be expected to provide the following “housing development standards”:
- 26 m² recreational open space per resident (the equivalent of 2.6 ha per 1,000 residents)
 - The equivalent of one Local Equipped Area for Play (LEAP) for every 1,000 residents
 - One multi-ball games area for every 2,000 residents
- 5.5 It is important to note that adoption of the SPD will not place additional requirements on developers, as the SPD provides detail on existing policy and reflects the current method / costs used for calculating open space, sport and recreation contributions. This current method reflects the flexible approach to planning obligations which has been in place in Wolverhampton since 2009. The method also reflects the requirements of the CIL Regulations, in that only contributions which are directly related to the impact of the development will be sought and no more than five contributions will be pooled for any one project.
- 5.6 The housing development standards and the average costs for provision and maintenance of open space and facilities will be used as a starting point for calculating the quantity of open space / facilities required to serve a housing development, as this ensures that the contributions sought will be proportionate to the scale and impact of the development. However, the final amount of contributions required (on or off-site) will depend on the level of deficiency in the local area against the City standards.
- 5.7 For example, where there is a lack of play provision in the local area, the development may be required to provide a new play area on site. However, if the only deficiency in the local area is a low overall quality of play facilities, an off-site contribution to upgrade a play area accessible from the development may be required, providing this costs no more than providing the housing development standards. If the only deficiency in the area is poor access to play facilities, a contribution may be required to create an access

point to a nearby play area, providing this costs no more than the housing development standards.

6.0 Consultation and Next Steps

- 6.1 A report seeking approval to adopt the OSSAP for use as an investment strategy and evidence for planning decisions, and to commence public consultation on the draft SPD will be taken to Cabinet on 26 March. This report will include the comments of Enterprise and Business and Vibrant, Safe and Sustainable Communities Scrutiny Panels.
- 6.2 The OSSAP is a working document and the Action Plan will be monitored and updated every year and the OSSAP as a whole reviewed at an appropriate time or a minimum of every five years. It is proposed that an annual progress report and update of the Action Plans will be reported to Councillors and Strategic Directors through the Council's agreed Asset Management governance and reporting groups.
- 6.3 It is proposed to publish the draft SPD for consultation for six weeks during April / May 2014, in accordance with Government guidance and the Wolverhampton Statement of Community Involvement. A press notice will be issued and the draft SPD will be made available on the Council's website and at Council offices and other appropriate locations around the City.
- 6.4 The draft SPD will be circulated to key stakeholders and other interested parties for comment. The views of developers and house-builders will be particularly relevant in terms of the detailed use of the SPD and viability issues. Consultation with these organisations will take the form of a written request for comments and face to face meetings where appropriate.
- 6.5 The Council is required to consider all responses to the consultation and make amendments to the draft SPD and Sustainability Appraisal where appropriate. Following approval of the Council's response to consultation, through an Individual Executive Decision Notice, the SPD will be formally adopted and used in the determination of planning applications.

7.0 Financial implications

- 7.1 The Action Plan is a compilation of schemes, some of which are already on site and others which are potential. In addition, costs are not known for all of the schemes included.
- 7.2 Not all of the schemes involve the Council incurring capital expenditure. However, ongoing maintenance of the sites will impact on the Council's revenue budget. The table below shows a summary of the financial information held in the Action Plan, where it is known. The table also identifies the expenditure which is in the Council's approved Capital Programme.

Schemes	Cost £000	Council Resources £000	Grant Funding Confirmed £000	S106 £000	External Not Specified £000	Funding To Be Identified £000	Total Resources £000
Approved Capital Programme	9,053	7,335	982	736	-	-	9,053
Other	15,737	100	-	3,089	4,600	7,948	15,737
Total	24,790	7,435	982	3,825	4,600	7,948	24,790

7.3 Any potential Council schemes will require approval by the Council before any capital expenditure is incurred. This will involve the submission of proposals to the Capital Programme Working Group (CPWG) to be reviewed on value for money and appropriateness based on the current financial climate. Capital expenditure has a direct impact upon the Council's revenue budgets and therefore needs to be restricted to projects essential to the Council's priorities. Any projects endorsed by the CPWG will then be reported to Councillors for approval.

7.4 The review mentioned above will include an assessment regarding affordability and ongoing revenue implications. It should be noted that the operational revenue budgets for Parks and Open Spaces are currently the responsibility of Public Realm (Delivery Directorate) and so they will be consulted on proposals for new play schemes and open spaces.

7.5 The costs of consultation and publication of the SPD will be met through the approved Planning Local Plan revenue budget for 2014/15.
[SH/20022014/Y]

8.0 Legal implications

8.1 Section 15 of the Planning and Compulsory Purchase Act 2004 requires Local Planning Authorities to prepare, publish and maintain a Local Development Scheme (LDS) including Local Development Documents. In accordance with Section 17 of the 2004 Act the SPD will become a Local Development Document which forms part of the Local Plan for Wolverhampton.

8.2 The procedure to be followed to prepare the SPD is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 (SI 2012/767) which came into force on 6 April 2012 and revoked the 2004 Regulations (SI 2004/2204).
[LD/11022014/A]

9.0 Equalities implications

9.1 An Equality Analysis has been completed, which concludes that, overall, the Open Space Strategy and Action Plan (OSSAP) will have positive equal opportunity implications, by seeking to achieve equal access for all to a sufficient quantity and quality of open space and sport facilities of different types. Together with the Wolverhampton Sport Development and Investment Strategy, the OSSAP will increase participation in sport and physical activity and access to high quality open space across the City.

- 9.2 There is identified potential for some localised adverse impacts through development of a limited number of open spaces. However, in these cases there has been careful consideration to ensure that any impacts are balanced by secured mitigation measures which will result in overall improvements to quantity, quality and/or access to open space in the local area.
- 9.3 The development of the Local Plan policies on which the SPD is based has been informed by an on-going Equality Analysis which has assessed the potential effects of the emerging policies and proposals on different groups of people. Therefore, as the purpose of the SPD is not to set new policy, but to provide guidance on how to apply existing policies, an Equality Analysis is not required for the SPD.

10.0 Environmental implications

- 10.1 A Sustainability Appraisal was carried out on the contents of the SPD. The Appraisal concluded that adoption of the SPD would result in no significant change to the overall positive effects of Local Plan policies on sustainability criteria. A Strategic Environmental Assessment (SEA) Screening Statement has also been produced, which concludes that an SEA of the SPD contents is not required.

11.0 Schedule of background papers

Wolverhampton Open Space Audit and Needs Assessment, PMP for Wolverhampton City Council (2008)

Wolverhampton Playing Pitch Strategy and Action Plan, KKP for Wolverhampton City Council (January 2012)

Cabinet 11th April 2012 – Sport Development and Investment Strategy

Adults & Communities Scrutiny Panel 19th March 2013 – Sport Development and Investment Strategy (Progress Report)

Wolverhampton Open Space Strategy and Action Plan (February 2014)

Wolverhampton Open Space Strategy and Action Plan Equality Analysis (January 2014)

Draft Open Space, Sport and Recreation Supplementary Planning Document (February 2014)

Wolverhampton City Council
 **Enterprise and Business Scrutiny Panel**
4 March 2014

Report title	Skills Gap	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Skills Development	
Accountable employee(s)	Paul Doherty	Head of Skills Development
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	Tel	01902 550343
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Report to be/has been considered by	N/A	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Provide comment and feedback about the approach being taken by the Council to improve skills and opportunity within Wolverhampton
2. Provide comment and discussion with regard to identifying future aspirations and partners, with which the Council can work with to improve skills and training within the City.

Recommendations for noting:

The Panel is asked to note:

The skills issues in Wolverhampton and the work being undertaken by the Council to try and improve this.

1.0 Purpose

- 1.1 The Skills Development team have been asked to provide an update on adult skills, highlighting the organisations that are working in Wolverhampton on the skills agenda and the role of the Council in developing and growing a skilled workforce.
- 1.2 The role of the Council is to work in partnership with central government funding bodies and to influence training providers to focus their delivery on Wolverhampton employers and residents.
- 1.3 The recent financial crisis has caused a huge increase in unemployment and in particular youth unemployment. The City currently has the third highest rate of unemployment in England.
- 1.4 It is clearly evident that economic recovery has placed skills frequently in the news and in the public eye. Employers are raising their concerns about education not adequately preparing young people for the world of work. They also frequently complain about poor levels of literacy and numeracy standards.
- 1.5 The reason why skills and skilled work are important is that they create economic prosperity and social justice in the City.

2.0 Background

- 2.1 In November 2010 the Department for Business Innovation and Skills (BIS) published their strategy document Skills for Sustainable Growth. The purpose of the strategy is to return the economy to sustainable growth, extend social inclusion and social mobility and build the Big Society. Underpinning every aspect of this purpose is the improvement of skills. The document sets out the strategy for improving and using skills to realise the government's central objective.
- 2.2 In 2013 BIS also published 'New Challenges, New Chances' this outlines the Government's Further Education and Skills System Reform Plan: Building a World Class Skills System. This sets out what the government will financially support and the programme of work required to take forward the reform of Further Education and skills system for adults aged 19 and over in England.
- 2.3 Black Country Local Enterprise Partnership (BCLEP) aims to create the conditions for enterprise to flourish resulting in greater economic prosperity across the Black Country area.
- 2.4 The BCLEP is focused on creating the right conditions for business growth. By 2033, the LEP aspires to raise the number of local jobs from 429,100 to 545,000 and raise the total employment rate from 65.9% to 80%.

- 2.5 In order to achieve this vision the BCLEP has identified five priority transformational sectors to drive change with a focus on building on traditional strengths notably manufacturing. They are:
- Advanced Manufacturing (including food and drink)
 - Transport Technologies (including aerospace)
 - Construction (including building technologies)
 - Environmental Technologies
 - Business Services
- 2.6 The LEP has been allocated around £75 million European Social Fund and £75 million European Regional Development Funding for 2015-2020. There is also £20 million European funding for the Youth Employment Initiative, which is being matched by £20 million Big Lottery Funds.
- 2.7 Local authority staff have developed plans for directing this funding at the needs of employers and the long term unemployed. There is specific funding to meet to the needs of young employed Black Country residents
- 3.0 Skills Challenges for Wolverhampton**
- 3.1 Employer demand for skills has been rising over recent decades. Employers do not feel that the current education and training system is effectively meeting their needs. Employers expect new recruits to hit the ground running and are frequently frustrated at a lack of literacy and numeracy standards.
- 3.2 To better prepare young people for the World of Work the Council's Education Business Partnership (EBP) have created a four plus campaign. National research indicates that if young people have at least four interactions with an employer before they leave school they are less likely to become Not in Employment, Education or Training (NEET). EBP are ensuring that pupils in Wolverhampton take part in activities such as work experience, attending careers events and taking part in visits to companies.
- 3.3 Historically Wolverhampton has had a high percentage of the adult population who have no qualifications. There has been an improvement from 30% in 2007 to 22% in 2012, but the City is 12% points away from closing the gap with England. Improving GCSE results in the City is one way of improving future economic performance. Using ESF funding to target people that have no or low levels of qualifications will also assist in improving performance.
- 3.4 The number of people with degree level qualifications in 2007 was 18%, in 2012 this has risen to 21% but this figure is 13% points away from closing the gap with England. The neighbouring authority Staffordshire has 27% of people qualified to degree level, 9% points ahead of Wolverhampton. Improving school results should open up the option of higher education or training to a greater number of young people. One approach to improve performance will be increasing the number of Higher Apprenticeships.

- 3.5 Concern about the quality and scope of apprenticeships has been raised by Council staff with the National Apprenticeship Service who have end to end responsibility for apprenticeships. Our observations have highlighted that there is a poor occupational match between the apprenticeships that are being delivered with the needs of local employers. There is a need for a greater number of advanced and higher apprenticeships.
- 3.6 One of the biggest barriers that we face is the lack of data from funding bodies. For instance, the Council is not given information about employers who have apprentices within their workforce.

4.0 Response to Skills Challenges

- 4.1 In Wolverhampton our vision is all about creating new opportunities for local people, local communities and local businesses – and it focuses on the most important goal for our city: prosperity for all. (Wolverhampton City Strategy 2011-2026).
- 4.2 A key role for the Council is influencing providers that deliver education and training in the City. This involves working closely with the City of Wolverhampton College. Also the Council chairs the Wolverhampton Apprenticeship Provider forum, the Wolverhampton Training Provider Group and the Wolverhampton Employability Partnership. These partnerships aim to ensure that all partners and providers are working closely to ensure effective transition, support and clarity of the skills and employment offer available across Wolverhampton. Again, please note the City Council has no direct funding of its own; we aim to shape, influence and drive the skills and employment delivery funded by other government agencies to meet the needs of Wolverhampton.
- 4.3 The complexity of funding and provision has been outlined by Council staff - see attached Annex 1 - Journey to Work Mapping of Funding for Provision. The Council has a key role in shaping and influencing provision to address gaps in provision.
- 4.4 A series of Sector Skills reports have been commissioned by Wolverhampton Skills and Employment Board in response to Wolverhampton's City Strategy. The reports will articulate how the skills levels of Wolverhampton can be improved to help drive business growth, create more local jobs and promote economic growth.
- 4.5 A number of sectors have been identified of particular local economic significance in response to the aims of Wolverhampton's City Strategy 2012-2026. Combined with research from the BCLEP and UK Commission for Employment and Skills (UKCES) the initial reports will focus on:

Phase One Sector Skills Plans

Manufacturing & Engineering

Retail

Food & Hospitality

Phase Two Sector Skills Plans

Creative & Digital Media

Construction

Enterprise

- 4.6 It is increasingly recognised that to achieve real impact, the skills agenda must be employer led rather than Government owned. The 2012 Employer Ownership of Skills funding pilot was a first step in routing funding directly to employers.
- 4.7 The Government has recently announced that it will fund employers, rather than providers for the delivery of apprenticeships. There is some concern that this new system may very well work for larger employers but not suit the needs of smaller organisations.
- 4.8 The employer led Wolverhampton Skills and Employment Board set the strategy for skills in the City.

4.9 The strategy has four key priorities:

Skills for young people

Skills for the workforce

Employer engagement

Skills for the unemployed

Annex 2 has more details on the Skills and Employment Board's actions and targets

5.0 Skills Plans

- 5.1 It is important to gather comprehensive and timely labour market intelligence to support the work of the Skills Development Team. One of the major barriers for the Council and the LEP is the lack of data that is provided by centrally funded skills bodies, this makes it more difficult to be more responsive to local needs.
- 5.2 A summary of the skills plans, that have been completed by the Council's Employer Responsive team is outlined below:

6.0 Advanced Manufacturing sector

- 6.1 The Advanced manufacturing sector is a key sector for both Wolverhampton and the Black Country. For Wolverhampton residents Manufacturing is currently the third largest employment sector behind Retail and Health & Social Care.

6.2 In recent discussions with 40 Wolverhampton companies, 51% stated that they had skills concerns and the following main technical skills issues were identified by local companies –

Maintenance Engineers (29%)
Electrical & Mechanical Engineering (18%)
Tool making (18%)
CNC Programmers (16%)
Welding (15%)
Machine setters (15%)

6.3 The results of the local employer research also highlighted the following concerns:

44% of employers had technical skills concerns
40% either had or expressed an interest in the apprenticeship programme

6.4 Jaguar Land Rover will be recruiting 600-800 semi-skilled staff for their new engine plant; these posts do not require advanced or higher levels of skills. There is concern amongst some local employers that key staff will be recruited by JLR. Because of this, work is underway to increase the talent pool in the advanced manufacturing sector to 'back fill' vacancies in the sector.

6.5 A partnership between the Council, Job Centre Plus and Wolverhampton College has resulted in the creation of an engineering sector training programme to increase the skills base within Wolverhampton. Already fifty two people have been trained to prepare them for the growing number of vacancies in the advanced manufacturing sector.

6.6 £100,000 was secured from the Skills Funding Agency to produce an Enterprise Zone Skills Action Plan to address the rising demand for skills in Advanced Manufacturing as result of JLR moving to the i54 site.

6.7 A successful bid to the Regional Growth Fund has resulted in the creation of the Black Country Skills Factory. The key objectives of the Skills Factory include:

- To address the current skills shortfall in the High Value Manufacturing sector (HVM) in the Black Country for both large and small employers.
- Increase suitably skilled staff to take advantage of the growth opportunities in the HVM sector.
- 'Future proof' the skills base of a workforce faced with high levels of retirement of experienced workers in the next decade.
- Develop a network approach to skills delivery that is 'needs driven' by industrial demand for skills.

7.0 Food and Drink Sector

- 7.1 Within Wolverhampton, there are 550 businesses with 5100 jobs in the accommodation and food services industry. Locally there has been growth in jobs this reflects the national upward trend in employment in this sector.
- 7.2 The sector has always employed a high proportion of part-time workers, enabling businesses to respond to seasonal and customer demand changes. Local research suggests on average the percentage of part-time workers exceeds the national average of 60-70% which exceeds national data of 46% (People 1st)
- 7.3 Recent interviews with 40 Wolverhampton employers highlighted the following skills gaps:
- Elementary occupations, such as bar staff, waiting staff, reception staff, kitchen and catering staff were most likely to exhibit skills gaps (22%)
 - 88 per cent of sector employers reported customer service skills as the most important skill to grow their business over the next 3-5 years.
 - Difficult to recruit skills can be grouped into three areas: job-specific which includes culinary skills for chefs; interpersonal; management and leadership
 - Management and Leadership was reported by 69% of employers as the second most important future skill.
- 7.4 The skills plan highlights that there are no critical skill shortages within this sector.

8.0 Wolverhampton Retail Sector

- 8.1 Wolverhampton City Centre is a key area for retail in the Black Country, with a turnover of around £535 million. The City Centre has around 1.8m sq. ft. of commercial space of which 1m sq. ft. is retail and the remainder leisure, restaurants, pubs, hotels and offices. There are around 700 shops of which around half are independents and there is a long established market that operates four days a week.
- 8.2 Around 30% of the total retail floor space is accounted for by the town's two managed shopping centres, the Wulfrun Centre and the Mander Centre. Wolverhampton city centre has a wide range of stores including Beattie's original flagship department store (now House of Fraser), Marks & Spencer, Bhs, Boots, Next, River Island, Primark, Argos and New Look.
- 8.3 In general terms, the range of comparison multiples is limited whilst convenience provision is better, there is an over provision of charity and betting shops and Wolverhampton city centre has suffered somewhat both from the lack of new development and the growing strength of Birmingham, Merry Hill and recent consolidation of Bentley Bridge retail park.
- 8.4 On the outskirts of the City Centre there are three major retail parks: Bentley Bridge, being the largest, St Johns and Mitre Retail Park. There are also three main

supermarkets which include, Asda, Sainsbury's and Tesco. Morrison's are looking to build a new store on the outskirts of the ring road in the city centre.

8.5 Listed below are the key findings of a skills survey amongst Wolverhampton city centre retailers:

- 20% were interested in more information on apprenticeships and 83% of the large retailers already offered an extensive in house training programme
- All of them followed the national workforce pattern of part time workers mostly female or young people studying
- 35% of all the retailers identified customer service as the main skills demand for the lower skilled and shop floor roles, 40% stated that Customer Service was embedded into their in-house training
- 93% of retailers identified that a high level of numeracy was not an issue as the technology used in store calculated any numerical tasks for the employee. GCSE was not asked for when interviewing candidates for English and Maths.
- 50% of companies identified that communication and inter-personal character skills were the largest gap when recruiting. Age was not a factor as many identified the gap across the age range of clients
- 1 in 5 of the Retailers identified sales/product knowledge was important when recruiting new staff. Many of these companies were specialist shops, galleries/specialist clothing/pet shop
- At higher levels of working only 5% of companies identified the lack of knowledge for leading and managing teams

8.6 The skills plan highlights that there are no critical skill shortages within this sector.

9.0 Creative and Digital sector

9.1 Early research in the Creative and Digital skills sector has identified that within this sub sector there are specific technical skills gaps that need more investigation for example TV technical skills and Broadcast Engineering.

9.2 Within Wolverhampton the qualification offer is concentrated around Film and Game Development. There is work taking place to ascertain if the qualifications are led by the learner rather than the employer

9.3 More research is being undertaken to clearly define the creative cluster within Wolverhampton. As not all sub sectors will be based in the West Midlands region.

10.0 Construction sector

10.1 The Construction sector suffered major decline following the 2008 recession. Local research has identified that the skill profile of the sector has been changing with an increasing percentage of higher level occupations such as project managers, foreman posts. Another key issue is replacement demand as older workers leave the sector.

10.2 The Council are currently working with the Construction Industry Training Board (CITB) on tightening up clauses in Section 106 planning notices in order to increase the number of local residents that gain jobs on local construction projects.

11.0 Enterprise

11.1 An evaluation of Enterprise Skills in the City has identified:

- A need for a City wide Entrepreneurial Education Strategy
- Enterprise provision is variable across schools to support enterprise agenda
- There is very limited local enterprise skills support at local Further Education level. The nearest provision is outside of the City at other Black Country Colleges
- There is a mismatch between increased demand and available funding to support the 24+ age group
- Higher Education provision is good with a range of support for University of Wolverhampton graduates and students.
- A distinct lack of awareness of social enterprise opportunities with local communities.
- The need for opportunities to grow social enterprise to assist with the future sustainability of current at risk community services
- A need for financial skills and business planning skills.
- Skills support required for owner/managers in business management and growth plans with on-going mentoring support

12.0 Wolverhampton Growth Pledge

12.1 The Wolverhampton Growth Pledge is an ambition for growth that sets out five simple actions asking companies to invest in more skills, mentor budding entrepreneurs, offer work placements to young people and the unemployed, build strong links with education and take on apprentices.

12.2 This could include businesses providing on the job training and accredited qualifications, giving advice and support to budding entrepreneurs, developing partnerships with local schools or obtaining grants to offer apprenticeships to 16-18 year olds.
HS Marston Aerospace became the first employer to sign the Wolverhampton Growth Pledge and join the campaign to drive forward the ambition for growth in the city.

12.3 The Wolverhampton Growth Pledge is attached at Annex 3.

13.0 Summary

13.1 There are long standing skills challenges that are starting to be addressed. The European Union Strategic Investment Fund (EUSIF) will enable the BCLEP to tackle some of these historical challenges. The economic recovery will create further opportunities to grow and develop the City's people.

14.0 Financial implications

14.1 There are no direct financial implications from this report. [CF/14022014/T]

15.0 Legal implications

15.1 There are no legal implications. [JH/13022014/L]

16.0 Equalities implications

16.1 There are no equalities implications.

17.0 Environmental implications

17.1 There are no environmental implications.

18.0 Schedule of background papers

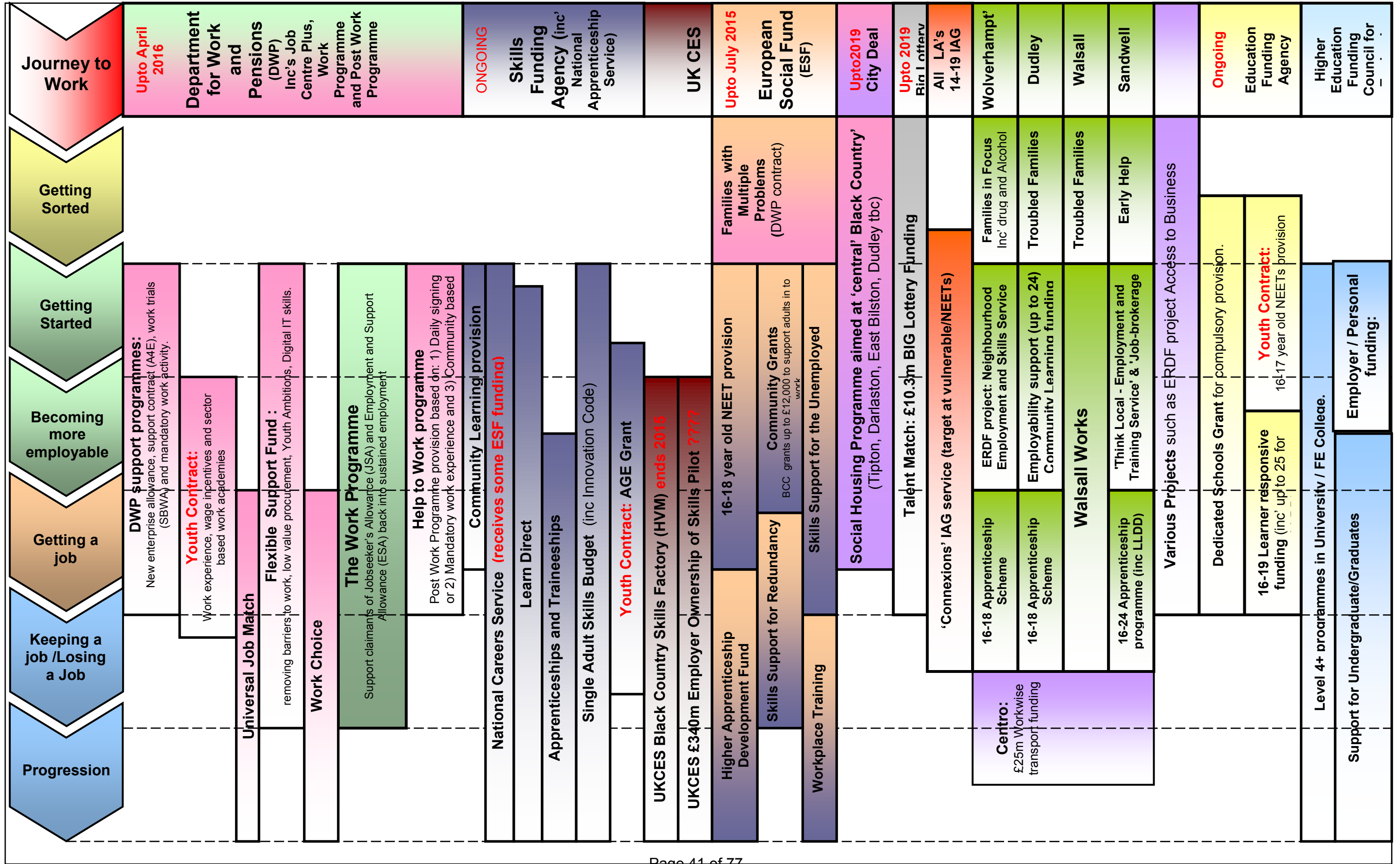
18.1 There are no background papers but three annexes are attached:

Annex 1: The journey to work diagram is attached to illustrate the complexity of Government funding streams.

Annex 2: Skills and Employment Board priorities.

Annex 3: The Wolverhampton Growth Pledge

Journey to Work Mapping of Funding for Provision Annex 1 – [NOT PROTECTIVELY MARKED]



AGREED OBJECTIVES FOR 2013

PROPOSED ACTION and TARGETS

Theme	Key Priorities	Priority Detail		Action
World of Work	Education and business working in partnership to increase industry involvement in schools and colleges	Supporting businesses and employers to engage with schools to make an impact on the development of young people's character skills through the integration of the world of work and work skills into the curriculum, careers advice and experiences	Skills for Young People	Develop and implement the ' 4+ campaign '.
				Develop and implement the ' Wolverhampton Growth Pledge '
				Restructure the Wolverhampton Education Business Partnership Service to enhance the support to employers and support capacity building in schools.
World of Work	Improve and extend the quality of experiences of the world of work	Need structured approach for work exposure / experience for KS 3/4 and Post 16	Skills for Young People	Develop a ' Placement Hub ' service for employers to provide a managed service for work experience for young people in school.
				In partnership with schools/college/providers and employers develop a Work Experience framework for young people in Wolverhampton.
		Improved information on careers and pathways supported by labour market intelligence and employers.		Develop a Business Ambassador programme (on the basis of the STEM Ambassador programme) with the role of schools, the Ambassador and the EBP service set out in a service protocol.
		Work shadowing for teachers and industry		City Council is reviewing the 'Connexions Service' currently contracted out to Prospects Services Ltd. Large majority of secondary schools have retained Prospects Services Ltd to deliver the 'universal' IAG service in school. Teacher placements included in Skills Factory proposal (roll out from late 2013).
Skills for Growth	Map and shape the 'Skills Mix' (i.e. the education and training on offer) to ensure that it meets the needs and aspirations of employers to drive economic growth.	To achieve a match between skills requirements and employment / growth sector opportunities with learning and skills provision	Skills for Young People	Enterprise Zone Skills Plan will provide detailed assessment of skills needs for EZ / LEP priority sectors: Advanced Manufacturing inc logistics and Food and Drink, Building Technologies, Transport Technologies inc' Aerospace, Business Services and Environmental technologies
		To achieve a greater focus on STEM as part of supporting priority sectors		<p>Employer Responsive Team to develop Sector Skills and Employment Plans, linked into Economic Partnerships Cluster Groups, for the priority sectors in Wolverhampton:</p> <ol style="list-style-type: none"> 1. Advanced manufacturing including Aerospace and automotive 2. Food and Drink 3. Creative Industries 4. Environmental Technologies 5. Professional Services 6. Retail and City Centre <p>Wolverhampton University Sci' Fest and the City Council STEM Conference now an annual event.</p> <p>Wolverhampton STEM Network well established.</p> <p>REAL Apprentice is an annual event event.</p>
	Map and shape the higher level skills offer to	Detailed skills assessment required for priority sectors		See above Sector Skills and Employment Plans

AGREED OBJECTIVES FOR 2013

PROPOSED ACTION and TARGETS

Theme	Key Priorities	Priority Detail		Action
Skills for Growth	maximise progression opportunities.	mapping current and future skills and employment needs of businesses	Skills for the Workforce	Continued development of the Wolverhampton Graduate Offer in partnership with University of Wolverhampton, Wolverhampton College, Job Centre Plus and the City Council. 1. Extend membership of partnership to include Chamber of Commerce and other employers 2. Develop joint employer engagement activities between partners 3. Develop proposals for the 'ConsultFirst' service to provide project based consultancy experience for graduates with micro and small employers.
Skills for Growth	Work in partnership to ensure that the skills offer is flexible, tailored and meets employers needs.	Assessment of the Wolverhampton skills and employment offer by priority sector compared to the 'demand side' analysis	Skills for the Workforce	Partners to support a range of programmes / pilots: 1. City Deal : Black Country proposal now through the Expression of Interest stage and on Fast Track for development by July 2013 2. Employer Ownership of Skills pilots 3. Skills factory 4. Enterprise Zone Skills Plan
Employment support	Develop a joined up City wide employability partnership.	The Employability Partnership will map employment support in Wolverhampton, and develop a plan for improved joint working, identify gaps and targeting support at those most in need.	Skills for the Unemployed	Employability Partnership now established and developing a partnership operational plan for supporting the unemployed back into work, inc's for example Graduate Offer
Employment support	Where possible, to provide a 'Case worker' to support the unemployed,	Case worker' support such as that provided in the Work Programme, by voluntary and community sector organisations and potentially available through the Big Lotto funding.	Skills for the Unemployed	Support development of 'case worker' support for those in need of employment support: • Big Lotto Talent Match prospectus aimed at 18-24 year long term unemployed. Decision due February 2013. • Develop an Enterprise Hub with a focus on both Graduates (through University / college partnerships) and vulnerable young people in partnership between the City Council (inc' Youth Service), VC sector, training providers, JCPlus and others. • Include employment support in the City Deal 'asks' of government. NB: any development must not duplicate existing services such as Job Centre Plus Adviser support or National Careers Service available through JobCentre Plus as well as the newly launched Universal Job Match now available to all people looking for work
Information and Support	Information Portal – single comprehensive information and support so that informed choices can be made by the unemployed	To develop a single Portal (web based with support)	Skills for the Unemployed	Information Portal to be developed to provide access to high quality information on the skills offer for employers, the workforce, the unemployed and young people.

AGREED OBJECTIVES FOR 2013

PROPOSED ACTION and TARGETS

Theme	Key Priorities	Priority Detail		Action
Information and Support	To provide a high quality point of contact that provides employers with information on skills, employment and opportunities to work in partnership	To develop a single Portal (web based with support)	Employer Engagement	Combined employer engagement to develop intergrated materials, No wrong door (need a different name) ETC...
Information and Support	Employers need a simple guide to public funding and more support to access new initiatives such as Apprenticeship Grant for Employers, the Employer Ownership of Skills funding and working in partnership with schools. .	To develop a single Portal (web based with support)	Skills for the Workforce	Project Team (to be drawn from across all partners) to be established to develop Guide for Employers on skills and employment support available.
	Development of a single portal will require: 1). Investment , 2). clear focus on the customer (is it young people, the unemployed, the workforce or employers) Propose that employers are prioritised 3). the service offer needs to be established			
Information and Support	Focus on engaging businesses and employers	Simplify the message so that employers understand what they can do to contribute and how to get involved.	Employer Engagement	1. the City Council will develop a single 'account management' approach to clarify how it works with employers 2. the EBP service will enhance its support offer to enable more employers to engage with schools and young people 3. Partners (College, University, City Council, Job Centre Plus, training providers and VCS sector) will work together to align and integrate their employer engagement activities.
Information and Support	Raise awareness of the impact of skills development and inspire employers to invest in skills, invest in local labour and invest in young people. • Employer • Remove barriers	To provide a clear focus on employers to be clear about what, how and where they can support skills and employment across Wolverhampton.	Employer Engagement	1. Implementation of the Growth Pledge 2. Development of Case Studies of Best Practice in Wolverhampton and the Black Country 3. Organise Celebration Events such as: Best Apprentice / Apprentice Employer, Business Partner of the Year, Education Partner of the Year
		To identify and remove the barriers that currently prevent employers from investing in skills and working in partnership with schools, colleges and training providers.		

The Wolverhampton Growth Pledge

Community Organisations and Community Partnerships	Education and Skills Providers (schools, colleges, universities, training providers)	Employers (public and private)
<p>5 things you pledge to do:</p> <ol style="list-style-type: none"> 1. Encourage citizens to engage with skills and learning 2. Identify budding entrepreneurs 3. Build links with business and with education and skills providers 4. Promote work placements and work experience 5. Offer local access points for IAG 	<p>5 things you pledge to do:</p> <ol style="list-style-type: none"> 1. Invest more in 'works skills' 2. Develop the skills for budding entrepreneurs 3. Build links with business and with communities 4. Offer structured and supported work experience 5. Delivery impartial IAG 	<p>5 things you pledge to do:</p> <ol style="list-style-type: none"> 1. Invest more in skills 2. Mentor a budding entrepreneur 3. Build links with education and skills providers 4. Offer work placements to young people and unemployed 5. Employ an apprentice/s
<p>The impact of your pledge:</p> <ul style="list-style-type: none"> • You will help local people to reach their potential • Your community will become stronger by helping to tackle unemployment • You will develop a cohesive community based on economic security 	<p>The impact of your pledge:</p> <ul style="list-style-type: none"> • You will help all young people reach their potential • Your local economy will grow, raising aspirations and attainment, helping to tackle child poverty • You will build the skills needed now and in the future 	<p>The impact of your pledge:</p> <ul style="list-style-type: none"> • You will help someone reach their potential • Your business will benefit • The economy in which you do business will grow
<p>One Positive Outcome The Wolverhampton economy will grow</p>		



Enterprise and Business Scrutiny Panel

4 March 2014

Report title	Black Country Bids		
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity		
Wards affected	All		
Accountable director	Tim Johnson, Education and Enterprise		
Originating service	Partnership Economy and Culture		
Accountable employee(s)	Heather Clark	Strategic Projects and Funding Manager	
	Tel	01902 55(5614)	
	Email	Heather.clark2@wolverhampton.gov.uk	
Report to be/has been considered by	List any meetings at which the report has been or will be considered, e.g.		
	Strategic Executive Board	17 April 2013	
	Enterprise and Business Scrutiny Panel	30 September 2013	

Recommendation(s) for action or decision:

The Panel is recommended to:

Endorse the approach being taken and provide feedback on strategic priorities for the development of investment strategies and future bidding opportunities.

1.0 Purpose

- 1.1 To update the Enterprise and Business Scrutiny Panel on existing Black Country bids and on-going activities to attract resources into the Black Country, so we can deliver our strategic priorities and achieve our economic growth ambitions.

2.0 Background

- 2.1 A report was bought to the Enterprise and Business Scrutiny Panel on 19 November 2013. This latest report will provide an update on the further development of Black Country bids since the previous report was considered, in recognition that attracting external resources to implement our strategic priorities has become increasingly important. Increasingly, employees are working at Black Country level to attract funding. In many cases, the Government is devolving decision making around strategic funding priorities to the Black Country Local Enterprise Partnership (LEP).

3.0 Update on Black Country Bids

- 3.1 Since November's report, the Council has led on three successful Black Country bids worth over £10 million:
- **Black Country Growth Factory:** £3.1 million Regional Growth Fund has been awarded to deliver Black Country Growth Factory as part of City Deal. The Growth Factory which will fund a one stop shop approach to business assistance across the Black Country with packages of support available to all local businesses. It aims to equip the Black Country's manufacturing Small Medium Sized Enterprises (SMEs) with the tools and support they need to compete, innovate and take advantage of supply chain opportunities on offer to them.
 - **Black Country Enterprise Zone Capital Grant:** £6.2 million has been provisionally allocated for 154 on-site infrastructure improvement works and abnormal costs required preparing the remaining development plots for occupiers. The works include excavation and disposal of contaminated topsoil, increasing the electrical supply across the whole site, a new third arm roundabout and improving stability and loadbearing capacity of other plots.
 - **Black Country Broadband Business Support Project:** £250,000 million has been awarded from Growing Places enabling us to draw down £250,000 million from European Regional Development Fund to fund a broadband business support project. The project aims to support businesses to take up and use technologies enabled by superfast broadband in recognition of the positive correlation on growth for highly digitalised SME's.
- 3.2 An Access to Finance event, held on 29 January 2014 at Wolverhampton Race Course, aimed to support businesses to identify and access funding. The event attracted 180 businesses over two sessions. Businesses were able to meet face to face with a range of financial providers and advisors, providing businesses with the knowledge to choose the most appropriate source of funding. The event included an overview of Government funded schemes launched or to be launched, case studies from local companies who

have successfully secured external funding, one to one meetings with expert advisors, including the chance to discuss the completion of an expression of interest and the opportunity to speak with banks and non- bank lenders. Forty-five businesses expressed an interest in grants available through the existing European Regional Development Fund (ERDF) funded Black Country Growth Opportunities Local Delivery (GOLD) project at the event.

- 3.3 In order to increase the success rates of Wolverhampton businesses receiving grant funding, a new system is being piloted for the latest bidding round of Growing Places. Business Development Officers are supporting Wolverhampton businesses interested in bidding for this fund with the Development Officer (Funding) reviewing bids to ensure quality to maximise their chance of success.
- 3.4 An update on strategic activities at Black Country level which will influence future funding opportunities is given below:
- 3.5 The Black Country Local Enterprise Partnership (LEP) final European Investment Strategy was submitted 31 January 2014. The strategy set out proposals for the use of the European Structural and Investment Funds between 2014 and 2020. The Black Country provisional financial allocation is €177 million (approximately £152 million) for the full duration of the next funding period.

Strategic Investment Area	Description	Value £000
SIA 1.1: Growth factory	Central gateway point for businesses to access business support to simplify and co-ordinate the business support landscape.	£2,400
SIA 1.2: Inward Investment and Exporting	Attract new investment to the Black Country and supporting SMEs to start or grow and maximise their exporting activity.	£4,600
SIA 1.3: SME Access to Finance Support	Providing improved access to debt and equity finance to SMEs for business creation, growth and improved productivity.	£8,000
SIA 1.4: Business support for growth & improved productivity	Support growth and productivity of existing businesses to increase job and wealth creation and improve business survival	£6,000
SIA 1.5: Enterprise Support for New Business Creation	Support creation of new enterprises, including social enterprise, co-operatives and mutual, graduate and general start-ups to strengthen business base.	£5,000
SIA 1.6: Support for Local Growth Clusters	Support for business creation and growth in specific local growth clusters including creative, cultural and visitor economy.	£4,000

Strategic Investment Area	Description	Value £000
SIA 2.1: Increasing SME Demand and Capacity for Innovation	To engage more businesses in knowledge transfer and innovation, develop links to wider Higher Education Institutions (HEI's) and demonstrate benefits of working with knowledge based partners.	£9,600
SIA 2.2: Infrastructure for Innovation	Investing in required capital to support new innovation and knowledge transfer opportunities, particularly linked to priority growth sectors	£10,400
SIA 3.1: Employment Sites Development and Enhancement	Provision of support to SME property owners and developers to make available new and refurbished accommodation to support employment growth.	£7,000
SIA 3.2: Improving and exploiting our infrastructure (green and blue)	Increasing natural capital to improve local quality of life, increase walking and cycling and support sustainable economic growth through investment in green and blue infrastructure.	£3,500
SIA 3.3: Supporting Energy Efficiency and the Green Economy	Supporting reductions in greenhouse gas emissions, improving localised energy generation and energy efficiency, addressing fuel poverty, increasing business efficiency and waste management and supporting low carbon supply chains.	£15,500
SIA 4.1: Skills for Growth	<ul style="list-style-type: none"> • Workforce Skills Development: provision of flexible (modular/unitised) provision to all employers with a focus on transformational and enabling sectors • Employer Support: to expand the skills factory concept to other transformational sectors • Response to Redundancy: to provide support including training to those at risk of redundancy or recently made redundant • National Careers Service: to enhance the NCS offer within the Black Country • Skills for the Unemployed: to fund bespoke activities that address employability and skills that act as a barrier of employment 	£30,000
SIA 4.2: Young People and Unemployment.	<p>The Black Country Youth Employment Initiative (YEI) Programme will support the sustainable integration of vulnerable young people aged 14 – 24 years who are not in education employment or training (NEET) or at risk of becoming NEET.</p> <ul style="list-style-type: none"> • Pre-16: deliver increased levels of schools business activity centred on teaching and learning and pupil 	£19,800

Strategic Investment Area	Description	Value £000
	<p>engagement and progression post 16 based on 4+ campaign</p> <ul style="list-style-type: none"> • 16-18 NEET: deliver bespoke mentoring support based on the varied needs of vulnerable young people incorporating one-to-one support, innovative literacy, numeracy and skills development, confidence and motivational activities, individualised learning plans, work ready training and support. • 19-24 year olds: bespoke interventions and meaningful support that progresses young people into employment, education, training and volunteering. 	
SIA 4.3: Employment Support for Over-25s.	Support unemployed people aged 25 and over who have been out of work for at least 2 years including Work Programme completers, who require additional support to overcome specific barriers to employment.	£11,000
SIA 4.4: Promoting Social Inclusion Among Disadvantaged Groups.	<ul style="list-style-type: none"> • Troubled Families: provides a very targeted, holistic family support to families with multiple needs to stabilise the family and assist family members towards sustained employment • Targeted Community Approach: to improve engagement of disadvantaged groups by targeting our most deprived areas by developing a sustainable local community infrastructure to deliver quality support to residents to progress to learning, employment and enterprise with wraparound support • Financial and Digital Inclusion: provide wraparound support, targeting in particular those who will be affected by the rollout of Universal Credit, to improve digital and financial inclusion, with clear progression routes onto skills and employment provision. • Community Grants: to fund VCS organisations to fill gaps in mainstream provision by providing quality support to people from the hardest to reach communities and individuals experiencing multiple disadvantages progressing to mainstream and ESF funded employment and skills provision 	£15,200

3.6 Black Country LEP with the support of all four Local Authorities are currently finalising the Strategic Economic Plan (SEP), following feedback on the draft submitted December 2014. The Plan will outline our priorities for use of the single local growth fund under three themes: people, place and business. £50 million is available per year through a competitive process. Local Growth Fund is primarily being considered to fund capital projects leading to job outcomes. Black Country European Investment Strategy will form

a chapter within the Plan and fund some of the priorities. The current priorities under each theme are presented below. Challenge sessions are underway to further prioritise these areas further following feedback:

Place

- PL1. Expanding the availability of high quality employment land and delivering a portfolio of strategic mixed use development opportunities
- PL2. Connecting our goods, services and employees to work and to international markets.
- PL3. Enhancing the efficiency of existing business premises and delivering new high performing energy efficient floor space
- PL4. Locally distinctive economies
- PL5. Expanding the construction and renewal of housing stock
- PL6. Overall quality environment and low carbon

People

- P1. Skills for the supply chain – building on the skills factory.
- P2. Further education skills – capital opportunities and needs
- P3. Schools and college statutory education provision
- P4. Securing and upskilling the Black Country residents and employees

Business

- B1. Maximising our supply chain opportunities and supporting SMEs.
- B2. International trade – global opportunities and inward investment
- B3. Access to finance
- B4. Innovation through materials.
- B5. Entrepreneurship and social enterprise.

4.0 Financial implications

- 4.1 Working at a Black Country level to attract external resources, enabling us to deliver our strategic priorities and economic growth ambitions, can have positive financial implications for the Council. There is some risk involved regarding bidding for resources associated with accountable body status. Therefore, for Black Country projects, the risk of potential grant claw back against the grant allocated is being shared with the other Black Country Local Authorities, through formal Collaboration Agreements and robust management processes.
- 4.2 Cabinet (Resources) Panel reports are submitted for each project seeking the appropriate approval to assume accountable body status and/or enter into Collaboration Agreements, together with details of the associated risk and financial implications. Section 151 officers have been briefed about the European Investment Strategy. [RT/14022014/A]

5.0 Legal implications

5.1 Collaboration Agreements are entered into for Black Country projects in order to share the risk across all four Black Country Local Authorities. Councils have authority to enter into Collaboration Agreements by virtue of Section 1 of the Localism Act 2011, which empowers Local Authorities to do anything that individuals may generally do. These Agreements and the proposals also accord with the sustainable communities strategy contained in Section 4 of the Local Government Act 2000. Collaboration Agreements set a framework and governance structure for joint working between the parties to enable the delivery of the programmes and ensures commitment to the process and a shared responsibility between Black Country authorities, thereby mitigating risk for the respective accountable body. [RB/10021014/A]

6.0 Equalities implications

6.1 There are no direct equalities implications from this report. European funded projects must demonstrate how equality and diversity issues and opportunities are taken into account. Social inclusion is one of the interventions funded under the Black Country European Investment Strategy and will have a positive equalities impact.

7.0 Environmental implications

7.1 Black Country bidding enables us to attract resources to deliver our strategic priorities which include the green economy. Twenty percent of ERDF resources within the Black Country European Investment Strategy must be used for low carbon activities.

8.0 Human resources implications

8.1 Staffing costs, where appropriate, are built into the individual bids.

9.0 Schedule of background papers – None

Appendix 1: Overview of Black Country bids

Current:

	Accountable Body	Description	Value £000
Black Country Property Investment Programme	Walsall MBC	Resources are still available for SME's to expand or improve premises to high sustainable building design standard.	6,670 (ERDF)
Black Country Growing Priority Sectors	Sandwell MBC	RGF funded grant scheme for local businesses seeking resources under the £1 million RGF threshold.	15,000 (RGF)
Black Country Growth Opportunities Local Delivery (GOLD)	Wolverhampton CC	Systematic programme of support to SME's with growth ambitions but below the 20% growth rate required for Growth Accelerator support.	1,960 (ERDF)
Black Country Technical Assistance	Walsall MBC	Team providing technical support to applicants and project managers of European funded projects.	344
Black Country Broadband Business Support	Wolverhampton CC	To provide support to Black Country SME's to maximise commercial benefits offered through Superfast Broadband.	0.5m (ERDF/ GPF)
Black Country Growth Factory	Wolverhampton CC	Co-ordinate business support to equip the Black Country's manufacturing SMEs with the tools and support they need to compete, innovate and take advantage of the supply chain opportunities.	3.1m (RGF)

Bids under appraisal

	Accountable Body	Description	Value £000
Black Country Growing Priority Sectors	Walsall MBC	Match the RGF funded grant scheme for local businesses seeking resources under the £1 million RGF threshold.	2,900 (ERDF)



Enterprise and Business Scrutiny Panel

4 March 2014

Report title	Marketing and Campaign Strategy in Wolverhampton: A Mechanism for Change and a Focus on Delivery	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Office of the Chief Executive	
Accountable employee(s)	Ian Bustin Tel Email	Interim Manager 01902 55(1223) ian.bustin@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board First Impressions of the City Scrutiny Review Panel	23 Jan 2014 6 Feb 2014

Recommendations for action or decision:

The Panel is recommended to:

1. Provide comments and feedback about the proposed marketing strategy for Wolverhampton. No decision on its progress has been taken by the Strategic Executive Board or the Executive.

Recommendations for noting:

The Panel is recommended to note:

1. No decision on its progress has yet been taken by the Strategic Executive Board or the Executive.
2. That this item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive

1.0 Purpose

- 1.1 The purpose of this report is to identify and agree both a strategic direction and the practical implementation of a Marketing approach for Wolverhampton lead by the City Council but incorporating key City stakeholders for Business, Skills, Visit/Leisure and Communities. It also sets out an approach providing direction and leadership for a programme to 'Improve the City Offer' with a view to a more developed, sustainable and coherent Marketing premise for the City.

2.0 Background

- 2.1 The Wolverhampton Marketing Strategy is a key component in delivering the City Strategy Objectives 2011-2014 and fundamental in delivering a way forward in achieving the vision of [Prosperity for All](#). At the same time, it considers marketing the City in the context of a wider Black Country marketing effort.
- 2.2 This approach ensures that implementation plans for the strategy are correctly positioned to fit alongside a future Black Country marketing approach and to leverage the resources, funding, governance and delivery advantages to be realised through a wider marketing partnership.
- 2.3 The Marketing Strategy will also impact on the organisational plans and development of the Communications and 'Marketing' functions within the current Council organisation.
- 2.4 As a basic principle the approach sets out to deliver a Wolverhampton marketing solution first. This positions the City to work effectively locally and regionally including any future collaborative marketing approach at a Black Country level and with other regional partners.
- 2.5 The principle strength of the Wolverhampton approach is collaboration between public and private sector stakeholders to understand and deliver new, ambitious and sustainable business opportunities for the City.
- 2.6 This marketing strategy is based on a practical triad;
- Reputation Management – Improve the organisations reputation and standing of the Council to establish and reinforce its role as the principal marketing lead for the City.
 - Marketing Campaign – Adoption of a process that focusses on customer requirements and the ability of the city partners to deliver this requirement.
 - Improve the Offer – a programme of activities in key areas that enhance the City and demonstrate a quality proposition.



3.0 Marketing

- 3.1 The Marketing Strategy provides a mechanism for campaign-based marketing. This approach is 'customer focussed' marketing that ensures the best 'offer' of the City and/or Black Country is visible and understood by the customer and that is directly matched to a known requirement. In most cases this will be an 'offer' made by a variety of stakeholders that includes the LEP, BC Consortium, Partner Local Authorities, Education and Skills partners, Local Businesses, national and regional government support agencies etc.
- 3.2 The fundamental objective of the Marketing function is to deliver new, sustainable business and funding for the City development.

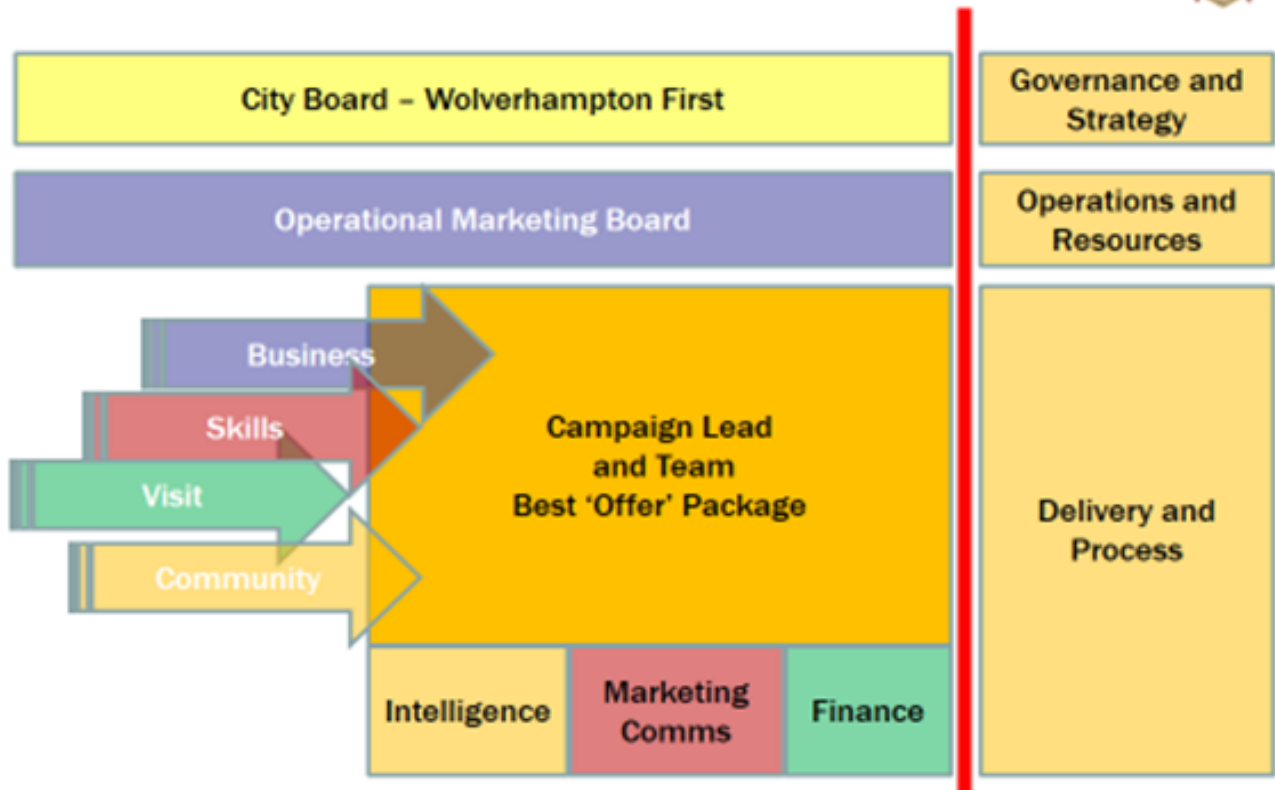
4.0 Marketing and Communications

- 4.1 The marketing strategy makes it a clear distinction between Marketing and Marketing Communications.
- 4.2 Marketing – winning and developing new customers and business
- 4.3 Marketing Comms – the supporting messages, collateral and channels that help engage, sustain and win campaigns.
- 4.4 It is also important to point out that marketing is more than a logo. We already have a simple, established and viable brand – Wolverhampton. We are 'selling' a place and a

community. Every effort should be made to restrict and limit further attempts at organisational marketing that detracts from the principal brand.

5.0 Campaigns

Campaign Based Marketing



- 5.1 The Campaign approach provides a mechanism for a nominated individual from within the City stakeholder group to 'lead' a marketing campaign that is accountable, focussed, resourced and deliverable.
- 5.2 This focus of information, leadership, resources and effort ensures that we present our customer with the very best offer, presented in the best possible way by the right people at the right time.
- 5.3 Governance for this process will reside with a Marketing Board directly responsible to the City stakeholders for monitoring, engaging and supporting campaigns.

6.0 Improve the offer

Improve the Offer

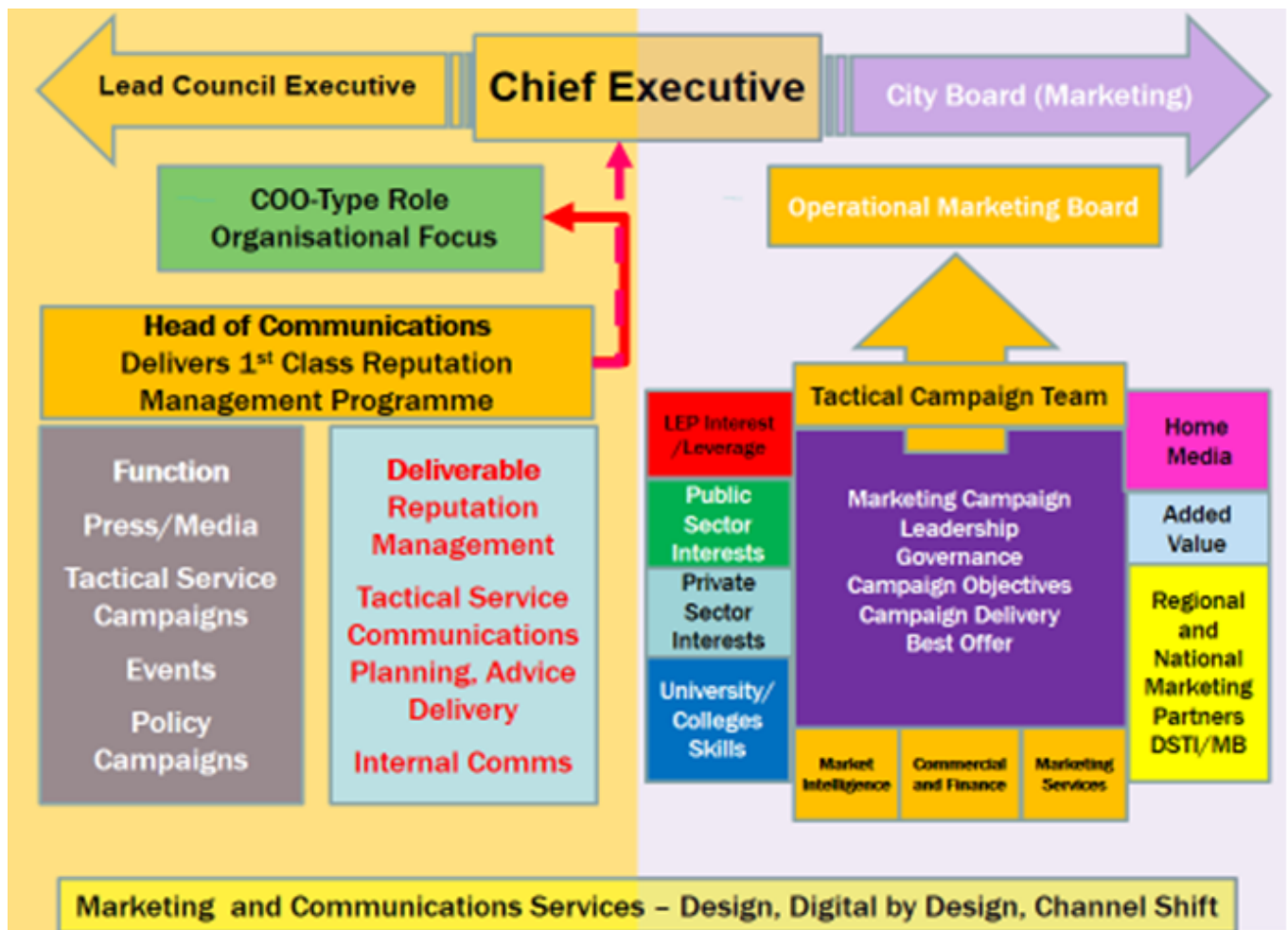


- 6.1 A second element of the strategy provides a framework for coordinating efforts at a Wolverhampton City level to 'Improve the Offer'. Currently efforts to improve the offer are not focussed in the context of selling the city, or as a cohesive offer. Initiatives with the potential to significantly improve perception of the City do not always have the right level of visibility and support to ensure a leveraged success.
- 6.2 Local initiatives in Business, Skills, Visitor Attractions and our Communities provide a vital narrative for our marketing and it is important that we leverage our approach to push forward the very best of our people and the city. Adopting a more rigid governance process for Improving the Offer provides for a more focussed approach to the City offer and a mechanism for more selective resourcing of key strategic initiatives.
- 6.3 The 'Improve the Offer' programme is a key element of the Marketing Strategy. The five strands are inextricably linked and collectively position our 'offer'. Sustainable business propositions and investment will rely on this broader approach of the city.
- 6.4 In a highly competitive investor market business economics will be the most significant factor in making an investment decision, as with i54. It is not, however, the only factor. On an equal economic platform we have to be in a position to offer a 'value added' component. This is the City Offer and the strength of City partnership will provide our competitive edge.
- 6.5 A high level of governance and visibility to the 'Improve the Offer' programme will help coordinate resources and provide a focus for future individual or multi-stakeholder initiatives. It will also make a significant contribution to understanding what we have to

offer, how it differs from other opportunities and how, through a team approach, we can act in unison for potential customers and investors.

7.0 Reputation Management or Marketing

- 7.1 As a starting point, it is important to recognise the Marketing distinction between the City Council and the City. While complimentary, the approach for each is different.
- 7.2 Organisation Reputation Management (Marketing) is a vital role for the Council
- 7.3 The top performing Comprehensive Area Assessment (CAA) councils are those with the best reputations.
- 7.4 Councils in the Top 20 of the Local Government Association (LGA) Reputation Index are ten times more likely to be performing at 'excellent' rather than 'average'.
- 7.5 A recent LGA survey suggests council employees who are engaged and reflect values of the organisation are likely to be 43% more productive, perform up to 20% more effectively and take 3.5 fewer sick days per year.



- 7.6 To underpin this research the LGA set out a roadmap for improving, monitoring and delivering a Reputation Management programme designed to achieve a new level of excellence benchmarked against a credible national scale. The programme addresses this approach through a focus on excellence in 5 Big Areas and 3 Small Areas.
- 7.7 Reputation Excellence for the Council is a key strand in positioning and marketing the City, but it is not the only strand.
- 7.8 Attached at [Annexe A](#) is a framework for a way forward for Council Reputation Management based on extensive research and advice provided by the LGA. The plan sets out a framework to actively improve the Reputation Management process within a Local Authority. At the same time it provides clear direction, actions and accountability.
- 7.9 As the only democratically elected body in the City, the Council has a clear responsibility to lead, facilitate and champion the best possible marketing 'offer'. Improving the Reputation Management of the Council has a direct bearing on the perception and credibility of the organisation and its ability to do this.

8.0 Reality Check

- 8.1 Wolverhampton is faced with some negative perceptions, like those of many post-industrial cities across the country.
- 8.2 A lack of true identity and common purpose has diluted our ability to present the City cohesively and allowed a lack of consensus and direction to build among stakeholders.
- 8.3 Like every other city and regional 'offer' Wolverhampton has limitations that we must identify and address. Position and perception?
- 8.4 The skills imbalance is fundamental to our future success
- 8.5 Wolverhampton has only limited appeal as a retail destination, cultural or leisure location [Retail-Destination-Europe-2013 \(1\).pdf](#)
- 8.6 Focused and relevant marketing campaigns will significantly help our effort to position and deliver new investment and regeneration opportunities.
- 8.7 We have the opportunity to work in partnership with organisations that have succeeded or which demonstrate 'best practice'. Do we need to be insular?
- 8.8 The key challenge we face is to address these perceptions and make honest changes engaging all sections of the community including local businesses and industry, local media and public sector organisations. By demonstrating a clear understanding of the City offer we will be in a position to actively encourage our partners in the public and private sector to modify and adjust their plans to support a City marketing approach.

- 8.9 Demonstrating a team approach is the single most important factor in dispelling negative perceptions and delivering a Wolverhampton City approach. In blunt terms – recognising that it is the people of Wolverhampton that will improve our situation and that we are prepared to work together to make this happen.
- 8.10 At the core of the Wolverhampton ‘offer’ are the people and businesses that continue to prevail in a challenging industrial, economic and social climate. It is a spirit and motivation that drives the ambition and tenacity of the people of Wolverhampton. Qualities that will ultimately see the city flourish.
- 8.11 Wolverhampton – The People and the Place – ‘Rooted in Real’
- 8.12 We realise our potential as a renowned business, manufacturing and services centre and will renew this achievement i.e. rather than a place where things **used** to be made – it is a place where things **are** made, where services **are** excellent and where people are open and engaged.
- 8.13 We will close the skills gap and address the skills mix. Wolverhampton is a place where skills matter and the opportunity to learn new skills is fully accessible and actively engaged – at every level, from school leavers through college and university students. Our skills development efforts are relevant to a modern, agile, mixed and balanced workforce. Recognising the areas of deprivation in our city we will also make a significant commitment to people returning to skills and training from underperforming sections of the community. We are in this together.
- 8.14 Wolverhampton is a place that understands and promotes a unique blend of history, culture, technology, creativity and imagination. With a focused effort we can provide a unique visitor and community experience. We will join up the leisure offer and package it better both in terms of content and functional delivery. We will work to leverage logistic strengths in partnerships across the City e.g. ‘Gravity’ events and linking up ticketing, booking and reservations systems for both public and private sector players.
- 8.15 Our communities are a source of pride. They are moving on a journey that will see them thrive and actively promote the Wolverhampton as a place for diversity and opportunity in a safe and prosperous environment. A focus for the people of the region, their aspirations and achievements.
- 8.16 Understanding the key drivers and activities in the ‘offer’ allow a focus on developing, promoting and marketing the ‘offer’ as part of the Wolverhampton ‘sell’.

9.0 Wolverhampton City Marketing

- 9.1 By definition the Wolverhampton marketing role extends beyond the Council
- 9.2 Internal – Economic Development, Regeneration, Visitor Economy, Leisure, Skills, Communities.

9.3 External stakeholders and partners playing a full and active role

- Industry/Business
- Schools/Colleges/University
- Private Sector Leisure
- Public Sector Partners
- Regional and National Government

10.0 The Role of the Council is to Lead, Focus and Enable 'Team Marketing'

10.1 It is also clear that the Council are not in a position to fully resource a City-wide marketing approach. The Council is, however, best placed to provide the structures, governance, process, ambition, leadership and delivery of marketing plans and campaigns.

10.2 This strategy deals with establishing the mechanism for marketing Wolverhampton based on a public sector lead approach. At the same time, it looks forward to expanding this mechanism to include a diverse range of partners including education and skills, private sector companies and businesses, communities and leisure stakeholders. The ultimate goal is to establish a mechanism and process for all key partners in the City to play an active and appropriate role in winning new investment, business and development for the City and the region.

10.3 The Wolverhampton City Marketing Strategy is based on the potential and ambition of this partnership. Recognising what we do well, providing credible and tangible evidence of who we are, what we offer and how we act. Central to this presentation is a clear understanding of the 'offer'.

10.4 The basic principles of the 'offer' are directly linked to:

- Business – how we support, develop and encourage industry, services and manufacturing.
- Skills – how we develop and support the opportunity to gain skills that provide the jobs which sustain and develop our businesses and communities.
- Visitors – how we support businesses and the community in promoting and attracting visitors for both leisure and business.
- Communities – how safe, prosperous and engaged our communities feel and how we meet their aspirations individually and collectively.
- At every level in the City there are inspiring, ambitious and successful programmes being run to provide the best possible opportunities for residents. To a large extent, these activities are silo-ed and are undersold in terms of how they present success and achievement.
- One of the aims of the Marketing Strategy will be to engage partners in each of these strands and provide a real understanding of how their efforts impact on 'Improving the

Offer' of Wolverhampton. Raising the game in each of these sectors provides a narrative that defines the City and provides a focus for all stakeholders to reach out and be more ambitious in their delivery and expectations.

- This narrative – what we do, what we say, how we do it – is at the heart of the City 'offer'.

How we 'sell' it?



10.5 A consistent and clear understanding of what we are trying to promote is essential to our marketing proposition. It is also important that we use this messaging model to ensure consistency in the messages delivered by all stakeholders in the marketing partnership.

Wolverhampton Key Marketing Messages

- Business – A city/region of Innovation, Technology, Services and Manufacturing excellence at the Heart of England
- Skills – People that are Proactive in Exploiting the Opportunity for Skills Training at Every Level of our Community
- Visitor – A unique Cultural, Festival and Destination Experience Reflecting our Innovation, Sense of Life, Community and Heritage
- Live – A Community built on Equality, Opportunity, Determination and Aspiration for All

10.6 These messages set out the tone and direction of our 'story'. To deliver them effectively they will be linked to our offer and the exciting and exceptional achievements of our stakeholders to illustrate the message.

11.0 Exploiting Opportunity

11.1 Reflect through individual 'stories' the work of colleges, schools and the university to encourage local young people to gain skills relevant to local industry.

11.2 Profile the key role our schools play in promoting and delivering a spirit of challenge and the entrepreneur culture - Young Entrepreneur Programme

12.0 Visitor

12.1 Working across our leisure offer in terms of venues, events, and community performance activities, provide regular City-wide showcase events that draw the city together and highlight the vibrancy of the region – 'Gravity' events.

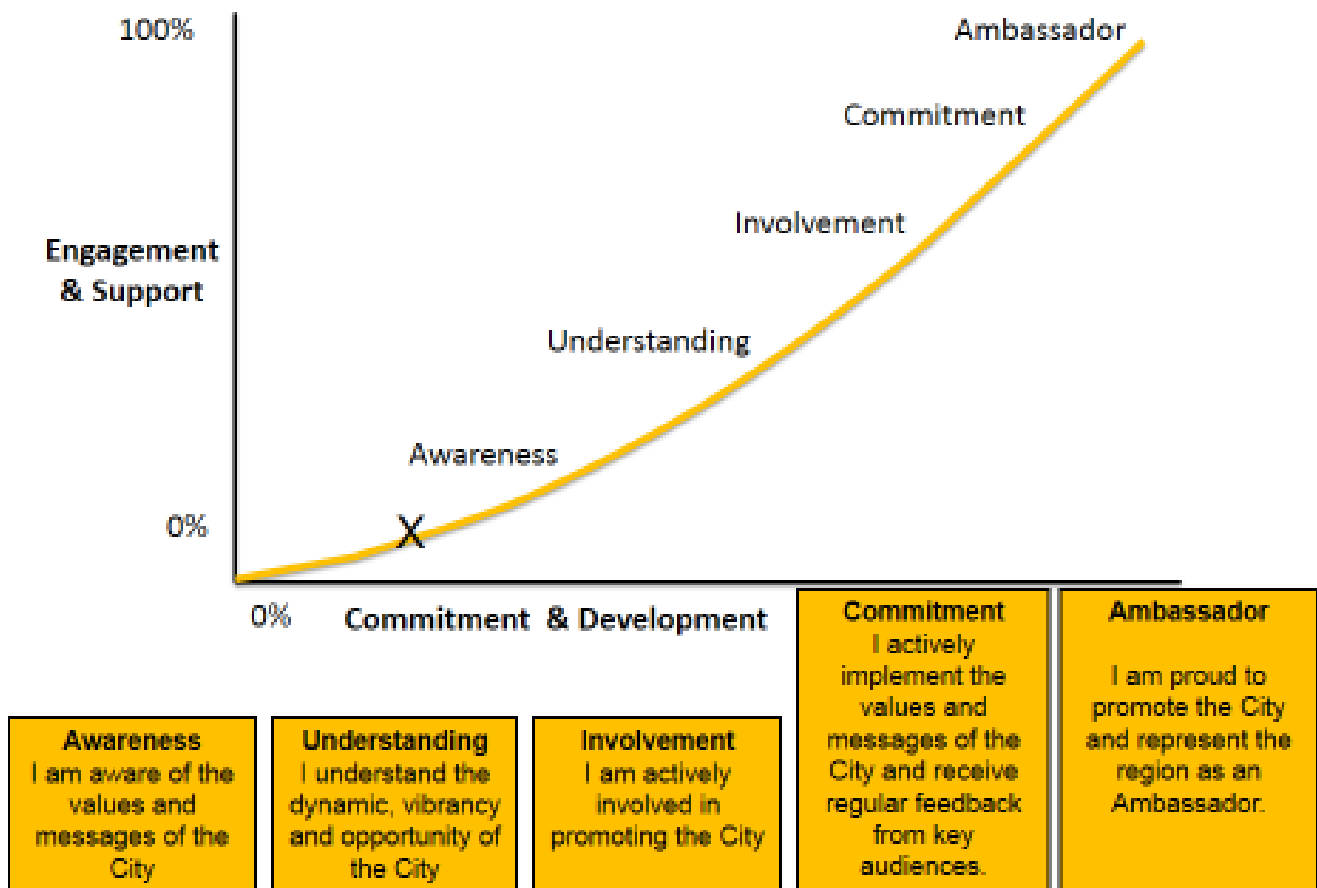
12.2 From a pure marketing perspective our aim is to match the excellence, potential and characteristic of Wolverhampton as closely as possible with the demands and desires of our potential customers, investors and all interested stakeholders.

12.3 On this basis alone, the rationale for working in a coordinated 'offer' as a Wolverhampton City partnership provides compelling business and economic sense.

12.4 To fully engage our regional stakeholders and partners we must share the same messages and an understanding of what they represent. Currently this is disjointed. Where we have senior stakeholders working at the highest level of Government and industry they have no formal understanding of what we are trying to 'sell' as Wolverhampton.

12.5 The aim of a coherent messaging campaign is to fully engage these individuals and communities so that they can operate in any environment as ambassadors of the City. At the same time, we can provide a 'story' or narrative that demonstrates strong and compelling examples of the core messages we stand for.

City Marketing Stakeholder Engagement and Messaging



13.0 The Marketing Functions and Process

- 13.1 The marketing organisation and operation is fractured within Wolverhampton and within the City Council. There is a focus on individual functions and task but a lack of direction and delivery of coordinated campaigns. This imposes a limitation when a campaign reaches a critical delivery point and where the 'offer' requires more than one 'player' to be involved.
- 13.2 It is vital that any potential customer has the impression that they are dealing with a single coordinated interface that has its internal act together and where the 'offer' can be relied on for support across all stakeholders.
- 13.3 To some extent Wolverhampton City Council Marketing Communications is considered to be the vanguard of the marketing effort. In reality this function can only have limited impact and effect as the deliverable is invariably some form of marketing collateral. This is principally because Marketing Communications is a support function and not a frontline campaign delivery mechanism with clear marketing objectives and targets responsible for delivering a customer.
- 13.4 The basis of this strategy is to change the current arrangement and establish a formal structure and organisation for effective marketing based on Governance, Resourcing, Leadership and Support Services.

13.5 While it is important to have a truly effective Marketing Communications capability it is vital to have a clearly identified Marketing team and approach. The latter is less well defined in in the City Council.



13.6 The principle factors in establishing a proactive marketing organisation and programme are governance, direction, leadership and teamwork at the right levels.

13.7 As an initial phase this strategy proposes forming a core marketing capability built around an agency approach from within existing resources. As the organisation matures this can be further developed as a standalone organisation responsible for City marketing at the direction of the City Board. The ultimate aim of the marketing organisation should be to achieve sustainable self-funding from both public and private sector partners while demonstrating delivery of credible new business opportunities. As the principal marketing agency for the City the agency will lead on commissioning, tendering and coordinating all active campaigns and support activity. It will also be the primary interface to other marketing organisations such as Marketing Birmingham and Black Country Consortium. As such the core appointments are linked to Marketing Leadership, Business Development, Market Intelligence and Marketing Communications.

The launch roles for these appointments are as follows:

13.8 Marketing Leadership

- Implement a briefing programme for key stakeholders to explain and demonstrate the marketing approach.
- Lead the secretariat activity required for implementing and coordinating with the Operational and Strategic Marketing Boards.
- Act as a member and Secretary of the Operational Marketing Board.
- Develop and implement a training programme for Campaign process, governance and delivery with key individuals to embed campaign marketing.
- Implement a process of Campaign Briefs and identify an initial set of active campaigns with associated business plans and objectives.
- Establish the Marketing Team presence with key partner stakeholder including Marketing Birmingham and Black Country Consortium.
- Identify and develop potential funding sources and opportunities to provide a sustainable organisation including public sector funding and private sector contributions.
- Act as a member of the management oversight of the Improve the Offer programme.
- Develop a stakeholder/bondholder model to provide funding and support from key City stakeholders.
- Establish a marketing support meeting programme for internal and external sharing and development of campaigns, process, intelligence and opportunities.

Business Development

- Identify and establish the business case for nominated active campaigns.
- Identify and establish a business scorecard system for campaign assessment.
- Establish a target list by sector and customer for potential campaigns in the period 2014/15.
- Establish a 'requirements' portfolio of both City and Black Country opportunities for consideration as campaigns.

Market Intelligence

- Establish a single source reporting system for active campaigns based on a SWAT analysis of the business case for active campaigns.
- Establish a competitor bid model for use in bid assessment.
- Develop an opportunities register of potential campaigns in the period 2014/15.
- Develop a contacts register/map of key decision makers and influencers linked to potential campaigns and stakeholder participation.
- Establish a commissioning and collating process with regional partners for core marketing intelligence statistics and information.

Marketing Communications

- Establish a single source of key point material for the Wolverhampton marketing premise.
- Establish critical links to partner organisation to identify and leverage communications funding opportunities for both campaigns and the Improve the Offer programme.
- Develop an initial suite of information representing the City marketing premise as a baseline.
- Establish a MarComms partner contact register for key City stakeholders.
- Develop and exploit the Improve the Offer programmes to identify and articulate 'stories' supporting the City narrative as an online resource.
- Establish an online resource for City Marketing as a standalone City marketing premise common to all campaigns.

14.0 Governance

14.1 Strategic Marketing Board

Wolverhampton Strategic Marketing Board – led by Leaders/Chief Executive Officers and their Equivalents from Other Regional Stakeholders both public and private sector

- Set the strategic direction of the marketing approach and campaigns to ensure continuity with future requirements, plans and developments. Matching the city capability to our marketing ambitions.
- Vote or Veto – Agree and endorse targets and support for individual and collective campaigns.
- Provides a high level resource to be engaged and deployed as part of a campaign.
- Provide campaign access and resources through established networks at the right level of industry, government and politics.
- Scrutiny – Provide direction, support and executive agreement on Campaigns and the 'Improve the Offer' programme.
- Review – Selected campaigns on a 'call forward' basis.
- Agree a partner and regional marketing target list.
- Allocation of campaign lead and agreement of objectives, schedule and engagement.

15.0 Management and Resourcing

Operational Marketing Board

Chief Executives/Strategic Directors and Partner Equivalent

- Lead – Authorises Campaign Plans and nominate the Campaign Lead responsible for delivery of a campaign on behalf of the Board. Based on 'best placed for the job' from among all stakeholders.
- Provides executive, financial review and policy control over campaigns.
- Prioritise new campaigns to determine the level of commitment, schedule and projected outcomes – reality check.

- Review and assess the achievements, feasibility and sustainability of ongoing campaigns.
- Agree and direct resources in support of forward campaigns including funding and personnel.

16.0 Delivery

Campaign Director/Lead (Tactical)

- Directly responsible to the Operational and Strategic Marketing Board for all aspects of leadership, management and administration of a campaign including framework, campaign plan, targets, partnership relations, offer, resources, finance, intelligence, marketing services.
- Provides leadership to the combined campaign team and sets objectives and targets for partners and functions within the campaign team.
- Manages all aspects of the campaign administration for accountability, scrutiny and audit as required by the Operational and Strategic Board.

16.1 Campaign Partners – the key elements that make up the 'offer'

- Commercial/financial package
- Property and property services
- Skills and education
- Trade and business support organisations
- Local businesses and representatives
- Local Government Administration, Leadership and Executive etc.

16.2 Marketing Support Services

Intelligence

- Provide competitor and bid information in support of all campaigns based on a collective data set.
- Provides a market intelligence monitor of key decisions, schedules, activities and events within the campaign environment.
- Provides a forward view for potential campaigns and supporting data.

Finance

- Monitor and review campaign costs and spend in line with direction from the operational board.
- Coordinate 'financial/commercial offer' for each campaign as required.
- Monitor, seek and apply for funding and support relevant to each campaign and for use in sustaining the organisation.
- Monitor funding for 'Improve the Offer' strands to ensure best leverage.
- Provide comprehensive and competitive financial options and assessment in direct support of commercial bids and offers.

- Manage stakeholder financial contributions and support for clarity, accountability and external audit.

16.3 Marketing Communications

- Maintain and support a central data and information source of common marketing collateral across all media approaches including publicity material, social media and networking, presentation material, promotional material (film and video), events and protocol.
- Operational planning, coordination and management of key inward and outward delegations and visits.
- Support and maintain resources for stakeholder/partner (Bondholder) management including events, protocol, publicity, sponsorship and engagement.

16.4 Business Development – Identify and prepare target campaigns

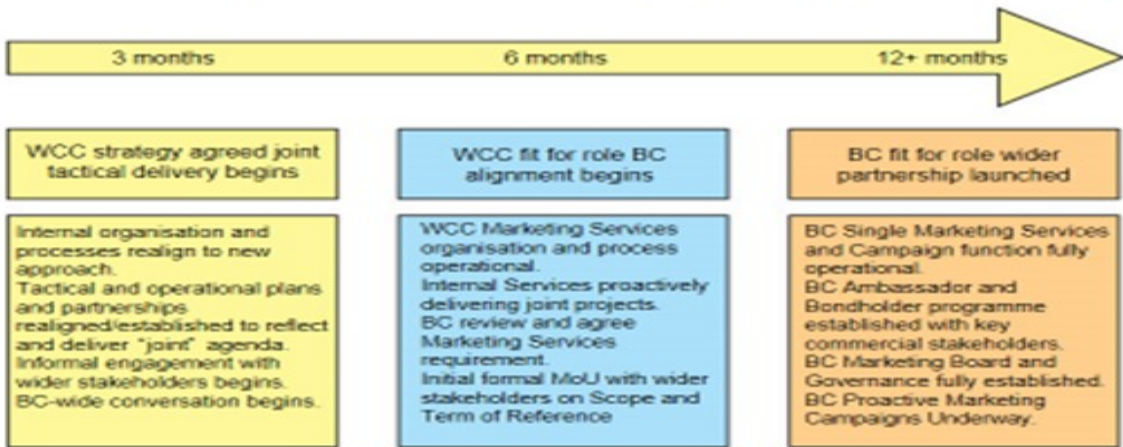
- Responsible for establishing the business case for potential campaigns.
- Provide analysis, interpretation and application of market intelligence.
- Establish and manage contact maps for campaigns and for the Marketing organisation.
- Provide campaign administration and support.

16.5 Marketing Campaigns

- The aim of a campaign is to clearly identify
- Target customer or investor.
- Understand and analyse the customer requirement.
- Develop and coordinate an 'offer' to meet the requirement.
- Manage delivery of the 'offer' in to the right context at the right time during the customer decision making process.
- Coordinate the campaign team to ensure the right person has the right message and a time and place to deliver this.
- A clear understanding of the end game and how this is achieved.

Campaigns can involve a number of different organisations and partners as customers and investors. For clarity the Marketing organisation will be responsible for coordinating an initial [Campaign Brief](#). This document sets out the scope, strategy and content of a campaign. It provides the basis for a Campaign Business Plan. The Business Plan initiates a campaign and will be subject to agreement by the Operational and Strategic Marketing Boards on a case-by-case basis.

Joint Marketing Services and Campaigns Capability – the journey



Initial Actions Following Endorsement by SEB

Task	Actions	Responsibility
Internal Briefing Programme to key decision makers and stakeholders on the Marketing approach	Member Briefings and endorsement	
External briefing programme to key City stakeholders	Business Champions Skills and Education Leaders Visit and Leisure Leaders City Board	
Nominate WCC Lead Officers for Improve the Offer 'strand' Business, Skills, Visit/Leisure, and Communities.	As part of organisational change realign key players for each stand to a single management approach for marketing. Populate Improve the Offer based on existing programmes such as City Pledge and Events and Festival Programme	
Nominate WCC Lead Marketing Officer	Responsible for coordinating all active	

	campaigns and developing initial campaign Brief with objectives for consideration by SEB	
Nominate Lead Marketing Communications Officer	Responsible for commissioning all Campaign MarComms activity. Responsible for developing a repository of key marketing information and material for communications consistency	
Nominate Marketing Intelligence Lead Officer	Responsible to LMO	
Initiate a programme of Campaign Marketing Training for key individuals	Skills set for process and framework for campaign launch and delivery	
Establish three – Six baseline Marketing Campaigns		
Establish formal links and liaison process with key partner organisations including BCC and Marketing Birmingham	Collaboration, Resourcing, funding and leverage projects and schedules.	

17.0 Financial Implications

- 17.1 At launch and set up there are no significant financial considerations for adopting a proactive marketing approach. The programme would make use of existing resources, but provide a more effective focus and direction for their actions and activities. Providing a clear framework for a business plan related to each campaign may also promote the use and leverage of external marketing funding available through organisations such as the LEP and Marketing Birmingham.
- 17.2 Within the Improve the Offer programme there are potential saving implications through reorganisation of services and delivery, particularly within the Visit and Leisure sector, and through a more proactive a wider spread of external funding opportunities. The Reputation Management programme also has the potential to deliver savings as the programme strives for greater accountability, governance and visibility for the marketing

communications spend and delivery as well as providing a focus for projects. These savings cannot be evaluated at this stage.

- 17.3 In the longer term a decision to move marketing to an external agency position will have financial implications that include options for external funding from both public and private sector sources. This however, would be the subject of a more detailed business plan and financial model in the event that it is considered. [GE/26022014/I]

18.0 Legal Implications

- 18.1 At launch there are no apparent legal implications that are not already covered by collaborative arrangements already in place for development of partnership structures. [RB/24022014/M]

19.0 Equalities Implications

- 19.1 At this stage of the programme there are no apparent equality implications.

20.0 Environmental Implications

- 20.1 There are no additional environmental considerations from this proposal that require consideration.

Current Strategic Campaign Opportunities

As a prelude to establishing an independent Marketing organisation it recommended that the operational process and functions begin to adapt to a 'true' Marketing role as soon as possible. To provide focus for this effort it is suggested that a Task & Finish Group be established to coordinate the development of Marketing Campaign Briefs for submission to the Strategic Marketing Board for consideration and review.

The following campaigns are strategic in their nature but have the potential to realise significant results. At the same time, launching these campaign sets out a clear message that Wolverhampton and the Black Country are open for business as a team and that we are focussed on delivering results.

Campaign 1

A UK Centre of Excellence for Automotive Components

Manage the Downturn – Prepare for the Upturn

[13-975es-driving-success-uk-automotive-strategy-for-growth-and-sustainability.pdf](#)

Objective

Establish the commercial and skills basis for development and location of an Enterprise Zone focused on a UK automotive centre of excellence for automotive suppliers based on the direct requirements of key automotive manufacturers within the UK.

Goals

- Establish a Business Plan supported by Automotive OEMs, trade organisations and potential investors for the development and investment in a Black Country based automotive component design, manufacture and technology site.
- In collaboration with DSTI establish the business plan and rationale for a significant UK Government investment in the Black Country in support of the development of a national component manufacture centre of excellence.
- Establish a single point of contact recognised by the key UK automotive trade organisations, prime contractors and Grant Holders as a conduit for investment, skills and manufacturing capacity within the Black Country.

Notes:

- Bentley cars SUV will be built at the factory in Crewe, resulting in the creation of over 1000 jobs in the UK.
- Car industry gearing up for a £2billion Government injection
- SMMT report states UK has become a 'destination of choice' for global vehicle manufacturers. It also explains the major supply chain opportunities that exist and what makes the UK an increasingly attractive market.

Campaign 2

Bring Back Office Government to the Black Country

[Decentralisation an assessment of progress.pdf](#)
[budget2010_smith_review.pdf](#)

Objective

Establish the political, commercial and skills rationale for relocating a significant Public Sector back-office support function to the Black Country based on the findings and recommendations of the Roberts Report.

Goals

- Establish the strategic and operational campaign dialogue with a major public sector department or agency for the planned relocation of back-office services to the Black Country.
- In collaboration with campaign partners establish a compelling business plan offer to underpin a public sector relocation to the area.
- Establish a single point of contact recognised by the key UK Government and affiliated agencies as a source for future opportunities in relocation and as a conduit for investment, skills and infrastructure within the Black Country.

Notes:

- Ian Robert Report on Government relocation from Central London still valid for some 15,000 jobs.
- Opportunities exist to exploit this on a coordinated basis
- Other Government relocations of back-office support are being reviewed as a financial imperative e.g. Regional NHS, Police and Fire Services

Campaign 3

Call Me – UK Call Centre Training, Service and Infrastructure Hub

Objective

Establish the commercial and skills rationale for relocating FTSE 100 service sector companies call centres and support within Wolverhampton and the Black Country.

Goals

- In collaboration with the Call Centre and Customer Service Trade organisations develop and establish a dialogue for the development and implementation of a UK centre of excellence for call centre administration and training alongside a significant pool for active call centre operations.
- Establish both strategic and operational campaign dialogue and partnership offers with a FTSE 100-size service industry with a requirement for relocation or location of a call centre within Wolverhampton or the Black Country.

Notes:

- THE UK's third-largest bank has moved all of its Indian call centre operations back to the UK.
- 500 jobs have been relocated to existing contact centres
- Anne Marie Forsyth, Chief Executive of the Customer Contact Association, said the relocations are due to increasing numbers of complex calls dealt with from within the UK rather than overseas.

Campaign 4

Patient Care and Administration – A UK Centre of Excellence

[HEE-Business-Plan-13-14-10-July-2013-Final.pdf](#)

Objective

Establish the political, commercial and skills rationale for establishing a UK centre of excellence in the Black Country for training, administration and regulation of care and health training to improve and accredit national standards of care training and administration in the UK.

Goals

- Establish the strategic and operational dialogue with relevant Health and Adult Care Agencies at a national level to fully understand and identify the rational and requirement for a UK Centre of Excellence in Care Training and Administration.
- In collaboration with campaign partners develop and establish a compelling business case for locating a Centre of Training and Administration for Care in the Black Country.

Notes:

- Health Education England £5 billion budget will help frontline staff to further improve their ability to care for patients
- NHS is investing to train the next generation of doctors, nurses and healthcare assistants
- Norman Lamb outlines national minimum standards for preparing new recruits to work in nursing homes. Carers who help with tasks such as washing and dressing elderly people in their own homes will also be required to undertake the training.
- A 'national centre of excellence' training agenda is forming within the NHS that can be supported based on development of proven capabilities in Wolverhampton.

Campaign 5

The Digital City - The New Horizon and the New Economy

[Ukie submission for CMS Committee inquiry into Support for the Creative Economy - November 2012.pdf](#)

Objective

In collaboration with the major UK digital entertainment players, establish the requirement, demand business case and skills development requirement for a dedicated development, production and business skills facility within Wolverhampton and the Black Country to encourage and support the development of SME digital companies.

Goals

- In collaboration with the Digital Gaming and Leisure Industry Trade Association establish a dialogue to understand and define the requirement and rationale for a Regional/UK Centre of Excellence, Business Support and Creativity for Digital SME companies.
- Based on this dialogue, develop and implement a campaign business case for a Digital skills, commercial, development and business community hub within Wolverhampton and the Black Country.

Notes:

- The West Midlands is home to nearly a quarter of the UK's digital gaming workforce and over 5,800 digital companies including market leaders such as Codemasters, Sega, Rare and Blitz
1. A requirement has been identified to support these businesses through incubation to foster business support, creativity and skills to meet their development and growth requirement for the future.