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Foreword

The Local Enterprise Partnership is a catalyst, that is listening to the needs of Worcestershire, seeking to broker collaboration to create new jobs, supporting new businesses and the longevity and growth of existing businesses.

Worcestershire has declared that it is ‘Open for Business’ and the LEP is keen to support local businesses achieve even more success in the competitive UK and global marketplace. Now we must project the many and unique qualities that exist across the County in order to attract further economic growth and activity.

The Worcestershire LEP cannot and should not act in isolation. Effective solutions, positive impacts and tangible delivery will happen through working together, whether it is alongside established partnerships and interest groups in the County or through strategic collaboration with other LEPs with mutual specific ambitions. In many ways it provides the “golden thread” between challenging high level ambitions and driving the delivery of grassroots activities within the themes identified.

So what is it that we will do differently in order to achieve more positive results? Well, we will be proactive in seeking investors, enabling development, reducing barriers, red tape and processes, supporting our key business sectors and in projecting to the ‘world’ the fantastic assets that we enjoy here in Worcestershire.

This business plan therefore sets the scene for moving forward, highlighting where the LEP will make a difference and can add value. In order to make a real change it will be important that the LEP provides proactive leadership to achieve results and the desired outcomes, but the partnership will also need to be reactive to opportunities that are presented to it. This business plan therefore describes how partners and stakeholders will work together to support the LEP to achieve the required results.

The LEP is a cog in a bigger wheel comprising many partners responsible for innovation and delivery across Worcestershire, across the Midlands and in a national and Government context. By removing barriers and enhancing opportunities, the LEP will broker solutions which enable diverse businesses to establish, invest, consolidate and grow. The LEP’s Delivery Plans demonstrate what the LEP is doing, and how it is influencing, supporting and delivering to benefit Worcestershire’s economic growth.

The Local Enterprise Partnership, in defining its key outcomes, has outlined that the partnership must create the right economic environment for Worcestershire in both the more immediate and long term future. In Worcestershire, the Shenstone Group, comprising the leaders of the key organisations across all sectors, is defining a vision for the County for the next 25 years. The Worcestershire Local Enterprise Partnership therefore calls on all partners to play an active role in supporting us, as we move forward, participate in the on-going discussion and ideas generation to exploit the fantastic opportunities that Worcestershire presents.

Peter E Pawsey CEng FICE FCIHT FCMI
Executive Chair
Executive Summary

1. The Worcestershire LEP’s vision is to create the right economic environment to inspire businesses, encourage investment and to create lasting and sustainable employment in Worcestershire by 2017 and beyond.

2. The key measures of success will be to:
   - increase employment in Worcestershire by 5% by 2015
   - account for £750m worth of private sector investment in Worcestershire businesses by 2017
   - grow the Worcestershire economy by the measure of Gross Value Added which in 2009 was £8,457m

3. The role of the Worcestershire LEP is to:
   - provide strategic leadership and develop a long term vision related to Worcestershire’s economy, providing strategic insight on the challenges and opportunities facing the county
   - portray the ‘big picture’ assets, attractions and opportunities in Worcestershire to the ‘world’
   - champion Worcestershire’s economic vision and promote bold solutions
   - secure finance, attract investors and encourage local-to-national bodies to match resources to achieve Worcestershire’s ambitions
   - lead and co-ordinate Worcestershire interests from business, public and third sector networks and organisations to drive forward economic growth
   - share knowledge, practice and intelligence in Worcestershire as well as across the national LEP Network to help decision-making
   - represent the business voice of Worcestershire, locally, nationally and internationally
   - hold others to account in partnership working to achieve agreed objectives

4. Strategic Performance Framework
   The LEP has identified four Strategic Objectives, each of which will be driven by a sub-group, chaired by a Business Board member and which will report directly to the LEP Board.
   - **Strategic Objective 1: National Profile and Promotion**
     Showcase Worcestershire, Promote Worcestershire and Position Worcestershire
   - **Strategic Objective 2: Access to Finance**
     Harnessing the expertise and knowledge of the professional sector, and providing one delivery model of various finance options to local businesses
   - **Strategic Objective 3: Employment and Skills**
     Skills and Workforce Planning, strengthening the relationship between education and business while increasing employability
   - **Strategic Objective 4: Planning, Development and Infrastructure**
     Working with the Place Shaping Group, the LEP will focus on a limited number of key strategic employment locations across the County while establishing a business-friendly planning system. The LEP will also seek to ensure the delivery of key transport infrastructure projects such as motorway interchange upgrades, new railway stations and superfast broadband

5. Supporting Worcestershire’s Key Sectors
   In order to drive forward economic growth and enhance Worcestershire’s competitive edge, the LEP will primarily focus on supporting the following sectors:
   - Manufacturing
   - Cyber Security and Defence
   - Tourism
   - Horticulture and Food Production
   - Environmental Technology
   These are not exclusive sectors as we will work with the market to develop new and emerging opportunities that add to Worcestershire’s economy, particularly through small - medium sized enterprises.

6. Funding and Resources
   - It is the LEP’s objective to reach a situation whereby its operational costs are shared in approximately equal proportions by Central Government, the local authority family of Worcestershire and by the business community
   - The budget for 2012/3 shows income and expenditure of approximately £566k which will support the continuity of a small secretariat and the essential running costs including those for communications and events

This business plan will be regularly monitored and refined by the LEP Board.

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Strategic Vision and Ambition

Following approval by Government to establish a Worcestershire Local Enterprise Partnership (LEP) in December 2010, the embryo organisation has been working with partners to establish its priorities, and where it can add value to the Worcestershire economy in the delivery of growth and jobs. Many of the LEP’s stakeholders, partners and statutory bodies have a matching geography and therefore we are able to align, co-ordinate and co-operate with these bodies to exploit the opportunities that are presented to us as a partnership. This facilitates streamlined decision making and communication, and the partnership is therefore ‘fleet of foot’, committed, pro-active and ready to play its role.

The challenge for Worcestershire is that the size of the economy as a measure of Gross Value Added has been declining since 2004. Private sector employment reduced between 2000 and 2008 by 1%, and despite overall employment growing from 2004 to 2007, the performance of the macro economy since 2008 has meant these gains have been lost. The Worcestershire economy is a ‘mixed bag’, areas of high technology and high performance, however with concerns over the supply of employment land, relatively poor levels of foreign direct investment and the skill gap widening mean that effective responses need to be developed to adapt and remove the constraints on the economy.

The LEP has a commitment to engage, communicate, help and support the business community by being a voice that portrays the business view of Worcestershire. Whilst gaining increasing confidence and self belief from businesses, organisations and people to fulfil collectively the County’s potential, it is also important to position Worcestershire favourably in a national context with Ministers, Government and international interests. The LEP is also making the most of its good relationships with business representative organisations such as the Herefordshire and Worcestershire Chamber of Commerce, Federation of Small Businesses and Institute of Directors.

The LEP recognises that despite the attraction of expanding existing major businesses or attracting new significant investors, it will be SMEs that provide much of the growth and new job creation. Accordingly, the LEP will continue to work with the industry representative partners across Worcestershire to enable and maximise such opportunities for investment and expansion.

“The Worcestershire LEP’s vision is to create the right economic environment to inspire businesses, encourage investment and to create lasting and sustainable employment in Worcestershire by 2017 and beyond.”

The LEP Vision is being delivered by focusing on four strategic objectives which shape the core priorities for the next three years at least. The LEP will marshal resources and delivery in partnership with Worcestershire interests, as well as through external alliances such as other LEPs, in order to secure national and international commitments and funding. The LEP will constantly interact, listen to and talk with local to national stakeholders and businesses of all sizes, types and sectors to deliver results.

The LEP’s performance, progress and tangible achievements will be managed constantly to ensure that the LEP is scanning the horizon for opportunities and using plans and strategies to deliver priorities.

Our ambition and measures of success will be to:

- increase employment in Worcestershire by 5% by 2015
- account for £750m worth of private sector investment in Worcestershire businesses by 2017
- grow the Worcestershire economy by the measure of Gross Value Added which in 2009 was £8,457m
The Role of Worcestershire LEP

The role of the Worcestershire LEP is to:

• provide strategic leadership and develop a long term vision related to Worcestershire’s economy, providing strategic insight on the challenges and opportunities facing the county.
• portray the ‘big picture’ assets, attractions and opportunities in Worcestershire to the ‘world’
• champion Worcestershire’s economic vision and promote bold solutions
• secure finance, attract investors and encourage local-to-national bodies to match resources to achieve Worcestershire’s ambitions
• lead and co-ordinate Worcestershire interests from business, public and third sector networks and organisations to drive forward economic growth
• share knowledge, practice and intelligence in Worcestershire as well as across the national LEP Network to help decision-making
• represent the business voice of Worcestershire, locally, nationally and internationally
• hold others to account in partnership working to achieve agreed objectives
The Voice of Worcestershire Businesses

Worcestershire Local Enterprise Partnership will use the various business networks and communications media to gather and be the business voice of Worcestershire. The engagement of the private sector, which encompasses FTSE 100 to Sole Trader and large corporate to social enterprise businesses in the development of the LEP is crucial to its success. As a partnership we are then able to identify barriers to growth, influence decision making and thereby unlock growth and jobs. It is important that the LEP, through the business community, Board and Business Board members, takes a strong lead as advocate and ambassador for Worcestershire’s economic prosperity, working in close partnership with the public sector.

The LEP recognises that it must maintain excellent relations with the business membership organisations who represent their member businesses. However the LEP needs to widen and deepen business engagement to ensure that Worcestershire is maximising its potential. The LEP will survey and call for evidence from the private sector to help shape and develop public sector policy. The LEP will co-ordinate and respond to central and local government consultation to ensure that Worcestershire’s business voice gets heard and can balance opinion from other sources.

The LEP Board is connected to Government Ministers and sponsoring Government Departments (Business Innovation and Skills, Communities and Local Government) as well as wider government interests. These relationships are vital in terms of enabling Worcestershire to advocate its positive assets and opportunities, to improve its impacts, and to influence Government policy to create better conditions for local progress.

The LEP is connected to a wide array of Government Agencies from DEFRA, Highways Agency and Environment Agency to HM Revenues and Customs and the Better Regulation Delivery Office. These relationships bring additional national knowledge and intelligence from a wider pool of expertise to assist the LEP’s initiatives in removing barriers to growth and other obstacles.

Externally Focused and Cross Border Working

Worcestershire Local Enterprise Partnership, in its submission to Government, outlined the need for the partnership to be externally focused and working across borders with neighbouring LEP’s to share joint agendas and to develop benefits for the Worcestershire economy by working in an environment where business does not recognise government boundaries. Therefore as an independent partnership it will focus exclusively on the economic agenda and further Worcestershire’s economic ambitions. It will cultivate relationships and productive collaborations with diverse organisations both within and outside the County.

Worcestershire LEP is a member of the National LEP Network comprising all 39 LEPs in England. Belonging to this network ensures that Worcestershire is constantly aware of good practice, new challenges and solutions within the external landscape, and it enables the LEP to scan ahead to consolidate its local ideas and solutions. It also provides information on successful initiatives from other LEPs which can be applied to our local scene.

The LEP has also established collaboration with the Midlands LEPs through quarterly meetings amongst Chairs and Executive Directors. The Greater Birmingham and Solihull LEP is the neighbouring LEP which is of most significance to Worcestershire given that the districts of Wyre Forest, Bromsgrove and Redditch have joined both LEPs. Good joint informal working relationships have been established between both LEPs.
Strategic Performance Framework

The LEP’s high level ambition is clear. To achieve this challenging ambition, the LEP has identified four strategic priorities where it will influence and broker change amongst local and national partners and interests.

It is important to track the rate, nature and extent of change over the lifetime of this business plan. Baseline data and information will be drawn from the best sources available across public, third and private sector sources in Worcestershire as well as regionally and nationally. This will establish the best benchmarks possible against which the LEP can assess its progress, as well as comparing achievements with other LEPs, across sectors and in a national and international context.

The LEP Board will assess its achievements against its strategic objectives and will build up an informed picture. A strategic performance framework based around six contributory targets will be created and measured. Performance indicators are quantifiable signposts about change, implementation and achievement. It will be equally important, through the LEP partnership mechanisms, strategic objectives, supporting groups and wider engagement opportunities, to gather intelligence and knowledge which indicate whether the LEP ambition is being fulfilled.

Each strategic objective will become the focus of a specifically established sub group of the Business Board. Each sub group will be chaired by a Business Board leader but will include members with appropriate expertise from the public, third sector and business communities beyond the Business Board membership. Each sub group will be responsible for collaboration and implementation of its Delivery Plan and will constantly monitor performance and review progress with regular reporting to the Business Board and directly to the LEP Board. In taking a strategic oversight of LEP performance, the LEP Board will ensure that delivery of each strategic objective complements the other objectives and integrates the supporting themes.
Strategic Objective 1: National Profile and Promotion

Worcestershire is a magnificent business location. It is home to a flourishing business community with world class companies successfully competing in diverse markets at home and abroad. It offers a high quality workforce with skilled and talented people with ideas and innovation who are breaking new ground in industry sectors such as cyber security and manufacturing. And it offers fantastic sporting and cultural attractions - all set in breathtaking landscape and areas of outstanding natural beauty in the heart of England. Worcestershire combines City and urban energy with refreshing rural peace, meaning residents can enjoy a vibrant evening economy but are only ever 10 minutes away from the quiet countryside.

The County straddles the M5, M42 and M50 motorways which provide an unrivalled logistical access to the whole of mainland Britain. It has a good rail network with recently upgraded services to Oxford, Heathrow Airport and London Paddington via the Cotswold line, direct services to Birmingham northwards and to Gloucester, Bristol and Cardiff southwards. The north of the County also has easy access to the Chiltern line from Birmingham, via Warwick to London Marylebone and the West Coast mainline from Birmingham and Birmingham International (Airport) to London Euston as well as both the northeast and north west of the country. With journey times by road of between 20 and 45 minutes to Birmingham International Airport, and the proposed HS2 rail services, Worcestershire has unparalleled access not only within UK but also to Europe and to other major international business destinations.

The joint Worcestershire LEP and Worcestershire County Council ‘Open for Business’ Survey 2011 highlighted the importance that businesses in the County place on promoting Worcestershire as a business destination on a national stage. Employers have recognised the strategic opportunities which are available to businesses by promoting the County and through generating value to the overall ‘Worcestershire brand’. Building a coherent narrative and developing a core range of messages and interventions have been identified as critical to moving Worcestershire forward on to the national stage.

Putting Worcestershire on the National Stage

With such rich assets at its disposal Worcestershire is now well placed to raise its profile and position itself to increase its share of business investment. The LEP considers this to be its number one priority and a key area through which it will be able to generate considerable added value to Worcestershire and for our partners in the private and public sectors. We will look to harness the collective strengths, resources and energies of the wider partnership and to develop a coherent case for generating new business opportunities, retaining our share of public funds to lever in additional investment and attracting a greater proportion of visitors to the County.

We will focus on three core areas:

- **Showcase Worcestershire** - maximise the County’s exposure at key business and commercial events to raise our profile on the national stage and to highlight the best of what we do.

- **Promote Worcestershire** - utilise our networks and relationships to increase the visibility of Worcestershire to generate new opportunities in established and emerging markets.

- **Position Worcestershire** - increase Worcestershire’s presence and relevance in key decision making to deliver better solutions for the County’s businesses and economy.
### Strategic Objective 1: Profile and Promotion Delivery Plan

<table>
<thead>
<tr>
<th>Outcomes/Outputs</th>
<th>Project/Initiative</th>
<th>Target/Timeline</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Showcase Worcestershire</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Increase the profile of the County amongst key decision makers</td>
<td>Host annual Worcestershire Day at Westminster</td>
<td>Deliver by June 2013 and annually</td>
<td>LEP working with MPs, LAs and private sector</td>
</tr>
<tr>
<td>Delivery of a large business profile event in the County</td>
<td>Establish new Worcestershire Expo event targeting specific industry buyers and investors</td>
<td>October 2013 and annually</td>
<td>Chamber of Commerce working with private sector and Worcestershire County Council</td>
</tr>
<tr>
<td>Develop the offer for investment to potential developers and investors</td>
<td>Establish an offer to MIPIM and other key development / investment events</td>
<td>Delivery of a package of opportunities by August 2013</td>
<td>LEP working with private sector and local authorities</td>
</tr>
<tr>
<td><strong>Promote Worcestershire</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use high profile external advisors and key local people to carry the voice of Worcestershire</td>
<td>Generate and lead comprehensive high profile programme of publicity to promote all assets of the County</td>
<td>Workshop including all key partners by January 2013. With an ongoing programme to be defined</td>
<td>LEP leading all relevant partners</td>
</tr>
<tr>
<td>Increase the number of Worcestershire exporting companies to the national target</td>
<td>Develop a focus plan of international engagement for trade links and inward investment</td>
<td>March 2013</td>
<td>LEP working with UKTI, WCC, Chamber and private sector</td>
</tr>
<tr>
<td>Increase the value of tourism to the Worcestershire economy and increase the tourism spend and bed nights</td>
<td>Develop integrated tourism strategy for Worcestershire bringing together a coherent destination, retail and cultural offer</td>
<td>March 2013</td>
<td>Destination Worcestershire working with the LEP and local authorities following ‘big picture’ review</td>
</tr>
<tr>
<td><strong>Position Worcestershire</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have a proactive narrative of the Worcestershire opportunities</td>
<td>Developing a coherent range of USPs and investment proposition for Worcestershire</td>
<td>January 2013</td>
<td>LEP working with the private sector and local authorities</td>
</tr>
<tr>
<td>Establish a Regulatory Charter with corresponding actions and initiatives</td>
<td>Public statement of regulatory services to support local businesses by streamlining processes, delivery and advice to businesses</td>
<td>November 2012 onwards</td>
<td>LEP working with Worcestershire Regulatory Services</td>
</tr>
<tr>
<td>Increase the profile of Worcestershire nationally and in the EU</td>
<td>Proactively work with MPs and MEPs to engage with decision makers on key county issues and lobby for additional investment. This will include hosting an annual briefing at EU Open days to maximise relationships and networks to lobby for new investment and business opportunities</td>
<td>October 2013</td>
<td>WMES working with Local Authorities and the private sector</td>
</tr>
</tbody>
</table>

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Strategic Objective 2: Access to Finance

Worcestershire’s business community reported in the November 2011 Open for Business survey that access to finance and its lack of availability remains one of the top barriers to business growth. It is therefore important that the LEP tackles this priority in the macro economic environment since 2008 which has seen the longest and deepest recession in history. It is clear that since the banking crisis, the rules of engagement and the accepted levels of risk have changed between business and lenders. The LEP will develop a pro-active approach which ensures that businesses can access support to produce a deliverable business plan for investment and which, in turn, gives confidence to the lender.

Smaller businesses in general have more difficulties accessing finance compared with larger companies, and SME’s rely heavily on the main banks rather than less formal avenues of finance. Often the barriers for SMEs are:

- lack of a proven track record to support loan applications
- prohibitive costs of due diligence to consider equity finance
- a poor appetite for financing innovation
- funds in short supply for firms between start up and self sustaining take off
- weak access to information about the alternative methods of finance

We will focus on two key areas:

- **Harnessing the expertise and knowledge of the professional sector.**
  Bringing together these key partners and stakeholders to secure more investment in Worcestershire businesses.
  The LEP will seek to put financial providers into a delivery model which allows a brokerage between providers and small businesses. LEP partners also have available “funding-finder” tools and these can provide a sound foundation for development of a model which gives local businesses access to capital with practical support and advice.

- **One delivery model of various finance options to local businesses.**
  The delivery model for different finance options is likely to need specialist support and expertise in bringing the right partners and best professional networks together in order to ensure that opportunities are identified, sifted and delivered in a targeted way as part of a wider support offer to local entrepreneurs.

The LEP website will be the delivery model:

- a point of contact for businesses to access a range of financial options and expertise, removing one of the main barriers to growth
- a better understanding of the opportunities available to investees and how they can link into the process
- local access to a wide variety of funds and opportunities
- supporting businesses to become ‘investor ready’ through liaison with professional financial advisers and other bodies to prepare them for investment
- Financial commitment by the private sector to make the model self sustaining

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## Strategic Objective 2: Access to Finance Delivery Plan

<table>
<thead>
<tr>
<th>Outcomes/Outputs</th>
<th>Project/Initiative</th>
<th>Target/Timeline</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an easy to use business information and enquiry form</td>
<td>Develop the diagnostic model of encouraging businesses to seek finance and investment for their business</td>
<td>January 2013</td>
<td>LEP delivers in partnership with the private sector</td>
</tr>
<tr>
<td>Create a network of supporters to financially contribute to the success of the project</td>
<td>Employ a financial specialist to support the local professional sector and develop the pipeline of businesses</td>
<td>December 2012</td>
<td>LEP delivers with the private sector</td>
</tr>
<tr>
<td>Create funding advice clinics with lending partners for businesses of all sizes</td>
<td>Delivery of funding workshops looking at a range of access to finance options</td>
<td>January 2013 (quarterly going forwards)</td>
<td>LEP to deliver with the private sector</td>
</tr>
<tr>
<td>Increase the visibility of national funding schemes</td>
<td>Working with local corporate bank managers to understand more about the national initiatives available to Worcestershire businesses</td>
<td>January 2013</td>
<td>LEP to deliver with the private sector</td>
</tr>
<tr>
<td>Link to existing information sources</td>
<td>Funding finder and grant finder services</td>
<td>November 2012</td>
<td>LEP working with Chamber and Worcestershire Business Central</td>
</tr>
<tr>
<td>Linked to Central Government review of the banking sector</td>
<td>Establish the possibility of a Bank of Worcestershire - a project currently being explored</td>
<td>March 2013</td>
<td>Private sector communicating through the LEP</td>
</tr>
</tbody>
</table>
Strategic Objective 3: Employment and Skills

The LEP, through the Worcestershire Employment and Skills Board, is committed to working with partners to strengthen current skills provision and co-ordination to meet the private sector needs. The LEP and ESB recognise that within the limited resources available, there will be clear prioritisation of the areas for intervention.

The priority areas for the Employment and Skills Board are:
• taking full advantage of the opportunities being promoted by Government, such as apprenticeships, and the flexibilities required to ensure the delivery of courses and qualifications that meet the business needs
• working with the educational institutions and the wider business community to encourage increased workforce development and high quality skills provision
• supporting young people and increased youth employment
• supporting particular geographic areas and groups to overcome disadvantage and to improve opportunities

Employer leadership is critical. Businesses need to understand and appreciate the value of skills investment by engaging with a process that will enable their employees to make a better contribution to the success of their business. The partners need to bring together activities and support to better assist individuals to learn and progress in order to fully contribute in the workplace. Therefore based on the Employment and Skills Board Strategy, the priorities for the LEP are:

1) Skills and Workforce Planning
Fundamentally important for the recovery from recession across the county’s businesses will be for all to support improved skills and workforce planning. There is agreement on the need to increase Apprenticeship placements and take up, to develop graduate level opportunities and to increase private sector skills investment.

2) Strengthening the relationship between education and business
Joint working to support schools, HE/FE colleges and Universities in preparing young people for the world of work, and to develop a range of new links between education providers and the business community. It is also recognised that high quality information, advice and guidance with the changing organisational responsibilities will be essential to better connect the worlds of work and study.

3) Increasing employability
Youth employment is a top priority for Worcestershire in the light of the high youth unemployment levels and the potential long term impacts on young people. An essential element of the approach will be to establish better mechanisms for identifying job opportunities and facilitating local recruitment through supporting small businesses to identify potential candidates.
## Strategic Objective 3: Employment and Skills Delivery Plan

### Skills and Workforce Planning

<table>
<thead>
<tr>
<th>Outcomes/Outputs</th>
<th>Project/Initiative</th>
<th>Target/Timeline</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyses of the needs of the local economy i.e. higher level apprenticeships and the offer of training providers</td>
<td>A focus on apprenticeship offer level 3 &amp; 4</td>
<td>Deliver 250 Level 4 apprenticeships by 2016</td>
<td>Worcestershire Apprenticeship Group</td>
</tr>
<tr>
<td>Increase the number of graduate job opportunities</td>
<td>Develop Graduate Level opportunities</td>
<td>Developing 1000 internship places by 2016</td>
<td>Employment and Skills Board</td>
</tr>
<tr>
<td>Reduction in the skills gap in manufacturing sector companies</td>
<td>Increase the intake of apprenticeships in the engineering/manufacturing sector</td>
<td>Delivery of the North Worcestershire Engineering Academy by 2013 academic year</td>
<td>Employment and Skills Board</td>
</tr>
<tr>
<td>Increase the number of employer training plans</td>
<td>Encourage greater employer investment in training</td>
<td>Organise 2 workshops by Summer 2013 on workforce development and succession planning</td>
<td>Employment and Skills Board</td>
</tr>
</tbody>
</table>

### Relationship between Education and Business

<table>
<thead>
<tr>
<th>Case studies of best practice</th>
<th>Improving Business and Schools relationship</th>
<th>Development of pilot project between Malvern Instruments and Malvern St. James by March 2013</th>
<th>Employment and Skills Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase private sector input in to the Governing Bodies</td>
<td>Increase awareness and exposure to the world of work</td>
<td>25% increase in governors with a business background by 2016</td>
<td>Worcestershire County Council LEP initiative in conjunction with WCC and business</td>
</tr>
<tr>
<td>Strengthen links between both business and public sector employers and schools with all pupils having wider insight into many different career opportunities during their senior school years</td>
<td></td>
<td>Develop school and business links from initial workshop by December 2012 and programme to commence visits process in Sept 2013</td>
<td></td>
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</tbody>
</table>

### Increasing Employability

<table>
<thead>
<tr>
<th>Better specification and delivery of mainstream employability programmes</th>
<th>Ensuring national programmes deliver for Worcestershire</th>
<th>25% reduction on numbers of 18-24 yr olds in receipt of JSA in Worcestershire by 2016</th>
<th>Employment and Skills Board and JC+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecting young people with local employment opportunities</td>
<td>Supporting the development of Youth Zones in three areas across the county</td>
<td>The delivery of three Youth Zones by 2014</td>
<td>Worcestershire County Council</td>
</tr>
</tbody>
</table>

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Strategic Objective 4: Planning, Development and Infrastructure

The LEP will work with the Place Shaping Group of the Worcestershire Partnership to support joint aspirations for planning, development and infrastructure. There is a consensus across Worcestershire that there is a need to work together to ensure a beneficial, planning system and culture which supports business growth while valuing the social and environment elements which make the county a favourite place to live, work, play, invest and visit. The Coalition Government continues to look to reform the UK planning system, with the new revised National Planning Policy Framework and further announcements expected in Autumn 2012.

The LEP and the Worcestershire Partnership, through its Place Shaping Group, have signed a Planning Memorandum of Understanding (MoU), its purpose being to create a business friendly planning system which contributes towards Worcestershire being “Open for Business”. The LEP is working collaboratively with Local Planning Authorities to ensure planning protection and economic development work in tandem to support economic growth, through the Development Plans, which local authorities produce and through other mechanisms such as Local Development Orders; for example the South Kidderminster Local Development Order.

The LEP will work with key partners to deliver Worcestershire’s strategic employment sites as a priority for inward investment as well as indigenous business expansion.

Key sites include:

<table>
<thead>
<tr>
<th>Bromsgrove Town Centre</th>
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<tbody>
<tr>
<td>Longbridge</td>
<td>Bromsgrove</td>
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<tr>
<td>Malvern Hills Science Park</td>
<td>Malvern Hills</td>
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<tr>
<td>Redditch Eastern Gateway</td>
<td>Redditch</td>
</tr>
<tr>
<td>South Kidderminster Enterprise Park</td>
<td>Wyre Forest</td>
</tr>
<tr>
<td>Worcester City East</td>
<td>Worcester</td>
</tr>
<tr>
<td>Worcester Tech Park and M5 J6/7 Corridor</td>
<td>Wychavon and Worcester</td>
</tr>
<tr>
<td>Bromsgrove Food &amp; Logistics Park</td>
<td>Bromsgrove / Redditch</td>
</tr>
</tbody>
</table>

Transportation through the movement of goods and people creates opportunities to trade and to create economic growth. This connectivity and good infrastructure is essential to maximize Worcestershire’s potential and to create a competitive environment. Examples include high speed Broadband; the improvement of pinch points that are barriers to growth on our road system; and the need for greater capacity and connectivity on our railways. The LEP will work with key partners to advocate for infrastructure which creates better connectivity whether it be broadband, utilities, road, rail or air transport for the county’s future needs.

Key projects that the LEP has identified are:

<table>
<thead>
<tr>
<th>Major Improvements of Junctions 4 and 6 on M5</th>
<th>Worcester and Bromsgrove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worcester Southern Link</td>
<td>Worcester and Malvern</td>
</tr>
<tr>
<td>Kidderminster connectivity to the Motorway</td>
<td>Wyre Forest</td>
</tr>
<tr>
<td>Bromsgrove Station Improvements</td>
<td>Bromsgrove</td>
</tr>
<tr>
<td>Worcestershire Parkway</td>
<td>Wychavon</td>
</tr>
<tr>
<td>Improved connectivity to Birmingham Airport</td>
<td>Countywide</td>
</tr>
<tr>
<td>and future HS2 terminal</td>
<td>Road, Rail and Air</td>
</tr>
<tr>
<td>Superfast Broadband</td>
<td>Countywide</td>
</tr>
<tr>
<td></td>
<td>Broadband</td>
</tr>
</tbody>
</table>

Business does not operate within county boundaries and the barriers to growth do not exist all within the confines of our boundaries. Therefore the LEP will maximize synergies with other surrounding LEPs to the benefit of Worcestershire and it will identify opportunities for working cross border and particularly within the overlapping northern districts.

The LEP will continuously lobby Government to improve funding opportunities for Worcestershire initiatives while preparing infrastructure and development proposals which can take advantage of rolling Government funding announcements such as Growing Places and of European funds.
### Strategic Objective 4: Planning, Development and Infrastructure Delivery Plan

<table>
<thead>
<tr>
<th>Outcomes/Outputs</th>
<th>Project/Initiative</th>
<th>Target/Timeline</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint working on priority sites</td>
<td>Ensure the Place Shaping Group better reflects and delivers the LEP’s aspirations</td>
<td>December 2012</td>
<td>Place Shaping Group</td>
</tr>
<tr>
<td>Public statement that planning, development and infrastructure processes, delivery and priorities will be effective and streamlined to reinforce “Worcestershire is Open for Business”</td>
<td>Establishing a public Planning Charter and Action Plan developed from the existing Memorandum of Understanding</td>
<td>Planning Charter launch in November 2012</td>
<td>Signed off by the LEP and Local Authorities</td>
</tr>
<tr>
<td>Focusing on the delivery of four key sites which need private and public sector intervention</td>
<td>Focus on ‘game changing’ employment sites in the county which have the capacity to deliver growth and jobs to the county</td>
<td>September 2012 onwards</td>
<td>Joint working between the LEP and PSG</td>
</tr>
<tr>
<td>Focusing the delivery of Worcestershire Parkway and improvement to key pieces of road infrastructure particular capacity at the motorway Junctions 4 and 6</td>
<td>Working with the Local Transport Board to deliver key transport projects such as Worcestershire Parkway and M5 Junctions 4 and 6 major improvements</td>
<td>Worcestershire Parkway Planning Application expected - July 2014 M5 Jct 4 - Delivery 2015 M5 Jct 6 - Delivery March 2014</td>
<td>Joint working between LEP and LTB</td>
</tr>
<tr>
<td>Maximizing Worcestershire’s potential and competitiveness</td>
<td>Lobbying for Worcestershire connectivity to HS2 and Birmingham Airport as key piece of infrastructure to the County’s businesses</td>
<td>September 2012 onwards</td>
<td>LEP working cross border with other LEP’s</td>
</tr>
<tr>
<td>To achieve Superfast Broadband (24mbps) connection for 90% of Worcestershire business and residents locations and 2mbps County-wide connection by 2015</td>
<td>Broadband for Worcestershire</td>
<td>Broadband Implementation Plan - October 2012 Procurement commences - November 2012 Supplier Contracts commence - June 2013</td>
<td>LEP to support the Broadband project group</td>
</tr>
<tr>
<td>Initiate workshop with potential investors/developers of private and social housing in light of proposed planning reforms</td>
<td>Proactive approach to housing investment and building</td>
<td>November 2012</td>
<td>LEP to initiate workshop to discuss strategic plans and opportunities</td>
</tr>
<tr>
<td>Achieving match resources from external sources to consolidate LEP commitments and actions through external funds</td>
<td>Lobbying Government and leading funding bids</td>
<td>September 2012 onwards</td>
<td>LEP supports Local Authorities and Statutory Agencies; LEP influences Central Government policy and funding opportunities</td>
</tr>
</tbody>
</table>
Supporting Worcestershire’s Key Sectors

Worcestershire has a distinctive and varied economic geography and its diversity makes it renowned for many key industries. The LEP will be inclusive in supporting sectors or businesses which are established or would like to establish in Worcestershire. However in order to drive forward economic growth and enhance Worcestershire’s competitive edge the LEP will primarily focus on supporting the following sectors:

- **Manufacturing** - When benchmarking against other LEPs Worcestershire still has a high number of employees working in the manufacturing sector (14%). There is a strong automotive supply chain which links with Jaguar Land Rover and other first tier car manufacturers. Although higher technology manufacturing activity is present in the County through companies such as Morgan Motors, Yamasaki Mazak, Harris Brush, Brintons, Worcester Bosch, Morgan Ceramics, and GKN, a high proportion of employment remains within low technology manufacturing.

- **Cyber Security and Defence** - Worcestershire is the home to QinetiQ in Malvern and the Malvern Hills Science Park has given birth to a number of spin out companies. We have a vital and emerging Cyber Security sector which is a growth sector with the potential to embed itself across Worcestershire. This sector has the ability to harness growth across boundaries into neighbouring LEPs especially the Marches with its military history and current focus on the Hereford Enterprise Zone, and Gloucestershire with GCHQ.

- **Tourism** - The LEP will seek to significantly add impetus in raising awareness of Worcestershire as a tourism destination within a bigger game plan as ‘the place to live, work, play and invest in’. For tourism there must be a particular focus on improving the County’s tourism infrastructure and both quantum and range of hotel provision, including top quality business and destination hotels. It will develop private sector support by engaging them in promoting the Worcestershire offer.

- **Horticulture and Food Production** - The Heart of Horticulture study highlights that despite having just 13% of the West Midlands horticulture businesses Worcestershire accounts for 20% of the financial output. This highlights the benefits of Worcestershire’s central location which uniquely enables produce to be picked and packed in one day and to be on supermarket shelves anywhere in mainland Britain the next morning. UK should be growing more of its food at home, thereby reducing both imports and food miles, and Worcestershire has the opportunity to increase food production through investment in new technologies. Logistically, Worcestershire is ideally located within Britain.

- **Environmental Technology** - The County boasts a number of high profile businesses working successfully in the low carbon sector, and hosts innovative schemes taking the lead in sustainable construction and energy. The drive for carbon reduction and energy efficiency offers Worcestershire new business opportunities in developing low carbon products, technologies and services. Some such green energy production initiatives will follow from the increase in green waste under plans for expansion of locally grown food production.

These are not exclusive sectors, we recognise that the private sector is identifying and investing in opportunities, where the market dictates. As the LEP we recognise that we will need to work with the market including SMEs to develop new and emerging sectors or individual proposals that add value to the Worcestershire economy. In some cases the LEP will need to facilitate, negotiate and support private sector proposals to ensure these opportunities are exploited in the County.
**Funding and Resources**

The LEP ‘secretariat’ team is a small and agile unit with its primary purpose to support the LEP Board, Business Board and key sub groups. It has Government provided funding for its own operation and a small amount to pump prime the delivery of projects. The LEP remains a proactive facilitator, negotiator, influencer and broker of solutions. In doing so, it will work with and therefore ‘employ’ the resources provided by a range of public, business and third sector organisations including social enterprises, whether in financial or manpower and services assigned.

The Government has announced that core funding will be available to LEPs which will be linked to key criteria and total up to £250,000 across financial years 2013/14 and 2014/15. Agreement has been reached with the local government family in Worcestershire for annual financial support totalling £150,000 from the 1st September 2012 and subject to performance, for a further two years thereafter. In addition the LEP has access to £26,500 per annum from the Government’s Capacity Fund, it also has limited access to elements of the Growing Places Fund. Finally the LEP has been and continues to be generously supported by several key businesses across the County who provide office and meeting space, together with the support of other services.

The following table summarises the LEP budget for the year 1st September 2012 to 31st August 2013.

---

### Worcestershire Local Enterprise Partnership - Outline Budget

**1st September 2012 - 31st August 2013**

#### Income

<table>
<thead>
<tr>
<th></th>
<th>Local Govt</th>
<th>Central Govt</th>
<th>Business</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant</td>
<td>£150,000</td>
<td></td>
<td></td>
<td>£150,000</td>
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<tr>
<td>Capacity Fund</td>
<td></td>
<td>£26,500</td>
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<td>£26,500</td>
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<tr>
<td>Core Funding</td>
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<td>£250,000</td>
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<td>£250,000</td>
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<tr>
<td>Offices</td>
<td></td>
<td></td>
<td>£10,000</td>
<td>£10,000</td>
</tr>
<tr>
<td>Facilities and Services</td>
<td></td>
<td></td>
<td>£10,000</td>
<td>£10,000</td>
</tr>
<tr>
<td>Events</td>
<td></td>
<td></td>
<td>£10,000</td>
<td>£10,000</td>
</tr>
<tr>
<td>Secondment</td>
<td></td>
<td></td>
<td>£10,000</td>
<td>£10,000</td>
</tr>
<tr>
<td>Sponsorship</td>
<td></td>
<td></td>
<td>£100,000</td>
<td>£100,000</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>£150,000</strong></td>
<td><strong>£276,500</strong></td>
<td><strong>£140,000</strong></td>
<td><strong>£566,500</strong></td>
</tr>
</tbody>
</table>

#### Expenditure

<table>
<thead>
<tr>
<th></th>
<th>Local Govt</th>
<th>Central Govt</th>
<th>Business</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll and Expenses</td>
<td>£130,000</td>
<td>£90,000</td>
<td>£10,000</td>
<td>£230,000</td>
</tr>
<tr>
<td>Offices</td>
<td></td>
<td></td>
<td>£20,000</td>
<td>£20,000</td>
</tr>
<tr>
<td>Facilities and Services</td>
<td>£10,000</td>
<td>£20,000</td>
<td>£10,000</td>
<td>£30,000</td>
</tr>
<tr>
<td>Conference and Events</td>
<td>£5,000</td>
<td>£10,000</td>
<td>£40,000</td>
<td>£60,000</td>
</tr>
<tr>
<td>Communications</td>
<td>£5,000</td>
<td>£35,000</td>
<td>£55,000</td>
<td>£95,000</td>
</tr>
<tr>
<td>Project Funding</td>
<td>£5,000</td>
<td>£100,000</td>
<td></td>
<td>£105,000</td>
</tr>
<tr>
<td>Training</td>
<td>£5,000</td>
<td></td>
<td>£5,000</td>
<td>£10,000</td>
</tr>
<tr>
<td>Other</td>
<td>£16,500</td>
<td></td>
<td></td>
<td>£16,500</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>£150,000</strong></td>
<td><strong>£276,500</strong></td>
<td><strong>£140,000</strong></td>
<td><strong>£566,500</strong></td>
</tr>
</tbody>
</table>
Thanks go out to our current and former WLEP Board and Business Board members:

Peter Pawsey (Chair)  
Chairman Robert West and Director Midland Heart

Alan White  
MD Malvern Hills Science Park

Carl Arntzen  
MD Worcester Bosch Thermotechnology

Dean Attwell  
Oakland International

Cllr. Carol Gandy  
Former Leader of Redditch Borough Council

David Greer  
Skills for Security

David Green  
Vice Chancellor University of Worcester

Cllr. David Hughes  
Leader of Malvern Hills District Council

Ed Webb  
Executive Chairman of Webbs of Wychbold

Francis Christie  
IoD / Management Consultancy

Jim Clark  
Managing Director of AMS Group

Cllr. John Campion  
Leader of Wyre Forest District Council

Juliet Betterton  
BetterPR

Ken Wigfield  
Federation of Small Business

Marcus Burton  
Mazak

Margaret Gray  
Midwest Rural Enterprise Community Interest Company

Mark Martin  
One Creative Environments

Matthew Horton  
Thomas Horton LLP

Mike Ashton  
Herefordshire & Worcestershire Chamber of Commerce

Paul Walker  
Managing Director of Malvern Instruments

Cllr. Phillip Grove  
Former Leader Malvern Hills District Council

Ray Brooks  
Community Housing

Richard Quallington  
Community First

Robbie Hazelhurst  
Chrysalis Performance Ltd

Richard Soper  
Worcester Bosch

Cllr. Simon Geraghty  
Deputy Leader Worcestershire County Council

Stephen Taylor  
Taylor Property Development

Tony Hyde  
Managing Director of Thomas Vale

Tony King  
Sanctuary Housing

Viv Hudson  
Managing Director of HotelShop

www.wlep.co.uk