

# Coventry and Warwickshire City Deal



## Executive Summary


Coventry and Warwickshire is an integral part of the Midlands and a key engine of growth for the United Kingdom. As a functional economic area Coventry and Warwickshire is home to 863,000 residents and some 35,000 businesses. The area also provides employment for 443,000 people and in 2011 generated economic output of around £16.3bn in 2011.

A key part of Coventry and Warwickshire's success is the advanced manufacturing and engineering sector including the automotive sector. However further growth in this sector is being impeded by a series of barriers. These include: insufficient business support advice and guidance – especially targeted at SMEs in this sector; access to finance; availability of individuals with appropriate skills; and availability of appropriate employment sites for growing businesses.

The areas growth strategy recognises both the advanced manufacturing and engineering strengths of this area and the barriers discussed above. This City Deal therefore seeks to tackle these key barriers and over its lifetime the Coventry and Warwickshire Local Enterprise Partnership predict this deal will deliver:

- Over 15,000 jobs within the wider economy, of which over 8,800 will be in the advanced manufacturing and engineering sector.
- A range of innovative business support programmes that will support further growth in the advanced manufacturing and engineering sector.
- A new flagship "Clearing House" centre, where key business support agencies are co-located in one building.
- A new pan-Midlands supply chain initiative that will support the growth of advanced manufacturing and engineering SMEs.
- A new motor test track facility for the growing auto sector at Fen End in Warwickshire.
- £25m of local and national public sector investment.
- £67m of private sector investment.

**Our signing of this document confirms our joint commitment to ensure full implementation of the Coventry and Warwickshire City Deal proposed by: the Coventry and Warwickshire Local Enterprise Partnership; Coventry City Council; Warwickshire County Council; North Warwickshire Borough Council; Nuneaton and Bedworth Borough Council; Rugby Borough Council; Warwick District Council; Stratford-on-Avon District Council; and Hinckley and Bosworth Council in Leicestershire. To ensure implementation and demonstrate success we will jointly track progress against milestones and outcomes.**



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Rt Hon Nick Clegg MP  
Deputy Prime Minister

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Rt Hon Greg Clark MP  
Minister for Cities

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Sir Peter Rigby, Chairman  
Coventry and Warwickshire LEP

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Cllr Ann Lucas, Leader  
Coventry City Council

.....  
Cllr Izzi Seccombe,  
Leader Warwickshire County  
Council

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.....  
Cllr Mick Stanley, Leader  
North Warwickshire Borough  
Council

.....  
Cllr Dennis Harvey, Leader  
Nuneaton and Bedworth  
Borough Council

.....  
Cllr Craig Humphrey, Leader  
Rugby Borough Council

.....  
Cllr Chris Saint, Leader  
Stratford-on-Avon District  
Council

.....  
Cllr Andrew Mobbs, Leader  
Warwick District Council

.....  
Cllr Stuart Bray, Leader.  
Hinckley and Bosworth Borough  
Council

## Introduction

Coventry and Warwickshire is an integral part of the Midlands and a key engine of growth for the United Kingdom. As a functional economic area Coventry and Warwickshire is home to 863,000 residents and some 35,000 businesses. The area provides employment for 443,000 people and in 2011 generated economic output of around £16.3bn.

A key part of Coventry and Warwickshire's success is its advanced manufacturing and engineering sector which employs a significant number of residents. A particular strength is the manufacture of motor vehicles, where Coventry and Warwickshire have more than five times the average concentration of employment in this sector. The advanced manufacturing and engineering sector is also one of the key foundations for the future success of Coventry and Warwickshire with high rates of forecast growth over the next 10-15 years.

The growth strategy across Coventry and Warwickshire recognises this specialism and the City Deal will help Coventry and Warwickshire maximise the impact of this sector within the local economy by:

- Providing the **right type of business advice, guidance and support programmes** to grow both SMEs and companies within the advanced manufacturing and engineering sector.
- **Establishing tailored skills programmes** for the advanced manufacturing sector, which build on recent reforms to the national skills system, ensuring that advanced manufacturing and engineering companies can employ people with the right skills.
- Maximising the potential of the advanced manufacturing and engineering sector, including the auto sector, by **supporting more SMEs to secure business in the supply chain**.
- Helping further growth of the automotive sector by providing funding that will support the **development of a new test track facility in Fen End**.

### Why do we need the City Deal?

Coventry and Warwickshire benefits from a strong advanced manufacturing and engineering sector. This is complemented by world class universities and R&D facilities such as: University of Warwick; Coventry University; Warwick Manufacturing Group; MIRA Technology Park; the Manufacturing Technology Centre at Ansty; and the High Value Manufacturing Catapult to name a few.

However despite these strengths local partners recognise that the growth in the advanced manufacturing and engineering sector could be significantly increased by supporting the growth of advanced manufacturing SMEs. Currently the business support needs of these companies are not addressed as effectively as they could be – with challenges around: effective signposting/co-ordination of business support; and the provision of business support programmes that meet all the needs of these companies.

Across the Midlands there are a range of world leading advanced manufacturing and engineering companies. These include: Aston Martin; Jaguar-Land Rover; BMW and Caterpillar. However local advanced manufacturing and engineering SMEs do not maximise the supply chain opportunities that these companies present.

The automobile sector is a growing part of the local economy. However Coventry and Warwickshire's R&D facilities do not provide a complete offer to automobile companies. The City Deal provides a key opportunity to unlock a critical auto test track facility that will support a range of automobile companies.

## The Deal

At the heart of the Coventry and Warwickshire City Deal is an ambitious proposal to **maximise growth in the areas advanced manufacturing and engineering sector (including the auto sector) by growing advanced manufacturing and engineering SMEs**. To deliver this flagship proposal City Deal partners will:

- Establish a **Coventry and Warwickshire Business Support Clearing House**. The clearing house will: deliver a range of bespoke business support services; assist businesses to invest in skills; build on the existing capacity and “sign posting” services provided by the local Chamber of Commerce; and enable companies to access innovation assets (to support greater R&D) and new employment sites.
- Provide a range of **tailored business support programmes** that will support growth of SMEs in the advanced manufacturing and engineering sector. These programmes will focus on: access to finance; innovation; trade and export; and sector investment.

The flagship Clearing House and business support programme will be complemented by: two skills programmes; a pan Midlands Supply Chain programme; a site development scheme; and initiatives that will explore further improvements to the local planning system. These will:

- Create a **shared apprenticeship scheme for the advanced manufacturing and engineering sector**. This scheme will enable apprentices to be employed by a host employer, but will carry out work placed training in a number of advanced manufacturing and engineering SMEs.
- Create a **Skills 4 Growth programme** that will tackle skills gaps for advanced manufacturing and engineering SMEs.
- Design a **pan-Midlands supply chain programme** that will raise awareness of supply chain opportunities for SMEs in the advanced manufacturing and engineering sector.
- Develop a **new auto test track facility in Fen End**. This proposal will lever in £17.4m of private sector investment over a 15 year period and complement existing auto R&D/innovation facilities in the area.
- Secure Government commitment to **explore further changes to local planning system** with local authorities in order to speed up planning applications.

Over its lifetime the Coventry and Warwickshire Local Enterprise Partnership predict the City Deal will deliver:

- Over 15,000 new jobs by 2025, of which over 8,800 will be in the advanced manufacturing and engineering sector.
- Support growth in 450 advanced manufacturing and engineering companies within the local area.
- Provide a new motor test track facility for the growing auto sector at Fen End in Warwickshire.
- £25m of local and national public sector investment.
- Over £67m of private sector investment.

## Geography

This City Deal sets out a range of programmes and initiatives which seek to support the entire Coventry and Warwickshire Local Enterprise Partnership area. This includes the areas covered by Coventry City Council, Warwickshire County Council and part of Leicestershire. This includes the following district local authorities: North Warwickshire; Nuneaton and Bedworth; Rugby; Warwick; Stratford-on-Avon; and Hinckley and Bosworth (in Leicestershire).

## Key Elements of the City Deal

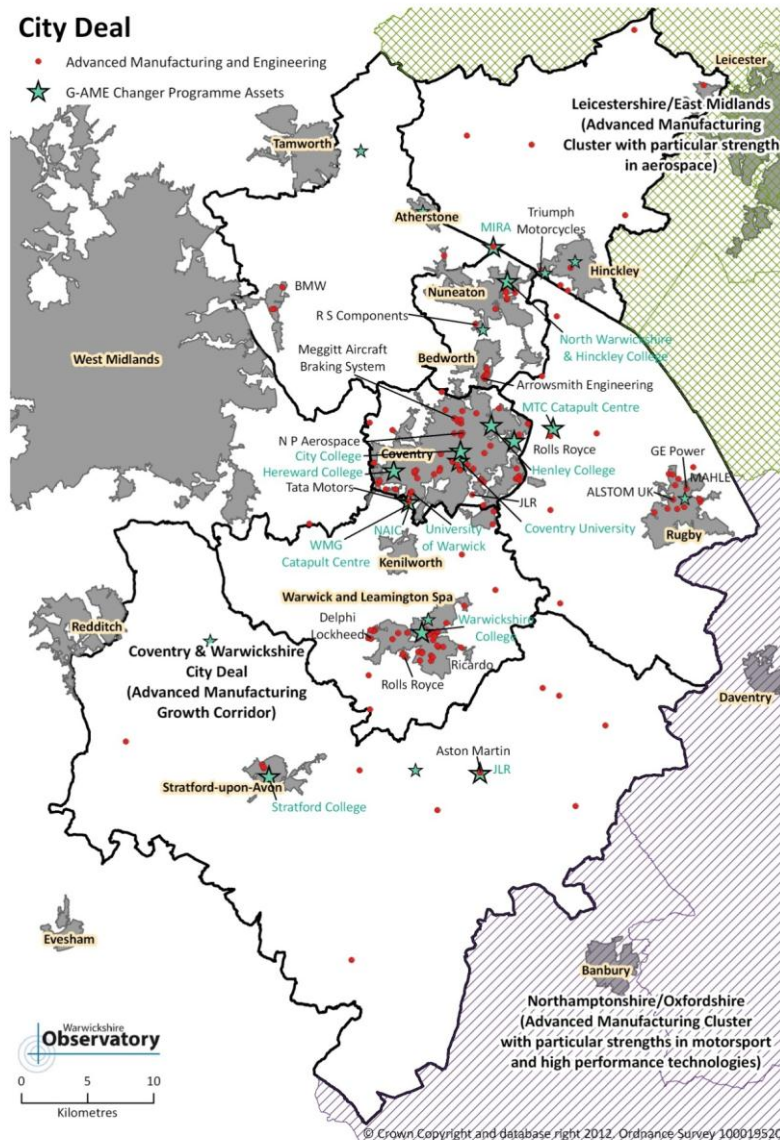
### Growing SMEs and the advanced manufacturing and engineering sector

Within Coventry and Warwickshire the concentration of advanced manufacturing and engineering companies – particularly in the automotive sector; high education institutions with engineering and manufacturing specialisms; and state of the art R&D facilities (see Figure 1) has led to higher rates of R&D – the bedrock of future growth and economic success.

However closer analysis of this information shows that this activity is heavily concentrated in a very small number of companies. 89% of R&D employment and 94% of in-house R&D expenditure is accounted for by only 16 firms – or 0.05% of the business base. Supporting more of the areas advanced manufacturing and engineering companies to: increase rates of R&D; grow their business; and maximise opportunities presented by higher education and R&D facilities are key aims of this City Deal. In addition, across all sectors of the local economy, Coventry and Warwickshire has a clear commitment to support SME growth more broadly.

To maximise these economic opportunities this City Deal will create a ground-breaking Business Support Clearing House for all SMEs and will launch tailored business support programmes for the advanced manufacturing and engineering sector.

**Figure 1:** Advanced Manufacturing and Engineering Companies and R&D facilities



## Business Support Clearing House

SMEs generally and companies within the advanced manufacturing and engineering sector have stated that they face three key barriers. These are: provision of business support services that meet their specific needs; access to finance; and the ability to hire people with the right skills. Companies also say they need this support provided in an easily accessible way. The Coventry and Warwickshire Business Support Clearing House will meet the above needs and provide a single access point for all business support in the area.

Although the Clearing House will be open to all local businesses, by building on the existing capacity of the local Chamber of Commerce, it will also actively target the 450 advanced manufacturing and engineering companies that have been identified by the Coventry and Warwickshire Local Enterprise Partnership as having the potential to grow.

### Establishing the Clearing House

The Clearing House will have both a physical and on-line presence, providing businesses with the ability to access its services in ways that suits their needs. For companies that want to access business support services in person Coventry and Warwickshire will establish a Clearing House facility at Cheylesmore House in Coventry. This high quality Government owned building will provide a central location where all the business support agencies co-locate or utilise hot-desk facilities – including: UKTI (delivered by local Chamber of Commerce); the Manufacturing Advisory Service; Growth Accelerator; Coventry & Warwickshire Chamber of Commerce; Coventry University; University of Warwick; Coventry City Council; Warwickshire County Council; banking services; access to finance specialists; supply chain advisors; and skills advisors.

The Clearing House will take up 752m<sup>2</sup> in Cheylesmore House. The Government will lease this space to Coventry and Warwickshire for five years and will provide the space without charge for the first two and a half years. Local partners in Coventry and Warwickshire will fund the costs of leasing this space for the remaining two and a half year period. The specific funding breakdown will be:

	Government contribution	Coventry and Warwickshire contribution
Year 1	£310K (100%)	£0K (0%)
Year 2	£310K (100%)	£0K (0%)
Year 3	£155K (50%)	£155K (50%)
Year 4	£0K (0%)	£310K (100%)
Year 5	£0K (0%)	£310K (100%)
<b>Total contribution</b>	<b>£775K (50%)</b>	<b>£775K (50%)</b>

This office will be complemented by an online presence that will provide a single access point for business support. This online presence will be linked to existing national business support programmes and information available on the .GOV platform. At its core the Clearing House seeks to maximise the reach of existing national programmes and enhance these through local support. There will be no duplication of business support activity. The total cost of the Clearing House, over a five year period, is £10.7m. £9.2m of funding will be provided by local partners with Government providing £1.5m – of which £775K will be met by not charging for the office space at Cheylesmore House.

### Providing effective business support programmes for SMEs and the advanced manufacturing and engineering sector

In addition to the provision of business support advice and guidance Coventry and Warwickshire will also provide a range of business support programmes for advanced manufacturing and engineering SMEs. These include:

- **Access to finance:** The Clearing House will bring together local and national funding to create a £8.8m funding pot drawn from RGF Round 4 funding (secured as part of this City Deal), RGF Lancaster funding (secured as part of this City Deal), existing RGF Round 3 funding and EU funds. As each of these funds has different funding rules the Clearing House will process applications and match companies to the appropriate funding stream. This fund will lever in £49m of private sector investment.

- **Innovation:** Support provided through the Clearing House will increase uptake of national schemes such as innovation vouchers. In addition, the City Deal will provide funding grants to groups of advanced manufacturing and engineering SMEs to support the development of new products and services. A Proof of Concept fund will support universities, research organisations and businesses to undertake pre-commercialisation activities for new technologies.
- **Trade and Export:** Building on the existing UKTI provision the Clearing House will offer a dedicated trade and export advice service for advanced manufacturing and engineering companies. This service will also: organise and host trade visits and missions, funded by local partners; and commission sector specific research and analysis work.
- **Sector investment:** Agencies co-located at the Clearing House will work together to promote Coventry and Warwickshire's economic strengths in order to encourage inward investment and provide an effective aftercare service for those companies that have relocated to the area.

The innovation; trade and export; and sector investment schemes will be all be funded through the £10.7m funding discussed above.

### **Evaluating the Clearing House**

As part of the City Deal, Coventry and Warwickshire will commit to providing an independent evaluation of the Business Support Clearing House. The evaluation methodology will be agreed with the Cities Policy Unit in the Cabinet Office and will be used to determine the effectiveness of this business support model. An interim evaluation report will be provided at the end of the second year of the Clearing House operations and a final evaluation report will be provided at the end of the fifth year of operation. Critical to the evaluation will be the role and views of the to-be-established Coventry and Warwickshire City Deal Business Advisory Board (co-ordinated by Chamber of Commerce) and working to the Coventry and Warwickshire Local Enterprise Partnership.

### **Pan Midlands Supply Chain Initiative**

Coventry and Warwickshire's strength in the advanced manufacturing and engineering sectors is shared with other areas across the Midlands such as: Birmingham and Solihull; the Black Country; and Leicester and Leicestershire. Working across the Midlands Coventry and Warwickshire will create a Pan Midlands Supply Chain initiative. This scheme will seek to:

- Raise local SME awareness of supply chain opportunities with the largest companies in the area.
- Help existing supply chain SME companies to access available business support services and R&D/innovation assets in the local area, to facilitate their growth.
- Design and implement new business support programmes that will help supply chain SMEs to grow.
- Support SMEs to undertake greater export related activity.

Working across the Midlands the four Local Enterprise Partnerships will lead the design of this initiative, working with Cabinet Office Cities Policy Unit and the Department for Business, Innovation and Skills. The design of this initiative will be completed by March 2014 and delivery will commence in 2014/15.

### **Enhancing Academic Co-ordination with the Auto Sector**

The Government's recently published Auto Strategy sets out clear actions to improve the co-ordination and collaboration between the automobile sector and higher education – to maximise the impact of academic research in driving innovation. Coventry and Warwickshire recognise that the Government's auto strategy is seeking to establish an effective framework to improve this collaboration and co-ordination at a national level, through an advisory council that reports to the Automotive Council. In advance of this planned national advisory group being established, Coventry and Warwickshire will establish the Midlands Automotive Engineering and Research Advisory Board – complementing national efforts to ensure the UK remains at the forefront of the automotive R&D agenda.

Coventry and Warwickshire will invite representatives of the following organisations to be members of this board: representatives from the areas world-class universities (Coventry University, University of



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Warwick, University of Birmingham and Loughborough University); local innovation assets (the High Value Manufacturing Catapult, MIRA Technology Park, and the Manufacturing Technology Centre at Ansty) representatives from major automotive employers that are based in the area; and representatives from the four Midlands Local Enterprise Partnerships. This board will also seek guidance from and engagement with the Department for Business, Innovation and Skills.

Building on the ongoing R&D programmes being undertaken by these companies and institutions the Midlands Automotive Engineering and Research Advisory Board will seek to:

- Align R&D research undertaken to industry challenges – whilst continuing to ensure academic/research independence.
- Increase sharing of research findings between universities, innovation centres and automotive companies, where possible.
- Forge strong relationships with the soon to be established national advisory board.
- Provide advice and guidance to the Department for Business, Innovation and Skills to help inform future policy on the automotive sector.

The Midlands Automotive Engineering and Research Advisory Board will also work with the Innovation Brokerage service, based at the Coventry and Warwickshire Clearing House, to ensure that local businesses engage with these innovation assets effectively.

The design of the Midlands Automotive Engineering and Research Advisory Board will be led by Coventry and Warwickshire Local Enterprise Partnership and will be finalised in 2013/14, following further consultation with the above universities, innovation assets; local automotive companies; Coventry and Warwickshire Local Enterprise Partnership; and the Auto team in the Department for Business, Innovation and Skills.

## Developing a locally responsive skills system to drive economic growth

Providing advanced manufacturing and engineering SMEs with access to individuals with the right skills is crucial if Coventry and Warwickshire is to enable further growth in these companies. As part of the City Deal, Coventry and Warwickshire has proposed a new shared apprenticeship scheme and a Skills 4 Growth programme to begin meeting this challenge.

### Coventry and Warwickshire Shared Apprenticeship Scheme

For employers that have highlighted barriers to taking on an apprentice, Coventry and Warwickshire will provide a shared apprentice approach. Through this scheme apprentices will be employed by a host employer but will carry out their work place training at a series of placement companies. Apprentices will rotate around employers according to their framework needs. The technical element of the training will be carried out at an appropriate college. This will build on the success of the Hinckley & Bosworth, Nuneaton & Bedworth and North Warwickshire Cross Border Skills Partnership.

This shared model will encourage local SME advanced manufacturing and engineering companies to take more apprentices by making it as easy as possible for them to do so. Over the next five years co-ordination of this scheme will be undertaken by Coventry and Warwickshire Local Enterprise Partnership, working in partnership with the Skills Funding Agency. This co-ordination will be taken forward by:

- The local National Apprenticeship and Apprenticeship Training Academy team working with Coventry and Warwickshire Local Enterprise Partnership to support the establishment of an Apprenticeship Task Force. This task force will ensure linkages are made between this initiative and wider strategies such as the Coventry and Warwickshire Skills Strategy, EU Investment Strategy and Coventry and Warwickshire's Strategic Economic Plan.
- Additional Business Development funding of £10,000 in 2013/14 to further the development of the strategic relationship between the Skills Funding Agency and Coventry City Council to deliver growth in apprenticeships, particularly for the 16 -18 year old cohort.
- Dedicated resource on the ground from the Skills Funding Agency's local Apprenticeship head and drawing additional Agency support as needed to coordinate agreed activities, linked exclusively to the Coventry and Warwickshire Local Enterprise Partnership, to provide advice and expertise to support the development of an Apprenticeship Training Agency and the wider apprenticeship Strategy.
- Support the development of links to wider National Apprenticeship Service support including: the Small Business Unit; the Apprenticeships Vacancy team; and the Apprenticeships marketing collateral.
- Further develop the relationship and involvement of Further Education and private provider organisations in supporting Coventry and Warwickshire's apprenticeship ambitions.

### Skills 4 Growth Programme

This programme will test a new approach to providing key skills for SME advanced manufacturing and engineering companies. This programme focuses on skills development and complements wider work to ensure individuals secure suitable qualifications in order to access employment. Indeed the package assumes that the current range of provision from Further Education, private training providers and Higher Education across the region is strong in delivering qualifications. However in order to become skilled at a job a task must be repeated many times and ultimately signed off as being to the correct standard. In many of Coventry and Warwickshire's advanced manufacturing and engineering SMEs the specific skills required are not taught as part of a qualification due to their limited general application e.g. specialist/niche engineering skills. This package therefore aims to support SME's in securing individuals with these skills.

In the first instance the Coventry and Warwickshire Business Support Clearing House will undertake outreach and engagement activities with advanced manufacturing and engineering SMEs to establish the specific niche skills needs of these companies.

Once these skills needs are established the Coventry and Warwickshire Business Support Clearing House will recruit trainees, who are studying for a level three qualification, and group them around specific skills themes. Skills development training will take place alongside an individual's studies to

complete a recognised qualification. Whilst gathering these tailored skills the individual will be employed by a company and the costs associated to the training element of employment will be supported through funding normally associated with skills development.

#### **Skills 4 Growth programme**

- A trainee completes a programme of study at level 3.
- The trainee is recruited by an advanced manufacturing and engineering company in Coventry and Warwickshire. This recruitment will be brokered through the Coventry and Warwickshire Clearing House.
- The trainee is allocated to a skills trainer for the whole year. This skills trainer, employed by the Clearing House, will have worked extensively with the company the individual is recruited and understand their skills needs.
- The skills trainer will be responsible for four groups of 12 trainees.
- The trainee will spend four days each week in the company working with a company based employee/mentor, who is supported by the skills trainer. The fifth day is spent in the Clearing House. The day in the Clearing House will include a range of group based skills development activities (team working, group learning, communications etc.) and some individually tailored packages. There will also be opportunities to visit regional innovation assets. The Clearing House will not be a technical training facility.

Each trainee will be allocated to a sub-group of four similar trainees and will rotate around a group of companies. This will facilitate the development of a broad range of skills within the trainee that is not available in one SME (subject to appropriate IPR constraints and the four trainees being grouped based on similar industries and similar tasks).

This programme will be tested in 2014/15 with up to 96 people and will be funded by up to £783K of funding subject to final contracting for Coventry and Warwickshire's RGF Lancaster funding. Future years will be funded locally by Coventry and Warwickshire. Over a five year period local partners will invest £4.1m in this programme.

## Supporting the Automotive Sector to Grow – Fen End

As stated earlier in this document the automotive sub-sector is a large employer within the wider advanced manufacturing and engineering sector of Coventry and Warwickshire's economy. A key requirement of this sector is the provision of automobile test track facilities that enable: R&D activities to be undertaken; testing of new products; internal product training; and product launch. Demand for these facilities is increasing in the sub-region both due to the growth of this sector and the closure of the Jaguar Land Rover test track facility at Gaydon to other companies. Whilst the MIRA site located in Leicestershire offers a premier facility for large automobile companies, there is an opportunity to enhance and complement this facility by enabling the expansion of the Fen End R&D and test track facilities based in Warwickshire.

Expansion of this site would bring further test track business to the area. In addition, owners of the Fen End site are in negotiation with overseas companies to relocate R&D facilities to this location. Expansion of this site is currently stalled due to the need to provide access improvements and improvements to the local highway infrastructure. In order to fund these improvement works the Government will provide £559K in grant funding to Warwick District Council in 2013/14 via a Section 31 payment. Once completed these access and highways improvements will unlock £17.4m over a 15 year period and will create 847 net new jobs in Coventry and Warwickshire.

### Enhancing the Planning System

Coventry and Warwickshire already has some of the most efficient local authority planning services within England but believe that further improvements can be made, so as to support growth in advanced manufacturing and engineering companies within the local area.

### Implementing a fast-track planning service for the AME sector

Building on this all local authorities in the City Deal area will deliver a 'fast-track' planning service for the AME sector. Pre-application advice will be universally offered and will be promoted by individual local authorities, the Coventry and Warwickshire Local Enterprise Partnership, the Business Support Clearing House and other business support agencies. Dedicated case officers will be nominated to handle all advanced manufacturing and engineering applications to ensure consistency and ownership across the participating local authorities. These commitments will be enshrined within the existing Planning Protocol, with an amendment specifically targeted at promoting growth across the advanced manufacturing and engineering sector.

In order to minimise delays at formal statutory consultation stage, Coventry and Warwickshire Local Enterprise Partnership will ensure statutory consultees are engaged in the production of its Strategic Economic Plan and their views on sites and locations liable to give rise to environmental constraints are closely considered. The Coventry and Warwickshire Local Enterprise Partnership will take steps to ensure that all potential developers are aware of the importance of early engagement with statutory consultees on individual proposals.

In addition, Government and local authorities within Coventry and Warwickshire agree to undertake further discussions with the aim of producing a version of the Planning Protocol that is acceptable to all parties, drawing on existing mechanisms such as the Defra-network offer letter.

### Ensuring zero cost for pre-planning applications from the AME sector

SMEs within the advanced manufacturing and engineering sector cite pre-application fee charging for planning applications as a significant disincentive to growth, hampering their ability to progress change of use, expansion or new build proposals. Charges are levied by statutory consultees under existing approvals and in line with the Government's charging policy of ensuring a fair allocation of costs, whilst also taking account of the 'polluter pays' principle and the need for cost recovery of the services that are provided to those being regulated. Treasury guidance specifies that the standard approach is that the same charge should apply to all users of a defined category of service, so recovering full costs for that category of service. Different charges may be set for objectively different categories of service costing different amounts to provide. If allowed by Government policy, and if alternative funding can be provided to the statutory consultees to compensate for lack of cost recovery, the Government and local authorities will explore through the City Deal (in 2014/15) the feasibility and implications of waiving pre-application fees levied by statutory consultees.

## Supporting Local Growth – housing, planning and asset management

Across Coventry and Warwickshire local authorities are working together to promote local growth through a range of housing, planning and asset management. Local authorities in Coventry and Warwickshire have recently completed a sub-regional Strategic Market Housing Assessment, which was commissioned jointly by Coventry City Council and Warwickshire District Councils. This assessment will be used to support the development of Core Strategies and housing policy. In addition local authorities also provide land to facilitate the provision of affordable housing. For example Warwick District Council has established a Joint Venture partnership with Waterloo Housing Group to increase the speed and numbers of affordable housing. Building on this local authorities review housing completions against their plans and take action to mitigate under delivery. For example, Rugby Borough Council has modified its Local Plan to improve the delivery and supply of housing numbers; and North Warwickshire Borough Council is currently working with the Homes and Communities Agency and Registered Social Landlords to bring forward sites and progress a Site Allocation Plan. Coventry is currently meeting its housing targets.

With regard to planning local authorities in the sub-region are at different stages with their Local Plans: Hinckley and Bosworth Borough Council has an up to date plan; the North Warwickshire Borough Council Plan is in examination, with hearings in January 2014; and Stratford on Avon District Council is due to submit next year. Nuneaton and Bedworth completed consultation on its Preferred Options in August with submission and examination expected in 2014. Rugby's Plan is in place and will be refreshed over the next two years and Warwick is expecting to submit its Core Strategy in Spring/Summer 2014, with examination towards the end of 2014. Coventry City Council is looking to put options out to consultation in Autumn 2014 but does has a five year supply of housing. All local authorities will continue to make progress the development of local plans in line with local timetables.

Local authorities are making progress on implementing the Community Infrastructure Levy. Hinckley and Bosworth, North Warwickshire and Rugby are currently developing their schedules; Stratford on Avon is consulting on its preliminary draft schedule whilst Coventry's consultation is scheduled for spring 2014. Both Nuneaton and Bedworth and Warwick are looking to adopt their Community Infrastructure Levy schedules at the same time as their Local Plans. All local authorities will continue to progress in the implementation of the Community Infrastructure Levy.

Local authorities will continue to share good practice and in some cases shared services. Nuneaton and Bedworth Borough Council and North Warwickshire Borough Council have a well-established shared Building Control service. In addition Coventry City Council, Warwick District Council, Rugby Borough Council and Daventry Borough Council are currently considering a shared Building Regulations Service. Coventry City Council has been the best performing local authority for determining planning applications on time for the last three years. The City Deal's proposal to enhance the planning system for advanced manufacturing and engineering companies is an example of the sub-region's aspirations and strong joint working. The new Joint Committee will build on current joint working with a remit to collaboratively address strategic planning issues at a sub-regional level.

Local authorities in the sub-region publish or are working on the development of an asset management strategy. At the sub regional level Coventry and Warwickshire share asset location information for service sharing and planning on the Warwickshire Observatory site. By February 2014 local authorities in Coventry and Warwickshire will make the data they have provided to the West Midlands Property Alliance and the Warwickshire Observatory on their assets available to the Government Property Unit.

The funding of the City Deal proposals requires the pooling of economic development spend and resources from local authorities in Coventry and Warwickshire. The new Joint Committee will further collaborative working between the local authorities and will have a remit to consider, approve and implement decisions relating to sub-regional investment, including the expenditure of external funding within the sub-region.

Coventry and Warwickshire local authorities have a well-established sub-regional improvement programme in partnership with Solihull MBC, which has delivered more than £6m savings per annum through joint procurement and the development of shared services. Projects have included the development of a joint e-tendering system used by all the authorities that enables SMEs access to tenders across the sub-region. The current programme includes projects on joint commissioning in children's services and adult social care and working together on troubled families. Progress is

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reported annually. Coventry and Warwickshire local authorities are participating in a regulatory partnership, as a pilot sponsored by the Better Regulation Office, with Coventry and Warwickshire Local Enterprise Partnership, the Chamber of Commerce and Federation of Small Businesses to improve regulatory activities so that they are more supportive to businesses. Local authorities are keen to share good practice and learn from other places including working with the Public Service Transformation Network. Local authorities in Coventry and Warwickshire will engage with the Public Service Transformation Network. Local authorities in Coventry and Warwickshire will also continue to publish reports on the progress they are making to drive public service transformation.

Coventry and Warwickshire Local Enterprise Partnership published an interim growth plan in January 2013, actions against which are reported on the website in a project management plan. The Local Enterprise Partnership has made positive progress in developing its Strategic Economic Plan that will be finalised in March 2014. This plan will outline the vision and priorities for the sub-region for the next 10 years.

## **Governance**

The Coventry and Warwickshire City Deal area will be underpinned by robust governance arrangements that will include all seven local authorities in Coventry and Warwickshire (city unitary, county council and five district/boroughs) along with Hinckley and Bosworth in Leicestershire. Governance arrangements will focus on the following policy areas: economic development; regeneration; and strategic planning at a sub-regional level.

All eight local authorities have confirmed their intention to start the process to establish an Economic Prosperity Board. However, as the existing legislative regulations for the creation of an Economic Prosperity Board mean that the process is likely to take at least a year, a Joint Committee is being established in the interim. This will operate on similar lines, with the expectation that this body will become an Economic Prosperity Board once the legislative requirements have been met.

City Deal governance will be provided through the new Joint Committee/Economic Prosperity Board with oversight through the existing Coventry and Warwickshire Local Enterprise Partnership Board, a business-led (and Chambers co-ordinated) Business Advisory Board and Executive arrangements. It is anticipated that operational management of the Clearing House will be through Coventry and Warwickshire Local Enterprise Partnership; with accountability being provided to the Joint Committee/Economic Prosperity Board by the Coventry and Warwickshire Local Enterprise Partnership Board.

### **Timeline for implementation.**

The terms of reference for the Joint Committee have already been informally agreed by all eight local authorities and each authority is taking the necessary reports for formal approval to their Executive/Cabinet and/or Full Council. This process will be completed by the end of the January 2014 so the Joint Committee can formally meet early in February 2014. In the interim a shadow Joint Committee is now in operation and considering options for progressing to an Economic Prosperity Board. The timetable for setting up an Economic Prosperity Board will require government input including changes in legislation, and based on current advice an Economic Prosperity Board would be unlikely to be set up before spring 2016 – with proposals submitted by Coventry and Warwickshire to Government by summer 2015 at the earliest.

## Summary of Commitments

### Business Support Clearing House

Central Government Commitments	Coventry and Warwickshire Commitments
<ul style="list-style-type: none"> <li>• Finalise the lease of 752m<sup>2</sup> of office space at Cheylesmore House to Coventry and Warwickshire Local Enterprise Partnership for the use of the Coventry and Warwickshire Business Support Clearing House by March 2014. This lease will be for a period of five years.</li> <li>• As part of the lease agreement for the 752m<sup>2</sup> of office space at Cheylesmore House the Government will not charge for this space for the first two and a half years. This is equivalent to £775K.</li> <li>• Agreement for representatives from the following agencies to either co-locate or use office space at Cheylesmore House as part of the Clearing House: UKTI; Manufacturing Advisory Service; and Growth Accelerator.</li> <li>• Provision of £538K of funding from the City Deal RGF Lancaster pot to support the operation of the Business Support Clearing House and building of sign-posting capacity within the local Chamber of Commerce.</li> <li>• Provision of £6.23m to support the creation of an access to finance fund that will support the growth of SMEs. £1m will be drawn from existing RGF Round 3 funding; £4m from RGF Round 4 (secured as part of this City Deal); £1.23m from RGF Lancaster;</li> <li>• UKTI to support the recruitment of and integrate the locally funded UKTI advanced manufacturing and engineering advisor into its organisation.</li> <li>• Provision of £184K of RGF Lancaster funding to support: sector investment; export and trade activities; and innovation activities undertaken by the Business Support Clearing House.</li> <li>• Department for Business, Innovation and Skills to consider how it might support Coventry and Warwickshire Local Enterprise Partnership to develop and establish the Midlands Automotive Engineering and Research Advisory Board. This support may include advising on the design of the Advisory Board.</li> <li>• All RGF Lancaster commitments are subject to final agreement and contracting with Lancaster University.</li> </ul>	<ul style="list-style-type: none"> <li>• Coventry and Warwickshire to work with Government to finalise the five year lease of 752m<sup>2</sup> of office space at Cheylesmore House for the use of the Coventry and Warwickshire Business Support Clearing House. As part of this lease Coventry and Warwickshire will fund the cost of leasing this space for the final two and a half year period of the five year lease. This is equivalent to £775K.</li> <li>• Investment of £75k to fund the fit out of the office space in Cheylesmore House.</li> <li>• Co-location of the following organisations and specialist advisors to the Business Support Clearing House: Coventry University; University of Warwick; Coventry &amp; Warwickshire Chamber of Commerce; Coventry City Council; Warwickshire County Council; banking services; access to finance specialists; supply chain advisors; and skills advisors.</li> <li>• Local partners to provide £9.1m of funding over a five year period to fund the operation of the Business Support Clearing House</li> <li>• Provision of £2.6m of EU funding to support the creation of an access to finance fund that will support growth of SMEs.</li> <li>• Use local funding to support the creation of an additional UKTI post, co-located in the Business Support Clearing House and integrated with the local UKTI service in order to ensure a co-ordinated and seamless service to clients. This post will provide targeted support for advanced manufacturing and engineering SMEs within Coventry and Warwickshire. Funding will be drawn from the £9.1m funding being provided by local partners to fund the operation of the Business Support Clearing House</li> <li>• Launch a Proof of Concept programme that will support the pre-commercialisation of leading-edge technologies emerging from universities, research organisations and businesses.</li> <li>• Provision of funding to support inward investment activity. Funding will be drawn</li> </ul>



	<p>from the £9.1m funding being provided by local partners to fund the operation of the Business Support Clearing House</p> <ul style="list-style-type: none"> <li>• Co-design with Cabinet Office Cities Policy Unit an independent evaluation of the Business Support Clearing House and associated business support programmes. An interim report from this evaluation will be published at the end of the second year of operation and a final report will be published at the end of year five.</li> <li>• Coventry and Warwickshire Local Enterprise Partnership to invite a representative from the Department for Business, Innovation and Skills Auto team to be a member of the Midlands Automotive Engineering Advisory Board.</li> <li>• Coventry and Warwickshire Local Enterprise Partnership to work with: University of Birmingham; Coventry University; Loughborough University; University of Warwick; local innovation assets (Warwick Manufacturing Group, the High Value Manufacturing Catapult, MIRA Technology Park, and the Manufacturing Technology Centre at Ansty); representatives from major automotive employers; and Department for Business, Innovation and Skills to finalise the design of and establish the Midlands Automotive Engineering and Research Advisory Board.</li> </ul>
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### Pan Midlands Supply Chain Initiative

Central Government Commitments	Coventry and Warwickshire Commitments
<ul style="list-style-type: none"> <li>• Cities Policy Unit and BIS officials to work with representatives from the four Midlands Local Enterprise Partnerships (Black Country, Birmingham and Solihull; Coventry and Warwickshire; and Leicester and Leicestershire to finalise the design of the Pan Midlands Supply Chain Initiative by the end of March 2014 – so that it can commence in 2014/15.</li> </ul>	<ul style="list-style-type: none"> <li>• Coventry and Warwickshire Local Enterprise Partnership to work with other Midlands Local Enterprise Partnerships, the Cities Policy Unit and BIS to finalise the design of the Pan Midlands Supply Chain Initiative by the end of March 2014 – so that it can commence in 2014/15.</li> </ul>

### Developing a locally responsive skills system to drive economic growth

Central Government Commitments	Coventry and Warwickshire Commitments
<ul style="list-style-type: none"> <li>• Local National Apprenticeship and Apprenticeship Training Academy team will support Coventry and Warwickshire Local Enterprise Partnership to establish an Apprenticeship Task Force.</li> <li>• Business Development funding of £10,000 in 2013/14 to support the further development</li> </ul>	<p>Coventry City Council to design, implement and manage the Coventry and Warwickshire Shared Apprenticeship Scheme, ensuring that their proposed approach is compliant with Skills Funding Agency funding, quality and approved Apprenticeship Training Association requirements</p>

<p>of the strategic relationship between the Skills Funding Agency and Coventry City Council to deliver growth in apprenticeships, particularly for the 16 -18 year old cohort.</p> <ul style="list-style-type: none"> <li>• Dedicated resource from the Skills Funding Agency local apprenticeship head, operating within the Skills Funding Agency and working for part of their time as one element of a multi agency partnership to support the delivery of apprenticeships/skills objectives. This support will be supplemented, as needed, by wider support from the apprenticeships division within the Skills Funding Agency.</li> <li>• Support the development of links to wider National Apprenticeship Service support including: the Small Business Unit; the Apprenticeships Vacancy team; and the Apprenticeships marketing collateral.</li> <li>• Further develop the relationship and involvement of the Further Education and private provider organisations base in supporting Coventry and Warwickshire's shared apprenticeship scheme.</li> <li>• Provision of £783K of RGF Lancaster funding to support the implementation of the Skills 4 Growth funding. Subject to final agreement and contracting with Lancaster University.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of £4.1m of local funding to support the delivery of the Skills 4 Growth programme in years 2015/16 – 2018/19.</li> <li>• Coventry and Warwickshire Clearing House will manage the Skills 4 Growth programme: recruiting individuals onto the scheme; identifying skills needs of advanced manufacturing and engineering SMEs (through employer engagement); matching groups of individuals to relevant SMEs.</li> </ul>
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### Supporting the automotive sector to grow – Fen End

Central Government Commitments	Coventry and Warwickshire Commitments
<ul style="list-style-type: none"> <li>• Provision of £559k of capital grant from the Department of Communities and Local Government in 2013/14, via a Section 31 payment to fund the completion of access improvements and improvements to the local highways infrastructure at the Fen End test track site. This grant will be paid to Warwick District Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Warwick District Council to co-ordinate, in partnership with private sector partners, the procurement and completion of enabling infrastructure at the Fen End test track site</li> <li>• Unlock £17.4m of private sector investment at the Fen End site over a 15 year period.</li> </ul>

### Enhancing the planning system and local growth

Central Government Commitments	Coventry and Warwickshire Commitments
<ul style="list-style-type: none"> <li>• Subject to agreement of definitions and thresholds for applicable advanced manufacturing and engineering sector applications, Department for Communities and Local Government, Department for Business, Innovation and Skill, Department for Environment Food and Rural Affairs and Department for Transport to consider Coventry and Warwickshire's draft planning protocol, which will include commitments for</li> </ul>	<ul style="list-style-type: none"> <li>• Coventry and Warwickshire to develop a draft planning protocol, incorporating commitments around pre-application advice and statutory consultee response rates. As part of this work Coventry and Warwickshire will consider the Defra network offer letter and the extent to which this meets the outcomes this planning protocol is seeking to realise.</li> </ul>

<p>rapid pre-application advice and statutory consultee response rates to a planning application. In considering this protocol Government will assess the extent to which it already meets the protocol through existing mechanisms such as the Defra network offer letter.</p> <ul style="list-style-type: none"> <li>• Department for Communities and Local Government, Department for Business, Innovation and Skill, Department for Environment Food and Rural Affairs and Department for Transport to work with Coventry and Warwickshire to explore the feasibility and implications of waiving pre-application fees charged by Government agencies, from 2014/15 onwards.</li> <li>• Department for Communities and Local Government, Department for Business, Innovation and Skill, Department for Environment Food and Rural Affairs and Department for Transport to work with Coventry and Warwickshire to explore the establishment, in 2014/15, of a forum of appropriate stakeholders, to map out a delivery programme for major sites, prior to the submission of a planning application.</li> </ul>	<ul style="list-style-type: none"> <li>• Coventry and Warwickshire to work with Department for Communities and Local Government, Department for Business, Innovation and Skill, Department for Environment Food and Rural Affairs and Department for Transport to explore, in 2014/15, the feasibility and implications on waiving pre-application fees charged by Government agencies, from 2014/15 onwards.</li> <li>• Coventry &amp; Warwickshire to identify a pipeline of deliverable major sites, with Fen End as the first, and consider the use of a Local Development Orders where appropriate.</li> <li>• Coventry &amp; Warwickshire to work with Department for Communities and Local Government, Department for Business, Innovation and Skill, Department for Environment Food and Rural Affairs and Department for Transport to explore the establishment, in 2014/15, of a forum of appropriate stakeholders, to map out a delivery programme for major sites, prior to the submission of a planning application.</li> <li>• Progress the development of core strategies in Coventry and Warwickshire, in line with local timetables: <ul style="list-style-type: none"> <li>• North Warwickshire plan is in examination with hearings in January 2014</li> <li>• Stratford Upon Avon District Council will submit their plan for examination in 2014</li> <li>• Nuneaton and Bedworth will submit their plan for examination in 2014.</li> <li>• Rugby Borough Council's plan is in place and will be refreshed within two years</li> <li>• Warwick will submit their plan for examination in 2014</li> <li>• Coventry City Council will commence consultation on its plan in spring 2014.</li> </ul> </li> <li>• Local authorities will progress the development of Community Infrastructure Levy's. In 2014 Coventry City Council will consult on its draft schedule; Stratford upon Avon is consulting on its draft preliminary schedule; Nuneaton and Bedworth and Warwick councils will adopt their CIL schedules at the same time they adopt their Local Plans. Hinckley and Bosworth; North Warwickshire and Rugby will continue to develop their CIL schedules.</li> <li>• By February 2014 local authorities in Coventry and Warwickshire will make the data they have provided to the West</li> </ul>
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	<p>Midlands Property Alliance on their assets available to the Government Property Unit.</p> <ul style="list-style-type: none"> <li>Local authorities in Coventry and Warwickshire will engage with the Public Service Transformation Network. Local authorities in Coventry and Warwickshire will also continue to publish reports on the progress they are making to drive public service transformation.</li> </ul>
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## Governance

Central Government Commitments	Coventry and Warwickshire Commitments
<ul style="list-style-type: none"> <li>Consider the findings of the planned Coventry and Warwickshire Governance review and undertake steps required to consider authorising the establishment of an Economic Prosperity Board by spring 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Agree terms of reference for the Coventry and Warwickshire Joint Statutory Committee by January 2014.</li> <li>Joint Statutory Committee to be formally established in February 2014.</li> <li>Agree a detailed timetable to move toward forming an Economic Prosperity Board in Coventry and Warwickshire – including Hinckley and Bosworth Council in Leicestershire.</li> <li>Establish a Coventry and Warwickshire City Deal Business Advisory Board (coordinated by Chamber of Commerce) which will work to, and alongside, Coventry and Warwickshire LEP for the effective delivery of a Clearing House service.</li> <li>Undertake a formal governance review in 2015 to inform any final decision to propose the creation of an Economic Prosperity Board. Submit proposal to Government by summer 2015.</li> <li>Subject to government agreement establish the Coventry and Warwickshire Economic Prosperity Board by spring 2016.</li> </ul>

## Coventry and Warwickshire Implementation Plans

Proposal:	<b>Clearing House and Business Support Programmes – AME and all businesses.</b>	
Summary:	This proposal seeks to establish the Coventry and Warwickshire Clearing House. As well as providing a one stop shop function, open to <u>all</u> businesses and designed to complement national business support products this Clearing House will also establish a programme of bespoke business support schemes. These schemes will focus on the area's advanced manufacturing and engineering sectors.	
Outcome & outputs:	<b>Outcomes</b> <ul style="list-style-type: none"> <li>• A business support Clearing House that will provide both: a targeted support for AME Sector; and wider sign-posting and brokerage services. These would be available to any business in Coventry &amp; Warwickshire.</li> <li>• Increased private sector investment, improved performance in over 200 businesses, with an additional referral of approximately 300 businesses to national programmes, within 12 months.</li> <li>• Outcomes subject to final agreement and contracting with Lancaster University.</li> </ul>	
Milestone	<ul style="list-style-type: none"> <li>• December 2013: Establishment of Coventry and Warwickshire City Deal Implementation Group (shadow Business Advisory Group) to agree action plan for set up of Clearing House and timeline for recruitment and launch of programmes.</li> <li>• February 2014: Soft launch of Clearing House.</li> <li>• March 2014: Full launch of CW Clearing House.</li> <li>• April 2014: Clearing House business support programme commences.</li> <li>• April 2014: Launch of Pan Midlands Supply Chain Initiative.</li> <li>• May 2014: Launch of Midlands Automotive Engineering Advisory Board.</li> <li>• March 2015: Create 220 new jobs and engage with almost 1400 businesses.</li> </ul>	
Key Govt Departments & SRO	Cabinet Office, BIS, BIS Local, UKTI, TSB, MAS, Coventry and Warwickshire LEP, Coventry and Warwickshire Chambers of Commerce SRO: Louise Bennett, Coventry and Warwickshire Chamber of Commerce	
Resources (City, Govt, private sector, other)	<ul style="list-style-type: none"> <li>• RGF Lancaster funding: £2,696,059 (this includes funding for skills proposals – see separate implementation plan) provided in 2013/14, subject to final contracting</li> <li>• RGF 3: £1,000,000 (already secured)</li> <li>• RGF 4 (City Deal): £4,000,000 provided in 2013/14.</li> <li>• ERDF Priority 2: £2,600,000</li> <li>• BIS: £775K of leasing/building charges for Cheylesmore House waived by BIS for the first 2.5 years, as part of a five year lease agreement. Local partner funding (over five years) £9,163,057 which includes £1.2m from Local Authorities. Exact dates of lease to be agreed.</li> <li>• Private sector leverage generated by access to finance fund: £48,950,000</li> </ul>	
Action:	Owner	Timeline
Finalise funding and job outcomes for programmes following confirmation of RGF Lancaster funding allocation	CWLEP	Dec 2013

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Set up CW City Deal Implementation Group (shadow Business Lead Advisory Group) and agree location of Clearing House facility with Govt and partners.	CWLEP/ BIS	Dec 2013
Set up Accountable body office to monitor RGF Lancaster pot associated with year one of CW City Deal funding pot.	CWLEP/Lancaster	Dec 2013
Get feedback from BIS on Clearing House/Hub to build on existing provisions.	CWLEP/Chambers/BIS	Dec 2013
Commence development of the proposed Midlands Automotive and Engineering Advisory Board.	CWLEP/BIS/Cabinet Office	Dec 2013
Secure the active support and engagement of Coventry University, University of Warwick, University of Birmingham, Loughborough University, Warwick Manufacturing Group, the High Value Manufacturing Catapult, MIRA Technology Park, the Manufacturing Technology Centre at Ansty, and LEPs in the Midlands for the development of the Midlands Automotive and Engineering Advisory Board	CWLEP	Jan 2013
Each local authority to take CW City Deal through their governance arrangements for formal approval subject to the conditional RGF Lancaster Business Support Programme Resources	City Deal Local Authorities	Jan 2014
Appoint General Manager for CWLEP Clearing House to set up bespoke and all business activity.	CWLEP/Chambers	Jan 2014
Work with BIS on best CRM System requirements and procure system – Chamber Lead.	CWLEP/BIS	Jan 2014
Agree co-location of CWLEP (LA/ Universities/Chamber) and Government Department staff/resources for Clearing House programmes. This includes ways of working with Growth Accelerator, MAS, UKTI and TSB.	CWLEP/BIS/Chambers/UK TI	Jan 2014
Establish process for assessing and allocating funding and internal reporting arrangements.	CWLEP/CW Accountable body	Jan 2014
Appoint 4 A/C Managers for AME.	CWLEP	Feb 2014
Soft launch of key programmes to SME sector.	CWLEP Clearing House	Feb - Mar 2014
Further develop/set up programmes and appoint staffing for the support programmes in 6 key areas: <ul style="list-style-type: none"> <li>• UKTI Invest Programme (co-location)</li> <li>• UKTI AME Specialist Advisor (co-location)</li> <li>• Innovation Brokerage (appointment)</li> <li>• SME Innovation Amplifier (programme)</li> <li>• Skills for Growth (see separate implementation plan)</li> <li>• Clearing House SME grants (programme)</li> </ul>	CWLEP/ UKTI/ Coventry University/ BIS (NAS)/ LA`s	Mar 2014
Formal launch with Department for Business, Innovation and Skills and Cabinet office of Clearing House and to all business.	CWLEP Clearing House	Mar/Apr - 2014
Clearing House Business Support Programmes Commence	CWLEP Clearing House	Apr 2014
Conclude design work for the Pan-Midlands supply chain initiative.	CWLEP/ BC LEP/ GBSLEP/LLEP Cabinet	Mar 2014

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	Office/ BIS	
Conclude the development of the Midlands Automotive Engineering and Advisory Board	CWLEP/ BC LEP/ GBSLEP/ Cabinet Office/ BIS	Mar 2014
Agree with Government a review process that will track progress, resolve issues and refine Clearing House model and programmes through implementation – including evaluation of the Clearing House.	CWLEP/BIS	Mar 2014
Formal launch of the Pan-Midlands Supply Chain Initiative	CWLEP/ BC LEP/ GBSLEP	Apr 2014
Formal launch of the Midlands Automotive Engineering and Advisory Board	CWLEP	May 2014
RGF Lancaster funding ends and service transitions into new funding model.	CWLEP	Mar – Jun 2015
Monitor outputs and outcomes from One Stop Shop Service and bespoke support service and make appropriate returns.	CWLEP/Accountable body	On-going to Mar 2017

Proposal:	<b>Developing a locally responsive skills system to drive economic growth</b>	
Summary:	<p>Workforce training and development is critical to improving business performance and local economic development, and this issue is especially critical in respect of AME sector which is facing skills gaps or shortages. In order to address the skills issues facing the AME sector, the City Deal will:</p> <ul style="list-style-type: none"> <li>• Set up an AME shared apprenticeship scheme.</li> <li>• Deliver a bespoke business-centred Skills Programme for AMEs called the ‘Skills 4 Growth’ Programme. This will provide 96 year-long placements for individuals in AME businesses, allowing employees to gain experience and develop problem solving skills.</li> </ul>	
Outcome & outputs:	<p>The Skills 4 Growth Programme will create:</p> <ul style="list-style-type: none"> <li>• 96 placements in SMEs which will last for one year.</li> <li>• Guaranteed interviews at the end of the programme.</li> <li>• 40 of these placements will lead to permanent jobs.</li> <li>• A shared apprentice scheme which will encourage local SME advanced manufacturing and engineering companies to take more apprentices by making it as easy as possible for them to do so. Using current proposed model estimate 50 apprentices over 5 years</li> </ul> <p>Year one outcomes subject to final agreement and contracting with Lancaster University.</p>	
Milestone	<ul style="list-style-type: none"> <li>• December 2013: Establishment of CW City Deal Implementation Group (shadow Business Advisory Group) to discuss and finalise arrangements for implementing the Skills for Growth Programme and Share Apprenticeship Scheme.</li> <li>• February 2014: Three Skills Trainers and one to two Skills Co-ordinators together with a Shared Apprenticeship Scheme Delivery Manager employed.</li> <li>• March 2014: First consortia of SME are identified for both Skills Programme and Shared Apprenticeship Scheme.</li> <li>• April 2014: First cohort on Shared Apprenticeship Scheme would complete in September 2016 (assuming 2 year framework for level 2)</li> </ul>	
Key Govt Departments & SRO	<p>Key Govt Departments: BIS, SFA and NAS</p> <p>SRO: Rebecca Young (Coventry City Council) - Shared Apprenticeship Scheme. Clearing House General Manager - Skills 4 Growth Programme.</p>	
Resources (City, Govt, private sector, other)	<p>RGF Lancaster: £783K provided in 2013/14, subject to final contracting.</p> <p>Local partners – public and private sector: £4,126,000 across four years (2015/16 – 2018/19)</p>	
Action:	Owner	Timeline
Set up CW City Deal Implementation Group (shadow Business-led Advisory Group) and agree location of Clearing House facility.	CWLEP/ BIS	Dec 2013
Finalise funding and job outcomes for programmes following confirmation of RGF Lancaster funding allocation.	CWLEP	Dec 2013



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Each local authority to take CW City Deal through their own governance process for formal approval	City Deal Local Authorities	Jan 2014
Establish process for assessing and allocating funding and internal reporting arrangements.	CWLEP/CW Accountable Body	Jan 2014
Appoint General Manager for CW Clearing House.	CWLEP	Jan 2014
Appoint Skills Coordinator(s).	CWLEP/GM	Feb 2014
Appoint Skills Trainers.	CWLEP/GM	Feb 2014
Develop detailed Skills 4 Growth Programme and Shared Apprenticeship Scheme.	CWLEP/GM/Skills Team/NAS	Mar 2014
Ongoing support from NAS for Shared apprenticeship Scheme.	BIS/NAS	Ongoing
Recruit AME SMEs for Skills 4 Growth Programme and Shared Apprenticeship Scheme.	CWLEP/Skills Team	Mar 2014
Recruit first cohort of apprentices and Skills 4 Growth Programme participants.	CWLEP	Apr 2014
Year one Skills 4 Growth cohort completes programme	CWLEP	Mar 2015
Year one Shared Apprenticeship Scheme cohort completes programme	CCC	Mar 2015

<b>Proposal:</b>	<b>Supporting the Automotive Sector to Grow – Fen End</b>
<b>Summary:</b>	<p>The Fulcrum (“the Project”) is a proposed development at Fen End in Warwickshire which will create a significant cluster of specialist accommodation for the Advanced Manufacturing and Engineering (AME) sector. The specific focus of this site will be automotive/motorsport industries. The Fen End site currently consists of a test track plus Research and Development (R&amp;D) facilities occupied by Prodrive. It is one of only four automotive proving grounds in the UK registered in the Automotive Testing Proving Ground Directory. The test track is also used on a regular basis by major international automotive firms including Renault, Ford, Aston Martin and BMW.</p> <p>The site has an extant outline planning permission for employment purposes, including access (which is the subject of this submission), and has potential to deliver up to 27,836m<sup>2</sup> of additional floor space in 10 buildings suitable for a variety of AME/automotive uses, particularly automotive OEMs that require test track facilities, which, on completion over a fifteen year period, could support up to 1,200 jobs. This project focuses on the development of four new buildings within the next 7 years, delivering 10,092m<sup>2</sup> GIA of use class B1a and B1b/c floor space for automotive and motorsport research and development together with ancillary office and low volume development production. Once this project is delivered the development of the remainder of the site will be self-financing. The Coventry and Warwickshire City Deal will support the initial infrastructure element of the project relating to highways improvements into the site.</p>
<b>Outcome &amp; outputs:</b>	<ul style="list-style-type: none"> <li>• Delivery of 896 net jobs across the region as a result of the Fen End scheme (847 in Coventry and Warwickshire).</li> <li>• Net additional GVA of £355m between 2014 and 2029.</li> </ul>
<b>Milestone</b>	<ul style="list-style-type: none"> <li>• March 2014. Completion of temporary test track operator building.</li> <li>• June 2014. Letting of contract for highway infrastructure works.</li> <li>• September 2014. Completion of highways infrastructure works.</li> <li>• December 2014. Construction starts on Plot 2b (Delivering 2,787m<sup>2</sup> GIA of B1b/c floor space).</li> <li>• December 2014. Construction starts on Plot 3a (Delivering 800m<sup>2</sup> GIA of B1b/c floor space).</li> <li>• October 2015. First utilities upgrade completed.</li> <li>• November 2017. Construction starts on Plot 1b (Delivering 1,394m<sup>2</sup> GIA of B1a and 465m<sup>2</sup> GIA of B1b/c, 1,859m<sup>2</sup> GIA of total floor space).</li> <li>• March 2018. Second utilities upgrade completed.</li> <li>• November 2019. Construction starts on Plot 1c (Delivering 1,394m<sup>2</sup> GIA of B1a and 3,252m<sup>2</sup> GIA of B1b/c, 4,646m<sup>2</sup> GIA of total floor space).</li> <li>• March 2020. Third utilities upgrade completed.</li> </ul>
<b>Key Govt Departments &amp; SRO</b>	<p>CLG SRO – Bill Hunt, Warwick District Council</p>
<b>Resources (City, Govt, private sector, other)</b>	<p>Hundred Percent Properties have retained Barton Willmore to manage all planning and design matters relating to the implementation of the scheme. There may be additional members of the professional team appointed on Barton Willmore’s recommendation for completion of specific tasks. The table below sets out the funding resources and the actions table assume that notification to proceed was granted by year end 2013.</p> <p>CLG Grant: £559k provided in 2013/14 for highways infrastructure Private sector investment: £17.4m for capital costs of projects over fifteen years (2014 – 2029)</p>

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Action:	Owner	Timeline
Each local authority to take City Deal through their own governance process for formal approval	City Deal Local Authorities	Jan 2014
Detailed design of highways infrastructure work.	M-EC/Barton Willmore	Jan 2014 - Jun 2014
Consultation with highways authority.	M-EC/Barton Willmore	Nov 2013 to Sept 2014
Agreement and signature of Section 278 agreement.	M-EC/Barton Willmore/HPP/WCC	May 2014
Agreement of discharge of outline planning permission pre-conditions (commencing now – November 2013).	Barton Willmore/HPP/M-EC/Tyler Grange	Nov 2013 to Sept 2014
Commence construction of temporary test track operator building.	M-EC/HPP	Apr 2014
Service diversion investigations.	M-EC/HPP	Jan 2014 to May 2014
Completion of temporary test track operator building.	M-EC/HPP	May 2014
Letting of highways infrastructure works contract.	M-EC/WCC	Jun 2014
Submission and approval of Reserved Matters for Employment Floor space – Plot 2b and 3a.	Barton Willmore/HPP	Jun 2014 – Nov 2014
Commence highways infrastructure works.	WCC/HPP	Apr 2014
Completion of highways infrastructure works.	WCC/HPP	Sept 2014
Construction starts on Plot 2b (Delivering 2,787m <sup>2</sup> GIA of B1b/c floor space).	M-EC/HPP	Dec 2014
Construction starts on Plot 3a (Delivering 800m <sup>2</sup> GIA of B1b/c floor space).	M-EC/HPP	Dec 2014
Completion of Plot 2b (Delivering 2,787m <sup>2</sup> GIA of B1b/c floor space).	M-EC/HPP	Sept 2015
Completion of Plot 3a (Delivering 800m <sup>2</sup> GIA of B1b/c floor space).	M-EC/HPP	Sept 2015
First utilities upgrade commences.	UPL/HPP	Apr 2015
First utilities upgrade completed.	UPL/HPP	Oct 2015
Submission and approval of Reserved Matters for Employment Floor space – Plot 1b.	Barton Willmore/HPP	Jun – Nov 2017
Construction starts on Plot 1b (Delivering 1,394m <sup>2</sup> GIA of B1a and 465m <sup>2</sup> GIA of B1b/c, 1,859m <sup>2</sup> GIA of total floor space).	Barton Willmore/HPP	Nov 2017
Construction completed on Plot 1b (Delivering 1,394m <sup>2</sup> GIA of B1a and 465m <sup>2</sup> GIA of B1b/c, 1,859m <sup>2</sup> GIA of total floor space).	Barton Willmore/HPP	Sept 2018
Second utilities upgrade commences.	UPL/HPP	Apr 2017
Second utilities upgrade completed.	UPL/HPP	Mar 2018
Submission and approval of Reserved Matters for Employment Floor space – Plot 1c.	Barton Willmore/HPP	Jun – Nov 2019
Construction starts on Plot 1c (Delivering 1,394m <sup>2</sup> GIA of B1a and 3,252m <sup>2</sup> GIA of B1b/c, 4,646m <sup>2</sup> GIA of total floor space).	Barton Willmore/HPP	Nov 2019
Third utilities upgrade commences.	UPL/HPP	Apr 2019

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Third utilities upgrade completed.	UPL/HPP	Mar 2020
Construction completed on Plot 1c (Delivering 1,394m <sup>2</sup> GIA of B1a and 3,252m <sup>2</sup> GIA of B1b/c, 4,646m <sup>2</sup> GIA of total floor space).	Barton Willmore/HPP	Sept 2020

<b>Proposal:</b>	<b>Enhancing the planning system</b>
<b>Summary:</b>	<p>SMEs in the AME sector state that, despite the intent within the NPPF that the planning system should be simplified, their ability to navigate speedily and successfully through the planning process remains difficult and the current planning system presents barriers to growth. Whilst opportunities exist to make improvements to the planning service offered by individual LPAs a greater opportunity exists, through the City Deal, to ensure the development of a joined up approach, across the wider public sector (including statutory consultees), that removes barriers and disincentives to SME businesses seeking to grow and invest. The CWLEP and the local planning authorities (LPAs) within the CW City Deal area will develop an effective and business friendly planning system that promotes and accelerates development and growth. The City Deal will improve the efficiency of the planning process by providing:</p> <ul style="list-style-type: none"> <li>• A fast-track planning service for the AME sector.</li> <li>• Zero costs for pre-application advice sought by SMEs within the AME sector.</li> <li>• A sub-regional spatial planning approach that provides a pipeline of suitable, available and deliverable sites.</li> <li>• Piloting, initially for the AME sector, a 'gold standard' fully integrated planning and regulatory regime.</li> </ul>
<b>Outcome &amp; outputs:</b>	<ul style="list-style-type: none"> <li>• <b>Pre-application:</b> Pre-application advice will be universally offered to AME companies and promoted by individual LPAs, the CWLEP, business support agencies and through the Clearing House. Pre-application advice from LPAs and Highway Authorities will be free – those authorities that currently charge fees will waive the charges and the remaining LPAs will commit to not introducing future charges for the AME sector. In addition Government and local authorities agree to undertake further discussions with the aim of producing a version of the Planning Protocol that acceptable to all parties, drawing on existing mechanisms such as the Defra-network offer letter.</li> <li>• Outputs: 50% increase in AME sector firms seeking pre-application advice in Year 1, rising to 90% by end of Year 2; 50% increase in successful applications from the AME sector by end of Year 2.</li> <li>• <b>Fast-track planning service:</b> The existing Planning Protocol will be amended, to promote growth across the AME sector. Government and local authorities agree to undertake further discussions with the aim of producing a version of the Planning Protocol that acceptable to all parties, drawing on existing mechanisms such as the Defra-network offer letter.</li> <li>• Outputs: 50 additional applications from AME sector firms seeking to expand year on year. 50% reduction in time taken to determine applications from AME sector across the CW City Deal area.</li> <li>• <b>Sub-regional spatial strategy:</b> The local authorities participating within the CW City Deal have established a Joint Committee and are working towards early introduction on an EPB. This governance structure will: oversee the creation of a 'pipeline' of deliverable sites, initially specifically targeted at the AME sector and the introduction of appropriate Local Development Orders for specific 'pipeline' sites and any other existing sites identified by LPAs as suitable to support the delivery of AME sector growth. In addition the City Deal will provide a forum for engaging with Government stakeholders and statutory consultees to map out a delivery programme for major sites prior to the submission of a</li> </ul>

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	<p>planning application, to ensure that deliverability, viability and, strategic co-ordination issues, plus any strategic support requirements of landowners/developers, can be addressed in a co-ordinated manner, without prejudice to the 'Chinese wall' arrangements necessary to protect the integrity of the planning process.</p> <ul style="list-style-type: none"> <li>• Outputs: Prioritisation of major sites across CW City Deal area; Formal engagement with Government departments and statutory consultees within 28 days of a major site being identified by a LPA or a major planning application being validated.</li> <li>• <b>Integrated planning and regulatory regime:</b> Introduction of a pilot scheme, aimed initially at the AME sector</li> <li>• Outputs: to be determined</li> </ul>
Milestone	<ul style="list-style-type: none"> <li>• December 2013: Establishment of CW City Deal Implementation Group (shadow Business Advisory Group) to discuss and finalise amendments to Planning Protocol, re-imburement of costs for pre-application charges, pilot arrangements for integrated planning and regulatory regime.</li> <li>• March 2014: Introduction of formal engagement arrangements in relation to major sites March 2014: Agreement of extended and amended Planning Protocol</li> <li>• April 2014: Introduction of fast-track planning service and integrated planning and regulatory regime pilot.</li> </ul>
Key Govt Departments & SRO	BIS; CLG; DFT; DEFRA; DWP (host departments for statutory consultees) SROs: Bill Hunt Warwick District Council; Anna Rose Rugby Borough Council.
Resources (City, Govt, private sector, other)	Nil (although income will be foregone on current pre-application charging by Stratford District Council and Warwickshire County Council)

Action:	Owner	Timeline
Set up Coventry and Warwickshire City Deal Implementation Group (shadow Business Advisory Group).	CW/ CPU/ BIS	Dec 2013
Each Local Authority to take CW City Deal through their governance process for formal approval.	City Deal Local Authorities	Jan 2014
Co-design and agree a reimbursement process to cover pre-application charges levied by statutory consultees.	CW City Deal Implementation Group	Mar 2014
Agree pilot arrangements for integrated planning and regulatory regime for AME sector.	CW City Deal Implementation Group	Mar 2014
Agree and amend existing Planning Protocol regarding pre-application advice, fast track planning service, dedicated case officers etc. for AME sector.	LPAs	Apr 2014
Agree and extend Planning Protocol to cover statutory consultees (including agreement of definitions and thresholds for exemptions from charging for AME sector applications).	SROs/statutory consultees and sponsoring departments (BIS/CLG/DfT/Defra/DWP)	Apr 2014
Complete CWLEP major sites study.	CWLEP	Jan 2014
Complete sub-regional strategic employment land study.	LPAs	Feb 2014

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Complete prioritisation of strategic sites and implementation of appropriate LDOs.	CWLEP/Joint Committee/LPAs	Apr 2014
Agree and implement forum for discussing and resolving major site implementation issues.	LPAs/BIS	Jan 2014
Document best practice from fast track planning service and pilot integrated planning and regulatory regime pilot for potential roll out to other areas	LPAs/CLG	Dec 2014

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Proposal:	<b>Supporting Local Growth</b>	
Summary:	Undertake activities to enhance asset management and public service transformation	
Outcome & Outputs:	Data sharing on public assets and public service transformation.	
Milestone	February 2014: Property data shared with the Government Property Unit. Ongoing: Publish reports setting out progress being made to drive public service transformation.	
Key Govt Departments & SRO	Government Property Unit SRO: Assets - Nigel Clews Coventry City Council; Transformation – Monica Fogarty, Warwickshire County Council	
Resources (City, Govt, private sector, other)	No financial resources required. Activities will be undertaken within existing budgets.	
Action:	Owner	Timeline
Local authorities in Coventry and Warwickshire will make data they have provided to the West Midlands Property Alliance and the Warwickshire Observatory on their assets available to the Government Property Unit.	CW local authorities	Feb 2014
Local authorities will continue to publish reports on the progress they are making to drive public service transformation.	CW local authorities	Ongoing

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Proposal:	<b>Coventry and Warwickshire Governance Structure</b>	
Summary:	Establish City Deal governance arrangements.	
Outcome & Outputs:	Economic Prosperity Board established by 2016.	
Milestone	February 2014: Joint Statutory Committee established Spring 2016: Economic Prosperity Board established	
Key Govt Departments & SRO	CLG SRO: Jenni Venn, Coventry City Council	
Resources (City, Govt, private sector, other)	No financial resources, governance arrangements will be established using existing budgets.	
Action:	Owner	Timeline
Agree terms of reference for the Coventry and Warwickshire Joint Statutory Committee and gain approval for the establishment of the Joint Committee through individual local authorities' formal governance process.	City Deal Local Authorities	Jan 2014
Joint Statutory Committee formally established.	City Deal Local Authorities	Feb 2014
Review of current legislation on Economic Prosperity Boards and Combined Authorities.	CLG	Spring 2014
Agree options process and timetable for moving toward forming an Economic Prosperity Board in Coventry and Warwickshire – including Hinckley and Bosworth Council in Leicestershire.	Joint Committee	Feb 2014
Changes to relevant statute following Government review of current legislation on Economic Prosperity Boards and Combined Authorities.	CLG	Summer- Autumn 2014
Undertake a formal governance review to inform any final decision to seek the creation of Economic Prosperity Board.	Joint Committee	Spring 2015
Government considers findings of governance review.	CLG	Summer-Autumn 2015
Subject to government agreement, establish the Coventry and Warwickshire Economic Prosperity Board.	All Local Authorities	Spring 2016

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**Glossary**

<b>A/C Manager</b>	Account manager	<b>HPP</b>	Hundred Percent Properties
<b>AME</b>	Advanced manufacturing and engineering	<b>LA</b>	Local authorities
<b>BCLEP</b>	Black Country Local Enterprise Partnership	<b>LDO</b>	Local Development Order
<b>BIS</b>	Department for Business, Innovation and Skills	<b>LEP</b>	Local Enterprise Partnership
<b>CCC</b>	Coventry City Council	<b>LLEP</b>	Leicester and Leicestershire Local Enterprise Partnership
<b>CLG</b>	Department for Communities and Local Government	<b>LPA</b>	Local planning authority
<b>CRM</b>	Customer Relationship Management system	<b>MAS</b>	Manufacturing Advisory Service
<b>CW</b>	Coventry and Warwickshire	<b>M-EC</b>	M-EC Developments
<b>CWLEP</b>	Coventry and Warwickshire Local Enterprise Partnership	<b>NAS</b>	National Apprenticeship Service
<b>DEFRA</b>	Department for Environment, Food and Rural Affairs	<b>NPPF</b>	National Planning Policy Framework
<b>DFT</b>	Department for Transport	<b>OEM</b>	Original equipment manufacturer
<b>DWP</b>	Department for Work and Pensions	<b>SFA</b>	Skills Funding Agency
<b>EPB</b>	Economic Prosperity Board	<b>SME</b>	Small and medium enterprise
<b>ERDF</b>	European Regional Development Fund	<b>TSB</b>	Technology Strategy Board
<b>GBSLEP</b>	Greater Birmingham and Solihull Local Enterprise Partnership	<b>UKTI</b>	UK Trade and Investment
<b>GM</b>	General Manger	<b>WCC</b>	Warwickshire County Council