

City Deal: Wave two
Negotiation Document

Contents

Executive Summary.....	2
Section 1 - Economic Context	4
Section 2 – City Deal policy proposals	10
• Clearing House.....	10
• Access to Finance.....	13
• Innovation	16
• Trade and Export	19
• Sector Investment.....	21
• Skills for Employers.....	23
• Pan Midlands Supply Chain Programme	29
• Wider Package - Planning and Sites	31
• Financial Summary.....	38
Section 3 - Impact of City Deal	42
Section 4 - Governance	43

Executive summary

The Coventry & Warwickshire City Deal is conceptually very simple:

- The area has world leading Advanced Manufacturing and Engineering (AME) brands and innovation facilities (see map below)
- This sector is forecast to grow by 30% in the next 12 years, mainly from the potential within the SME supply chain.
- R&D expenditure is well above the national average
- Current productivity of the AME sector is above the UK average and is forecast to increase at a faster rate than the UK.

But:-

- Innovation is limited to only 5% of business base (only 16 major companies)
- AME companies in the area are not best equipped to take advantage of the huge growth that OEM's in the sector are currently forecasting because:-
 - AME companies in the sector complain about skills gaps and shortages, access to suitable premises and accessible finance to enable growth to take place quickly
 - These barriers are aggravated by the difficulty that AME companies face in navigating the complex, supplier lead, business support provision and products that should be available to them.

Our Solution

- Our flagship proposal is the provision of a business led Clearing House that also acts as a Growth Hub. The proposal will 'hide the wiring' of the complex provision across all identified barriers to growth. The intention is to enable AME companies to efficiently and appropriately access bespoke elements of support that they require to grow faster and further than would otherwise be the case.
- The secondary proposal is to tackle specific issues of Sites & Planning initially targeted at the AME sector.

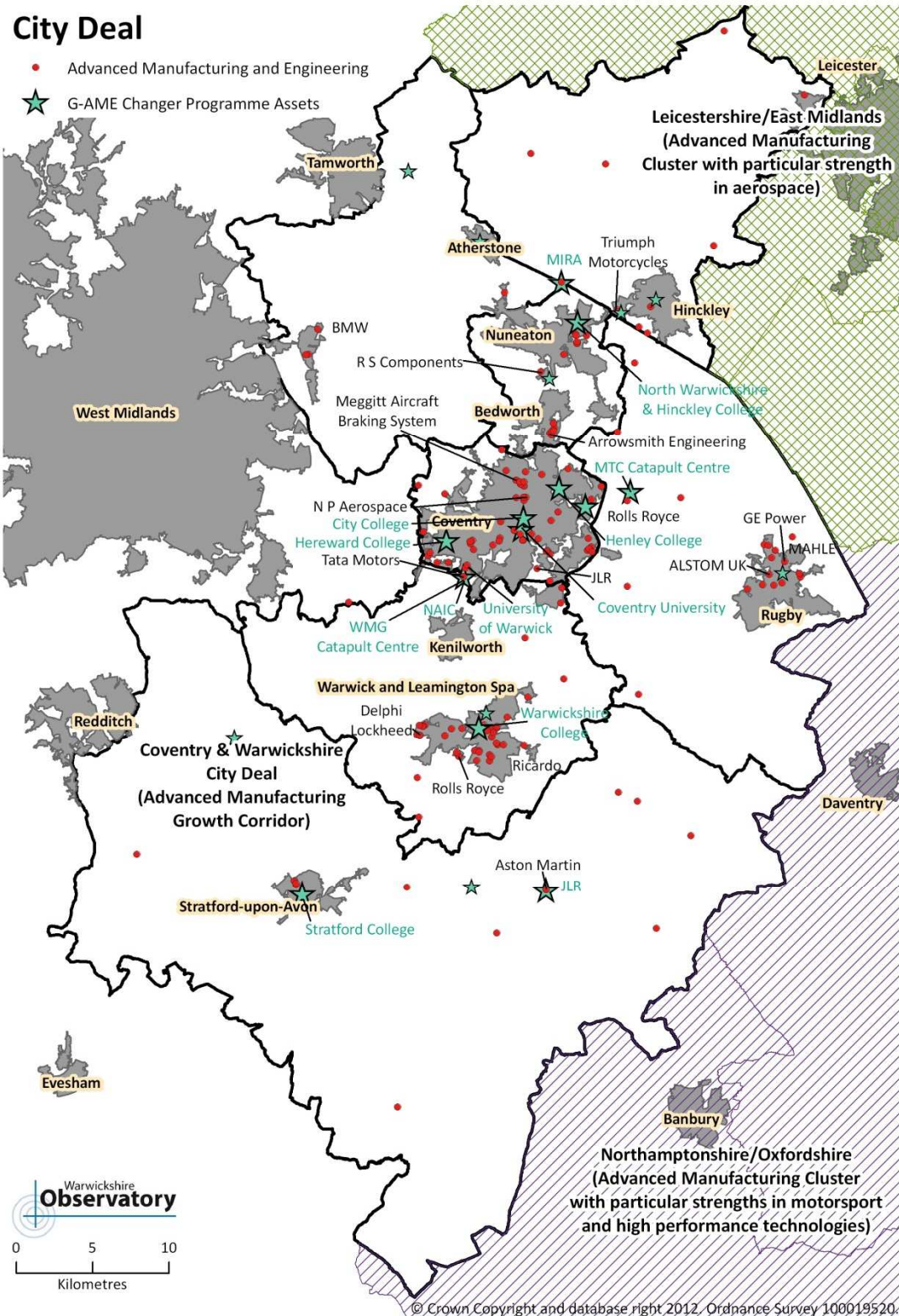
Outcome

- Net growth of £745M in GVA and over 15,000 jobs in the area within the AME sector and wider economy.
- A scalable, business led solution that can improve the performance of UK plc across all sectors
- Working with Government to deliver practical elements of the Industrial Strategy particularly around the Automotive Sector supply chain.
- A Clearing House that will provide a deep-AME Sector focus with a wider sign-posting and brokerage service would also be available to any business in Coventry & Warwickshire.

Asks

- Government endorsement for C&W City Deal
- A suitable building for Clearing House
- Support for £4m from Lancaster RGF 'Pot' for coordination and business support enhancements
- Co-location of AME specialists
- Pilot BIS Auto Strategy
- Support of £559k capital funding to unlock development of critical 'proving ground' for OEM's and associated AME supply chain companies

Map of City Deal area and AME brands and innovation facilities

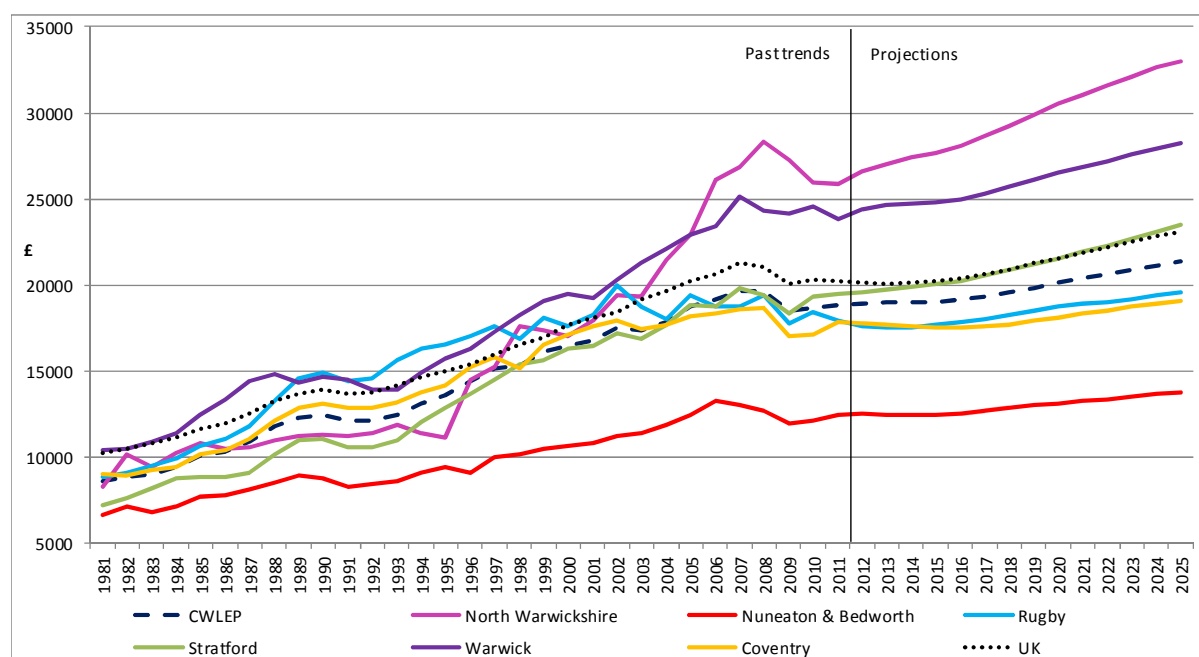


Section 1 - Economic Context

Coventry & Warwickshire is home to 863,000 residents and some 35,000 businesses, employing 443,000 people and generated economic output of around £16.3bn in 2011. The Coventry & Warwickshire sub-region is also a clear functional economic functional are based on an analysis of travel to work patterns, housing market areas, travel to retail & leisure, and business networks and supply chains. The area is relatively self-contained, with over 85% of the residents of Coventry & Warwickshire living and working within this geographic area.

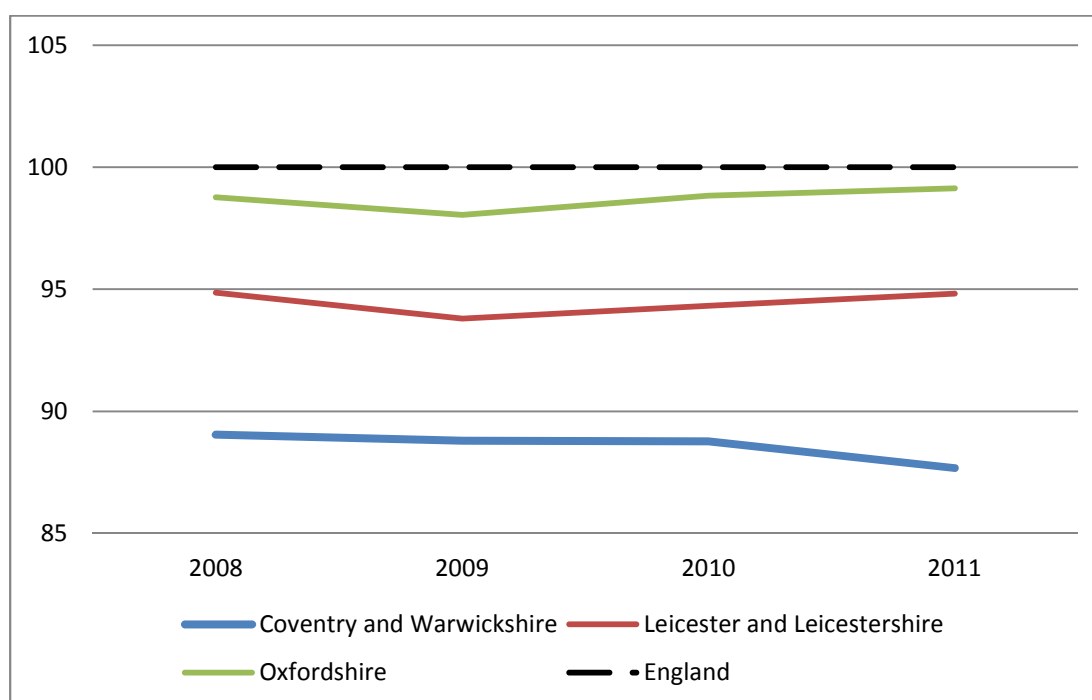
On most common socio-economic indicators, the Coventry & Warwickshire Local Enterprise Partnership (CWCWLEP) area performs around the average, and generally “mid-table” when compared to other CWLEP areas. However, this overall average masks significant variation across the functional economic area. For instance, while some parts of Coventry & Warwickshire face significant challenges around a low skilled population (for instance, in Nuneaton & Bedworth only 63.1% of the working age population is qualified to at least Level 2 compared to England average of 71.8%), while other parts have a highly skilled population (43.5% of the residents of Warwick District have a Level 4 or above qualification, compared to the England average of 34.2%).

This variation in economic performance can be shown in Figure 1 below, comparing GVA per head across the local authority areas of Coventry & Warwickshire. The baseline forecast is for these differences to become even more pronounced over time.



Despite these variations in performance, a common concern across all parts of the Coventry & Warwickshire economy is low, below average and falling rates of productivity (as measured by GVA per employee). This effectively means that the C&W economy underperforms to the tune of £2.4bn a year. This productivity problem is highlighted in Figure 2 below, and addressing it is a key priority for the CWCWLEP.

Figure 2:



To facilitate and support stronger economic performance, the CWCWLEP is seeking to focus on the key sectors of the economy where we have a clear competitive advantage and where the growth potential is strongest. We are also utilising the range of investment funds that we have available to help provide finance for our key companies and sectors to enable growth, or to invest in the necessary infrastructure to unlock further growth. (£122.9M has been invested through 90 companies who have levered in £333m of other private sector investment and will create 9,000 jobs).

Advanced Manufacturing and Engineering (AME) is a key sector that is crucially important to the future success and growth of the C&W economy. Location quotient analysis looking at the concentration of employment in this sector within Coventry & Warwickshire highlights a strong and significant presence in this area. A particular strength is the manufacture of motor vehicles, where C&W have more than 5 times the average concentration of employment in this sector. The AME sector is also forecast to be one of the key growth areas over the next 10-15 years in Coventry & Warwickshire (source: CE Forecasts August 2013), has significantly higher productivity rates than the rest of the economy (GVA per employee in AME companies is £49,696 compared to an average of just £35,708 [source: CE Forecast Aug 2013]), and AME productivity in C&W is higher than the national average (£48,130).

The CWCWLEP, through close engagement and discussion with our AME businesses, know that this sector of the local economy has the capacity to grow significantly faster than these “business as usual” baseline forecasts suggest. Our business community are telling us that there is significant and increasing demand for their goods and services, and many companies could drastically and quickly upscale their activity if there were no constraints on growth.

Why the AME Sector

The CWCWLEP, through close engagement and discussion with our AME businesses, know that this sector of the local economy has the capacity to grow significantly faster than these “business as usual” baseline forecasts suggest. Our business community are telling us that there is significant and increasing demand for

their goods and services, and many companies could drastically and quickly upscale their activity if there were no constraints on growth.

The constraints to growth that have been identified by our AME businesses have been used to shape and inform this City Deal proposal. The following proposal provides more detail on each of these, but in summary, the main issues that are limiting or holding back stronger growth in AME sector are:

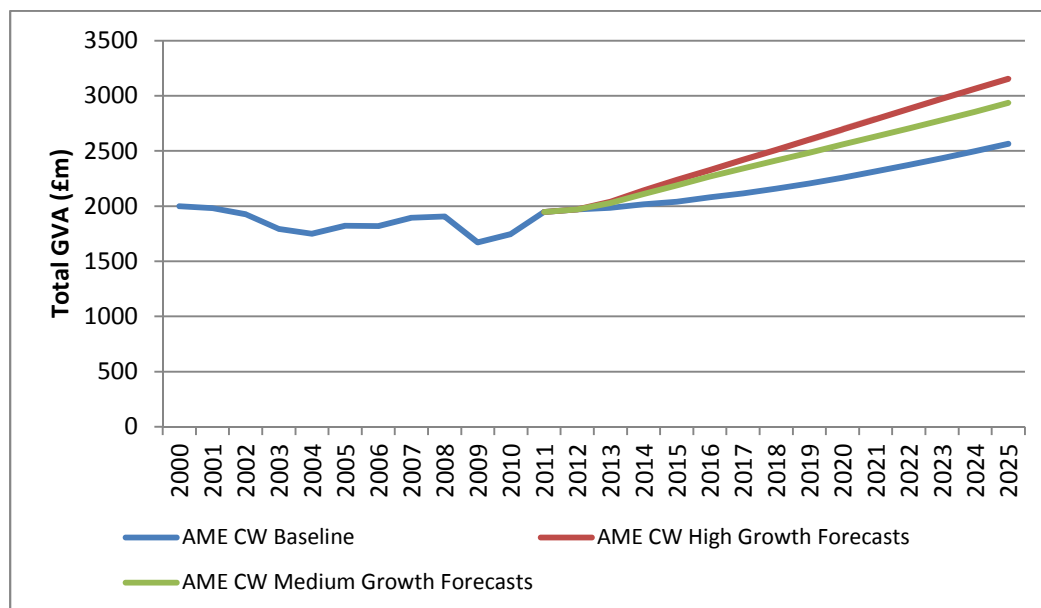
- **Business support** – while many of our smaller AME companies can often identify new opportunities for growth and diversification, our engagement and survey information tell us that many of them feel they need help and support due to capacity issues within their own business, to fully exploit these opportunities. Particularly areas where specialist help and support is needed include exporting and international trade, collaborative working on new products and processes, intellectual property rights, and financing new growth opportunities.
- **Access to Finance** – increasing capacity will require additional investment, and many AME companies still report difficulties in accessing the necessary commercial finance to do this.
- **Skills** – our AME companies are struggling to find both the quantity and quality of skilled labour to deliver the increase in activity that is being demanded. A skills survey of AME companies in Coventry & Warwickshire found that 30% were facing skills gaps or shortages (more than double the number (14%) for all companies nationally).
- **Sites and premises** – for many companies wishing to increase their production, they need additional sites and premises. There is a recognised lack of readily available and suitable sites in Coventry & Warwickshire, and a concern that the current planning system takes too long and is too bureaucratic.

Based on frank and confidential discussions with our AME sector businesses about their potential for growth, work has been undertaken to model the potential impact of removing barriers and unlocking their potential. Future potential growth rates have been fed into Cambridge Econometrics Local Economic Forecasting Model to provide an estimation of the potential aggregate impacts of the successful implementation of our City Deal proposal.

This modelling suggests that if the barriers to growth were completely removed from our AME base, we would see faster and stronger economic growth as shown in Figure 3 below. A high growth scenario and a medium growth scenario have been applied to provide a forecast range. This presents what is potentially possible if our AME business base were able to exploit all their growth opportunities without incurring any barriers. Clearly, if barriers still remain, then a lower rate of growth will be achieved. However, given the recently announced September sales figures from Jaguar Land Rover showing a 17% year on year increase in sales (and a 35% increase for Jaguar cars), the clear growth potential of our AME sector can be seen.

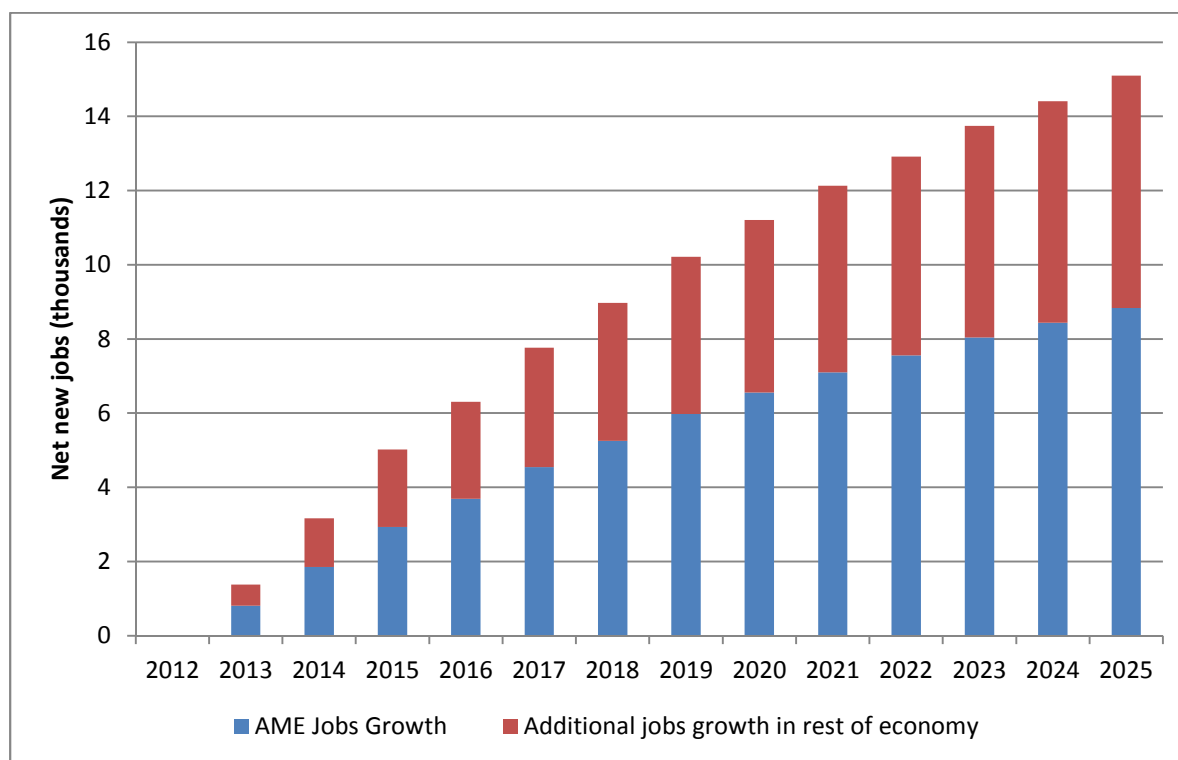
The CW City Deal will tackle barriers to growth. By removing these barriers and enabling our AME sector to grow freely, in line with their current business planning forecasts, we would anticipate seeing an increase in GVA over the period 2012-2025 of around £745m (£591m as direct result of growth in the AME sector as forecast in Figure 3 below, and an additional £154m through wider multiplier effects).

Figure 3: Forecast potential GVA impact of City Deal proposal (high & medium growth scenario)



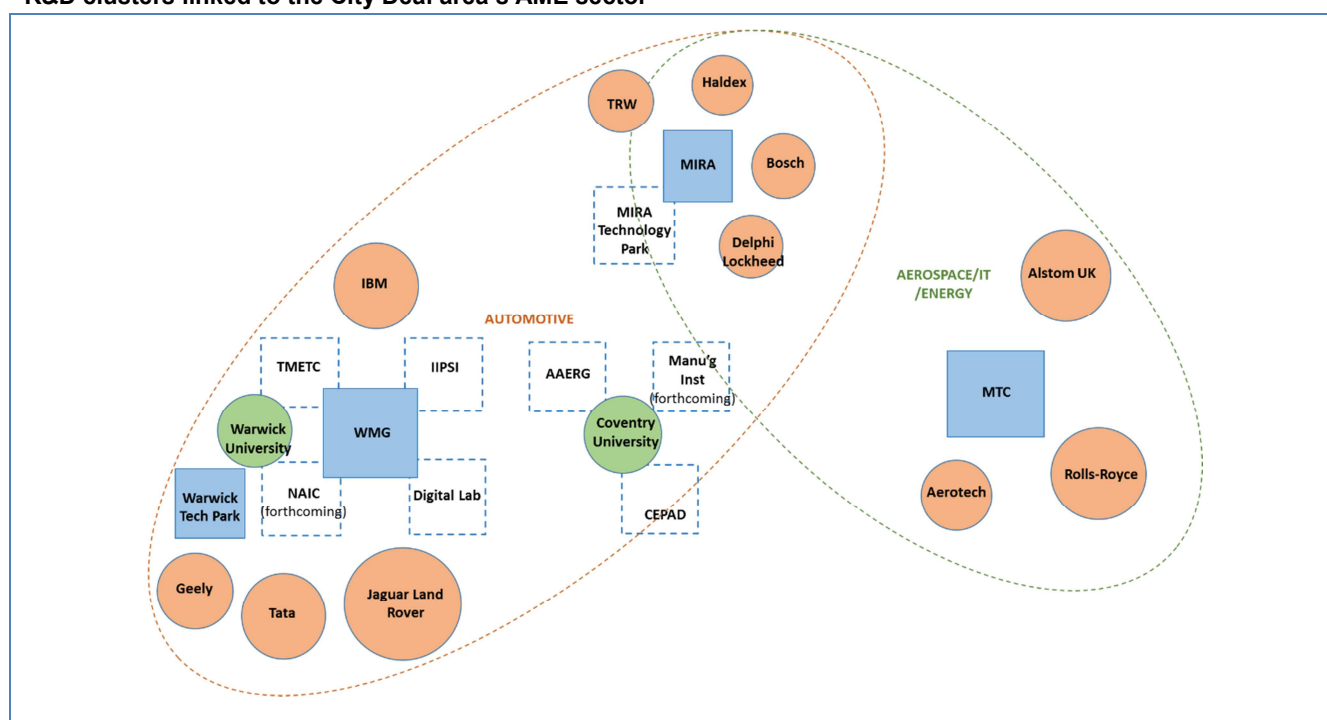
In terms of employment, the baseline forecast for employment in the City Deal area (which includes Hinckley & Bosworth) for the period 2012-2025 is growth of 51,840. Within this, the baseline forecast expects net AME employment over that period to fall by around 1,300. Once barriers to growth are removed by our City Deal the model suggests growth rates that **AME employment could increase over the period 2012-2025 by up to 8,835 jobs**. With wider multipliers within the economy, this would lead to potential **net total employment growth as a result of the City Deal proposal of up to 15,094 jobs**.

Figure 4: Forecast potential employment impact of City Deal proposal



Sustained specialisation in AME, and particularly automotive manufacturing, has helped accumulate a significant amount of specialist knowledge and expertise in the City Deal area, where the business base is seen as among the most innovative in the country. The 'richness' of this infrastructure is reflected in the high patenting rate relative to neighbouring areas and the England average (15.6 per 100k residents in CWCWLEP area in 2009, compared to 13 for England¹), and in local R&D employment levels within the private sector, which are almost double those in Birmingham and Solihull². In addition, according to the UKTI's 2012-13 report³, the CWCWLEP area had a larger investment in R&D than other CWLEP areas such as Greater Birmingham and Solihull, Leeds City Region and Sheffield: Some 35% of inward investment projects in 2012-13 were focused on R&D, compared to 31%, 18% and 23% respectively in the other three areas.

R&D clusters linked to the City Deal area's AME sector



(Source: SQW)

However, innovation activity in the manufacturing sector is heavily concentrated amongst a small number of highly innovative companies in the CWCWLEP area. While registered R&D activity generally tends to concentrate in a few firms, it is far more concentrated in the City Deal area compared to other areas. 89% of R&D employment and 94% of in-house R&D expenditure in the CWLEP area is accounted for by the top 5% largest R&D investors. The top 5% represents just 16 firms or 0.05% of the business base.

The concentration of innovative activity amongst a few firms is also revealed in data on patent registrations and design applications. The top 5% of companies with the most prolific levels of patenting activity accounted for over a third of total patents between 2001 and 2011. Nearly a

¹ CWLEP Benchmarking report.

² Ibid.

³ Coventry and Warwickshire Inward Investment Report, A report in confidence from UKTI Investment Services Team to Coventry and Warwickshire, July 2013.

quarter of designs were registered by just 10 firms (0.03% of the business base) in the CWLEP area between 2000 and 2010.

Based on our analysis of lower than average productivity in the Coventry & Warwickshire economy, and the importance of innovation to raising rates of productivity, it is clear that there is an urgent need to build on and exploit this clear strength in innovation within our manufacturing sector, and to tackle and address this long tail of low/no innovating companies in the supply chain to our larger companies.

While there are a range of innovation-based initiatives to help support businesses in our area (such as Knowledge Transfer Partnerships and Innovation Vouchers), the take up by local SMEs is low. Many small business owners struggle to understand the direct tangible benefits of spending valuable time and resources on “innovation activity”, and find the language and processes difficult to understand or engage with.

Section 2 – City Deal policy proposals

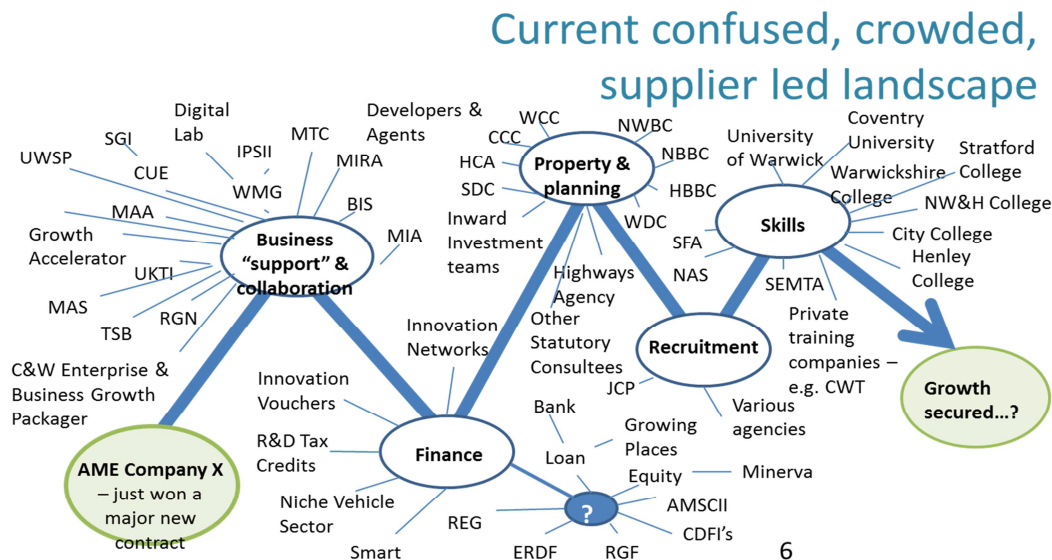
- **Clearing House**

This City Deal will enable the development of Coventry & Warwickshire’s flagship Clearing House that will initially support the AME sector which is explained in the economic context above has the potential to grow fastest and furthest than any other sector in the City Deal area. The Clearing House will encompass a wide ranging economic stimulus package to support the creation and growth of businesses, invest in skills, and enable access to innovation and space for growth. It will support businesses to take full advantage of the current export-led upturn in automotive and allied sectors and the expansion of low carbon technologies. It will take advantage of the growth potential of the whole sub-region which is at the heart of England’s high value manufacturing and engineering corridor – from the East Midlands down to Oxfordshire and the South East and across from the West Midlands to the East of England. The vision and commitment to broad Economic Growth within the sub region is continually evidenced by local partners, most recently by Coventry City Council. The Council is seeking to develop an investment fund from prudential borrowing to invest in large scale developments within Coventry, as a stimulus to the wider sub-region to unlock major development in employment sites and grow the business rates base line. Whilst this is not specific to AME businesses and City Deal it will have a significant impact on a wider range of priority sectors which the CWCWLEP is focused on developing, to the undoubted benefit of the whole of the City Deal economic area.

Why a Clearing House

CWLEP will create a supportive environment within which businesses can grow and prosper, and remove any barriers or unnecessary hurdles that businesses face; making **Coventry & Warwickshire a globally regarded a centre of excellence for advanced manufacturing and engineering, with strong and innovative businesses and R&D base and a highly skilled and flexible workforce.**

Engagement with AME companies, the majority of whom are SME’s, in the sub-region shows that many businesses find it difficult to understand and navigate through the range of organisations designed to help them. The changes in the business support infrastructure means that it is difficult for employers to know where to engage and/or to choose what is most appropriate for their support needs. The sheer number of organisations active in the employment, skills and investment finance system exacerbates the situation and can lead to confusion. In addition, the complexity of the planning process and liaising with external organisations to access new markets can mean that AME businesses face a number of hurdles that prevent them from growing as fast and as successfully as they have the potential to.



The C&W City Deal has developed a tailored response to these issues by creating a business-led, single point of access, the Clearing House that will provide support to AME businesses across a range of areas and will support and integrate with Government programmes. The Clearing House will **simplify and provide AME businesses with an integrated solution to accessing appropriate local and national resources and products**. Businesses will be supported to engage with and navigate through the range of business infrastructure organisations and the 'offers' open to them including access to trade, investment and business growth services. The Clearing House will streamline the number of contacts that businesses will need to make with support agencies by assessing their needs once and providing good links and referral arrangements into relevant initiatives.

The Clearing House will work initially proactively with a cohort of 450 AME businesses who have been identified as having additional growth potential and are key to increasing the GVA of the City Deal area. At the same time it will act as a one-stop-shop for any business with an ambition to grow. This will be done by growing the capacity of C&W Chamber of Commerce with 2FTE's for one year to (through RGF Lancaster pot) to provide this light touch brokerage diagnostic and triage function that directs businesses to the most appropriate support.

The Clearing House will engage with AME businesses to:

- Access **business advice, support and information** on a range of issues
- **secure appropriate finance** by allowing easy access to funding, streamlining application processes and the number of contacts businesses need to make and leveraging in private investment;
- **Access a dedicated and sector specific AME UKTI resource** who will work specifically with AME companies in Coventry and Warwickshire;
- **exploit export markets/opportunities** and encourage AME businesses to develop international relationships, whilst at the same time, work to secure inward investment into the sub-region;
- Support AME businesses to **undertake innovation activity** by accessing research funding and linking to innovation assets;
- **recruit skilled employees** and up-skill the existing workforce by providing a skills programme at craft level ;
- identify and **secure appropriate premises** by providing specialist advice on financing and leasing option, supporting businesses through site identification, and the planning process; and

Setting up the Clearing House

The Clearing House has been costed for a 5-year period and will initially employ a general manager and four Account Managers, funded through the RGF Lancaster pot and by CWCWLEP partners, to work closely with the AME sector. To this will be added the 2 FTE's from the C&W Chamber of Commerce who will facilitate a single conversation with any local businesses. Account Managers, will be specifically recruited to a standard to ensure that are capable of developing credible peer-to-peer relationships to be established with business owners and leaders. They will proactively work with AME businesses to understand their specific needs in terms of business support, and then, in conjunction with specialists co-located in the Clearing House, will:

- identify the most appropriate provision;
- liaise with providers and source the right support;
- manage the delivery of the support, ensuring it is delivered in a business friendly manner; and
- monitor the output/outcome as a result of business intervention.

The Account Managers will be allocated a group of approximately 100 companies and will work proactively with these to enable them to access the most appropriate business support available- offering a seamless end-to-end service that is focused on the needs of each business, hiding the complex wiring and in effect becoming a valued point of contact for businesses.

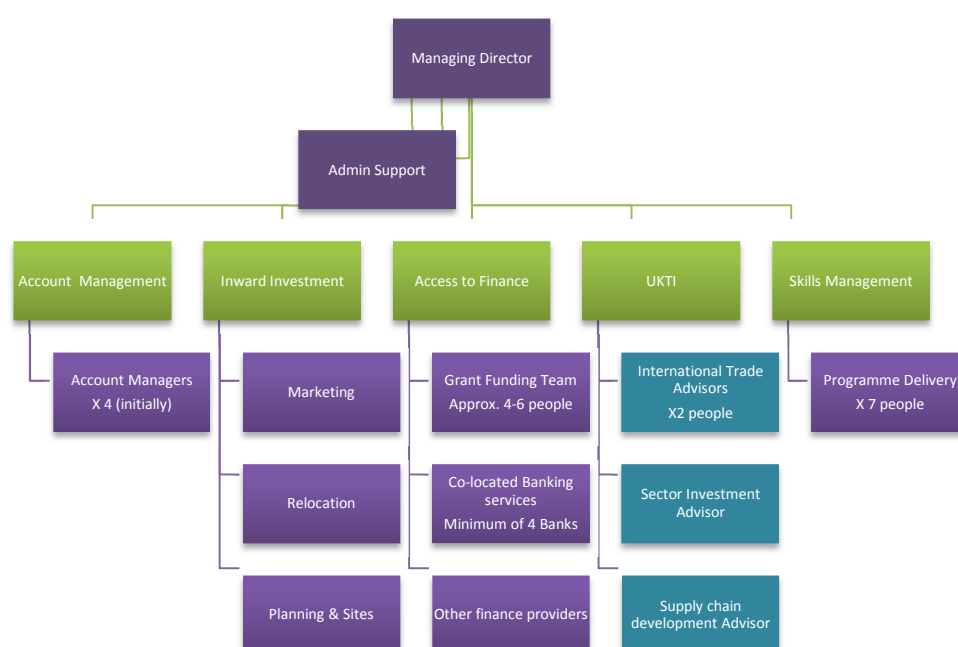


Figure 7

The specialist service delivery will be underpinned by a consolidated database that will enable account managers to take a view across provision. This will include as many individual partner databases as feasible and be cloud based and openly shared system. To enable this functionality to be most efficient and effective we ask that Government support the development and implementation of a single database for the City Deal area. We also ask that Government and its relevant delivery agencies commit to working with and utilising this single database and sharing relevant information.

Location

The Clearing House, with a range of delivery partners who will be co-located there, will operate from suitable premises that are in a central and easily accessible location. Ideal vacant premises have been identified at Cheylesmore House in Coventry, leased by the Crown and currently available. We ask that this

under-utilised, suitable facility is made available for the Clearing House to operate from at nil cost. In return CWCWLEP partners will commit to financing the operational costs of running the Clearing House.

Management arrangements

The Clearing House will be managed by a Chief Executive/General Manager who will report to a CWLEP Sub-committee chaired by a private sector director. (See Governance - Section 4)

Summary of Clearing House Account Management Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> Establish a business-led advisory panel by the Chamber of Commerce to oversee the Clearing House Appoint general manager and four Account Managers CWCWLEP Partners will fund the Account Management staffing in years 2-5 and the running costs of the Clearing House Develop and implement one shared business client database across all CWLEP Partners 	<ul style="list-style-type: none"> Use of an existing under-occupied government facility for the <i>Clearing House</i> Funding from the Lancaster RGF Pot for the Chamber of Commerce to provide a proactive, light touch signposting and brokerage service. Enhancing capacity for Chamber's activity in this area, increasing the number of businesses accessing the Clearing House and National Products. Kickstart the recruitment of 4 Account Managers from the Lancaster RGF Pot. Government and its relevant delivery agencies to support and utilise the Coventry & Warwickshire business client database and customer journey
Estimated Impacts	
<p>GVA in the AME sector, currently £1.97bn is expected to grow naturally to £2.56bn by 2025. The additionally that will be provided by the Clearing House is expected to enable an additional £745m GVA to be delivered by the end of 2025.</p>	

The core business support programmes to be delivered from the Clearing House

• Access to Finance

The need for introducing efficient demand-led interventions in the City Deal area is illustrated from engagement with SMEs showing that many businesses are experiencing **difficulties in accessing finance to help expand their operations.**

- There is demand from local businesses for financial assistance to diversify, expand and underpin key investment projects assistance with
- Starting and sustaining a business through its early years also requires financial support.
- Research shows that there are a large number of initiatives, each with their own rules, which seek to use public funding in the form of grants or loans in order to allow businesses to secure the finance they need.
- However, businesses have reported that often they are unaware of what funding is available to them, whilst others do not have the technical knowledge to apply for these schemes.

There is already significant confidence being shown by local partners and backed by central government with over £50million being ploughed into business and schemes that will create major private investment and unlock the most important business and employment sites across the City Deal area for growth. The Clearing House will build on this experience by identifying and co-ordinating core economic funds from a range of sources including central government, ERDF, the private sector and local business investment funds and align them to the appropriate projects, (which will be prioritised based on the Strategic Economic Plan and expected GVA output). Resources will be invested in ways that will have maximum impact on the economy.

Making Access to Finance Easier

This proactive approach to investment, through the Clearing House, will work actively with local AME businesses to identify and prioritise a pipeline of projects that will support an increase in GVA. By coordinating funds in this way, the Clearing House will 'hide the wiring' and ensure that investment is based on the needs of businesses, rather than on the different requirements of supply side funders and the timing of bidding rounds.

The application process for locally managed funding streams will be simplified by having a single application form. Businesses will be supported by their Account Managers to submit an expression of interest to the Clearing House. External Funding specialists, based within the Clearing House, will process the application and assign it to the most relevant funding programme for further development into a full application. They will also seek to lever in private sector investment for each application, as appropriate, through the banking sector, which will also have representatives co-located in the Clearing House, and/or use EU funds to support business investment where appropriate. This model has been tested in recent 'Open Calls for Funding' and has been very successful by aligning funding streams, co-ordinating applications, and making local decisions on priorities (£122.9M of money through 90 companies who levered in £333m of other private sector investment and will create 9,000 jobs).

The CWCWLEP has a clear view that financial investment is needed to deliver growth. Therefore, the Clearing House will continue to develop ways of supporting local businesses by providing a range of financial products in the form of loans and grants. The long term aims are to create a brand for the Clearing House that businesses trust, and to create a sustainable revolving business fund.

Summary of Access to Finance Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> • Put in place external funding specialists to provide efficient and effective management for businesses to access funding • Streamlined process for all CWCWLEP business investment funds, including one application form for all CWCWLEP business investment funds • Set up locally financed '<i>Business Investment Funds</i>' • Locate commercial lenders within the Clearing House • Provide loans to small businesses through the local CDFI • Align EU funds within the strategic plan and match with SLGF to create further business investment resources • Create a recognised brand that businesses trust • Create a sustainable financial model and revolving fund for business • Maximise preferential borrowing rates and opportunities for PWLB for local business finance 	<ul style="list-style-type: none"> • Government to match locally found resources to increase investment pot available to businesses • Provide LA's with preferential borrowing rates from PWLB • £1m Grant Fund to lever private investment and growth within SME's from RGF Lancaster Pot (with potential private sector match of £4m)
Estimated Impacts	
<ul style="list-style-type: none"> • Strategic investment to deliver growth based upon the needs of the area and of developers and investors, rather than on supply side schemes and the timing of bidding rounds • Reduced national and local bureaucracy via a local, more efficient appraisal process, which will take projects from concept to approval and delivery in a streamlined way, from in-principle decisions to full approval in a target time of 12 weeks. • Invest £8.6m in businesses through known funds which are as follows: <ul style="list-style-type: none"> ○ RGF3 - £1m ○ RGF4 - £4m ○ Lancaster RGF Pot - £1m ○ ERDF Priority 2 - £2.6m • Invest to attract private co-investment. The Clearing House will invest between 17%-30% in a project, with the rest of the funding coming from private sector sources. For every £1 invested, we expect to attract £2 - £5 private sector investment. Based on a 	

30% intervention rate, we expect to attract additional £134.4m (approximately) of private sector investment.

- Create over 2,788 new jobs in the local economy. This figure is based on CWCWLEP investing £57.6m in businesses and securing private sector investment of £134.4m (based on 30% intervention rate – see bullet point above). Our estimates value the creation of a job at £10,000, so for every £1million used to support businesses, we expect to create 100 new jobs.

• Innovation

The need for introducing enhanced innovation programmes in the City Deal area is illustrated by these facts:-

- '89% of R&D employment and 94% of in-house R&D expenditure in the CWCWLEP area is accounted for by the top 5% largest R&D investors. The top 5% represents just 16 firms or 0.05% of the business base.
- The concentration of innovative activity amongst a few firms is also revealed in data on patent registrations and design applications. The top 5% of companies with the most prolific levels of patenting activity accounted for over a third of total patents between 2001 and 2011. Nearly a quarter of designs were registered by just 10 firms (0.03% of the business base) in the CWCWLEP area between 2000 and 2010.

As many of our R&D and innovation assets are world-class, their services are in demand from companies from across the UK and beyond. There is therefore no direct incentive for these organisations to further market their services to local companies.

The CWCWLEP's developing ESIF will highlight and address this issue under its **Theme 1: Strengthening Research, Technological Development & Innovation**. This theme will prioritise support for research, development and innovation in; high-value manufacturing including low carbon vehicles, intelligent mobility, computer gaming and serious gaming and healthcare (social innovation and innovation in health).

Activity will include specific support for Business innovation aiming to increase research, development and innovation activity in sectors and business groups that are less intensive in research and development in the City Deal area and will include support for innovation in small-and medium-sized enterprises specifically targeting;

- Those that are new to engagement with the knowledge base (e.g. Innovation vouchers)
- Businesses in product, process and service development.
- A proof of concept fund aimed at bridging the funding gap for research with commercial potential which is at proof of concept stage.

In addition the strand will stimulate collaborative research and innovation activity between business and academia through University-Business cooperation in Research and Development. Additionally it will provide support for businesses to undertake research and innovation projects

and for universities and research institutions to access ‘proof of concept’ or ‘pre-commercialisation grants’.

The Clearing House will be a key component of the delivery and implementation of CWCWLEP’s strategic approach to innovation with the proposed appointment of an innovation broker for which funding via RGF Lancaster pot is being sought.

This innovation broker will specifically address the issues faced by SMEs in undertaking research and development activities through a pro-active brokerage service. Innovation support will form part of the key offer to local AME businesses.

The service will support businesses by:

- Simplifying and demystifying R&D making the whole process as easy as possible;
- understanding their potential research and development needs;
- identifying potential solutions and the organisation best places to deliver these;
- identify and access available funding including a proof of concept fund;
- providing tailored solutions that benefit AME SMEs

This will lead to increasing take up of the opportunities that are part of the national offer including innovation vouchers and knowledge transfer partnerships and complementing these with resources such as future EU funding; local growth funding; and other research funding opportunities.

The Clearing House will amplify and enhance two key innovation programmes across the City Deal area; Innovation Networks and Proof of Concept Funds.

Innovation Networks

The Innovation Networks project will be amplified to target AME SMEs who are trying to innovate but lack the funding or all the internal skills and knowledge needed to take their innovative idea and develop it into a market ready product or service. The project will award grants of £10,000 to groups of at least three SMEs that are developing innovative new products, processes and services. The grant would either be a revenue grant to cover development costs or a capital grant to cover the purchase of tooling or equipment.

The lead applicant in each project will have two partners in place that are willing to contribute in some way to the project, to encourage sharing of skills and resources and to overcome any shortage of in-house skills that could have prevented the applicant from completing their innovative development.

Proof of Concept (PoC)

The Proof of Concept (PoC) Programme will support the pre-commercialisation of leading-edge technologies emerging from universities, research organisations, and business. This support will consist not only of part-funding the launch of new businesses, but also provides researchers with the management structure and entrepreneurial skills required for making their project financially interesting for potential investors. Projects funded by the PoC Programme will be typically defined as occurring after advances made during curiosity-driven or strategic research. This is usually after a background patent has been filed, but before the following:

- a full lab-scale demonstration of the technology;
- any pre-production development/prototyping;
- commercial funds for development have been made available (because of the existing level of technical and market risk).

These measures will increase the numbers of AME SMEs actively undertaking R&D; increase knowledge transfer in key supply chains and improve local resilience in the sector. Initially a pilot service focused on the AME sector this could be developed to cover other key sectors within the local economy.

As part of this work the Clearing House will develop a better understanding of the needs of local AME businesses and the offer from the excellent range of innovation assets that are accessible locally. This would seem to fit well with the development of the BIS Auto strategic approach for better academic co-ordination around AME and automotive research. Coventry and Warwickshire City Deal area would be very interested in exploring whether this aspect of the Clearing House's activity could become a pilot for the development of the national scheme.

Summary of Innovation Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> • A timely brokerage service to give AME SMEs access to Coventry & Warwickshire's innovation assets • Increase the take up of innovation vouchers for SME's to procure R&D within Coventry & Warwickshire's innovation assets • Enhance business access to innovation assets and amplification of two programmes; Proof of Concept and Innovation networks. • Provide opportunity for BIS Auto strategy to pilot areas for linking academic and innovation assets and automotive specialists • Provide enhanced access to innovation assets for other sectors beyond AME 	<ul style="list-style-type: none"> • Funding via RGF Lancaster pot for to provide innovation brokerage service • Government to recognise the barriers to access innovation vouchers and work with CWCWLEP to increase the take up of the vouchers. • Amplification of two strong programmes led by Coventry University; Innovation Networks and Proof of Concept funding via the Lancaster pot • Agree to pilot BIS Auto strategy in Coventry and Warwickshire working through the Clearing House
Estimated Impacts	
<ul style="list-style-type: none"> • Innovation vouchers £1m = 100 vouchers = 100 business assists =25 new jobs = 100 collaborations with the knowledge base • Innovation Networks £1m =100 business assists =25 new jobs = 30 new to market or new to firm products 	

• Trade and Export

The need for introducing enhanced Trade & Export support in the City Deal area is illustrated by the fact that data provided by UKTI shows that of:-

- **35,000 businesses within Coventry and Warwickshire, only 1,210 are known to be active exporters.**

There is a huge opportunity with the long tail of supply chain AME businesses that could “export for the first time” or “increase their export base” if they had the export skills, knowledge, capacity and capability within their business to do so. There is therefore an imperative to have additional focused resource that can support the AME manufacturing sector to exploit new markets.

Currently, export support to Coventry & Warwickshire businesses is limited to the UKTI service provision and the export services provided by Coventry University Enterprises. There is no question that those companies that work with UKTI grow their export base and, consequently, grow their business. The City Deal will build upon and enhance the national offer of UKTI by creating a dedicated AME UKTI export service, located within the Clearing House.

One post (AME UKTI Advisor) is being sought, funded through City Deal via the Lancaster RGF application which is delivered by the West Midlands LLP, that will be managed and integrated into the current UKTI operation. This post will be based within the Clearing House and will be dedicated to AME companies in Coventry & Warwickshire, forming part of the national, but local offer. The post will work actively with 10% of AME companies each year working closely with UKTI-Invest and the UKTI Medium Sized Business (MSB) service. The sustainability of this post and service will be delivered through the UKTI opt-in offer against ERDF match funding.

The role of the AME UKTI Advisor will be to:

- Proactively identify and work in a focused way with AME companies who have the aspirations to grow and would benefit from an injection of export skills and capacity through the offer of fast track advice, support and funding;
- Commission sector specific work which we are asking Government to fund that will benefit the local AME supply chain, for example, better understanding the global markets that are most opportunistically relevant to the AME sector;
- Organise and host AME focused Trade visits and missions which we are offering to fund locally, working with the wider UKTI Team. There will be opportunities for the AME UKTI Advisors (and their clients) to access and build on an already full programme of Trade Missions across the West Midlands, which access many parts of the world relevant to AME companies, including Germany, Hong Kong, China, India, Brazil and Russia; and
- Access and work with the UKTI client management system and any local Clearing House CRM system that may be in use locally

Summary of Export and Trade Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> • Integration and close working relationship between AME UKTI Advisor and existing export deliverers, including CW UKTI service and CUE services by two UKTI officers dedicated to AME businesses. • Utilise EU structural funds to amplify and enhance local UKTI specialist support in years 2-5. • Specific identification of AME SMEs (supply chain) with growth potential via export – a benefit of a Clearing House wholly focused on the AME sector and identifying AME growth companies. • Funding to commission sector specific work. • Co-ordination and a joined up approach to inward Trade delegations and visits. • Fast track of advice, support and funding for businesses with export potential 	<ul style="list-style-type: none"> • UKTI AME specialist advisor; co-located in the Clearing House, enhancing existing local provision and take up of national services. Funding to kick-start from the Lancaster RGF pot. • Sector specific research resource / funds. • Recognition that Coventry & Warwickshire is an area in the UK which is world-class and leading-edge for AME supply chain companies.
Estimated Impacts	
<p>In addition to the existing CW UKTI (Chamber) service, the City Deal will from 2014/15, each year(per post):</p> <ul style="list-style-type: none"> • Work in-depth with 25 supply chain companies unique to UKTI. • Support 10 AME supply chain companies to export for the first time. • Support 10 AME supply chain companies to ‘grow’ their export base. • Deliver an additional £18,000 worth of market research in Coventry and Warwickshire. This is where AME companies exploring export ‘buy’ market research and work with the Foreign Office Service to access such market research. Uniquely, the AME UKTI Advisors will look to where companies might ‘share’ the ownership and cost of an OMIS (market research into markets abroad). • Ensure at least ‘five’ AME companies attend the Trade Missions currently available in the West Midlands, particularly in the BRIC markets and other relevant markets such as Germany. • Host Trade Delegations and visits from abroad in order to best ‘showcase’ the AME sector of Coventry & Warwickshire and all of its innovation assets including MIRA, WMG, CUE and the Manufacturing Technology Centre (MTC). 	

• Sector Investment

The need for introducing enhanced AME sector investment support in the City Deal area is illustrated by the fact that:-

- data provided by UKTI shows that Coventry & Warwickshire has an opportunity to reach the levels of FDI achieved by the UK's best performing areas.
- Whilst we are a highly dynamic and inventive area with a unique reputation for design and engineering and offers international connectivity our current performance for FDI is below the best.
- **In 2012/13, Coventry and Warwickshire attracted 26 foreign direct investments according to UKTI⁴**, which accounted for 4% of all investments into England.
- This was broadly on a par with investments secured by the North Eastern, Enterprise M3, South East Midlands, West of England and Sheffield CWLEP areas.
- These foreign direct investments into Coventry and Warwickshire generated 717 jobs (3% of all FDI jobs created in England) and 1,789 safeguarded jobs (5% of the England total).

Our ambition is to see a step-change in our ability to attract inward investment into the sub-region by capitalising on areas of global competitiveness. Since exporting companies and inward investors are the biggest sources of productivity growth and innovation, improved performance will positively influence the economic performance of both the sub-region's and the UK generally.

Local partners have identified the following four areas, which particularly create challenges to success:

- an incomplete inward investment offer.
- a disconnect between local and national programmes;
- an unhelpful distinction between trade and investment;
- a confusing investment finance offer;

The City Deal will address these issues by:

- Creating a coherent trade and investment offer that is understood by all partners
This requires the recognition that trade drives investment and most investment is created by businesses that already have a presence in the area. Through a programme of engagement with Foreign Director Investors, opportunities for continued and further investment will be exploited.
- Locating representatives of the key business support initiatives locally to provide a seamless accessible services to local businesses and local knowledge is shared
- One person from each of MAS and Growth Accelerator will be provided with working space in the Clearing House, together with representatives from each of the key local partners including Coventry City Council, Warwickshire County Council, the Chamber of Commerce, Coventry University and the University of Warwick. These specialists will proactively work with AME companies in the City Deal area and support them to develop their businesses.

⁴ UKTI (July 2013) Coventry and Warwickshire CWLEP – Inward Investment Report

- Our intention to work with UKTI- Invest will be to progress the following actions:
 - Promote the Coventry and Warwickshire CWLEP's key sector strengths to UKTI and lobby to ensure that Coventry and Warwickshire is recognised as one of the primary locations for advanced manufacturing and engineering in the UK leading to in, 2014/15, at least, a 30% increase in project successes with further > 2000 jobs being safeguarded. In 2015/16, this would rise to, at least, a further 10% increase in project successes.
 - Build on the "Story of Coventry and Warwickshire" using economic data and sector strengths to develop a clear, effective and visual "offer" to attract inward investment. This work has commenced through the CWLEP International Business Group.
 - Targeted promotional activity to raise awareness of the key strengths of Coventry and Warwickshire including a first CWLEP-led major showcase of Intelligent Mobility World Conference at MIRA in March 2014.
 - Develop a world-leading aftercare service for inward investors to ensure companies stay and continue to invest in the area.
 - Hold at least one major promotional event for the CWLEP's key strategic sectors each year (March 2014, Intelligent Mobility International Showcase).
 - Maximise linkages between inward investment, foreign-owned companies and existing international relationships to exploit and increase exporting opportunities.

Summary of Sector Investment Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> • Host dedicated UKTI Sector Investment Experts • Utilise EU Structural Funds to continue local UKTI Sector Specialist support in years 2-5 • Deliver an integrated marketing and investment story • Create one unified AME sector investment team for Coventry & Warwickshire with a priority focus on AME. 	<ul style="list-style-type: none"> • UKTI-Invest AME Sector Specialist: 1FTE. Co-located in the Clearing House, working with the national UKTI-Invest service, assist in the stronger promotion of the area and the growth of inward investment opportunities. Provision of funding to kick-start from the Lancaster RGF Pot • This one post will not be restricted to the geographical boundary of the City Deal area, but rather see the value in developing out the AME Inward Investment Offer across Coventry, Warwickshire, Leicester, Oxfordshire and other linked areas where, clearly, the AME sector has strong connectivity. Post to become sustainable dependant on success of increasing inward investment. • To work with the Clearing House on all inward investment enquiries that relate to advanced manufacturing and engineering. • To allow the co-hosting of UKTI-Invest

	AME specialists in the Clearing House
Estimated Impacts	
<ul style="list-style-type: none"> • In 2014/15, CWCWLEP wishes to work with UKTI-Invest to deliver, at least, 30% increase in project successes with further > 2000 jobs being safeguarded. • In 2015/16, CWCWLEP would wish to see this rise to, at least, a further 10% increase in project successes. 	

- **Skills for Employers**

The need for introducing enhanced Trade & Export support in the City Deal area is illustrated by data emanating from research completed by the Centre for Cities that showed :-

- over 50% of companies that participated in the survey conducted as part of the reported difficulties in recruiting skilled tradespeople and technicians,
- almost 40% reporting that they were struggling to hire professional engineers⁵.

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, due to the specialist nature of the skills involved.

In order to address the skills issues facing the AME sector, the City Deal will:

- Co-ordinate existing skills provision
- Set up an AME shared apprenticeship scheme
- Deliver a bespoke business-centred skills programme for AMEs
- Support AME businesses to recruit skilled employees.

Co-ordination of Existing Skills Provision

The Clearing House will provide a single point of contact for AME businesses interested in up-skilling their workforce, or looking for new skilled labour. The Clearing House will then use specialist staff to identify the best solutions for the company from existing provision, and pull together the range of possible incentives that might be available. The options available to the company would be presented in an easy and accessible way.

If the provision required by the company does not exist, the Clearing House will work with providers to explore how the gaps could be filled, such as using an Employee Ownership Pilot (EOP) for the SME sector, and working with colleges to develop new programmes. Information on SME skills needs and employment opportunities will be fed into the local labour market intelligence, as well as National Careers Service, employment support providers and recruitment agencies.

⁵⁵ Ibid.

AME Shared Apprenticeship Scheme

For employers that have highlighted barriers to taking on an apprentice, we will provide a shared apprentice approach. Through the scheme, apprentices will be employed by a host employer but carry out their work place training at local placement companies. They will rotate around employers according to their framework needs. The technical element of the training will be carried out at an appropriate college, whilst all of the learning activity will be managed by the skills trainer. This is based on a tried and tested scheme that has been successfully implemented in the construction sector in partnership with Coventry City Council.

The shared model will ensure that young people that would not otherwise have the opportunity to access apprenticeships in the AME sector have the opportunity to do so and encouraging local companies to take more apprentices by making it as easy as possible for them to do so.

The Shared Apprenticeship Service is based on a similar scheme that is operated by Coventry City Council for the construction sector. It is preferred to an Apprenticeship Training Agency (ATA) because CWCWLEP is not in a position to be able to set up an ATA as a separate trading organisation because it is not a direct SFA provider. And has no intention of becoming one. Compellingly the cost to companies is higher via an ATA than our proposed model which is an unnecessary barrier.

There are no other specific STEM related ATA's covering Coventry & Warwickshire which provides evidence that the ATA model is not that attractive to companies

Skills 4 Growth Programme for AMEs

This aims to develop broad skills to meet business needs at craft level. The programme will complement existing qualification provision and support AME companies by developing a collective approach to skills development. This will give employees the experience that will allow them to develop problem solving skills and provide them with a wider range of work experience, whilst at the same time supporting SMEs to take on higher level trainees.

Employers involved in the programme will gain through having long-term placements providing additional resource to their business, gaining increased access to new skills and thinking and also opportunities for collaborative activity with other businesses that could help provide opportunities for innovation. Individuals undertaking the programme will obviously benefit through development of practical, work-related skills, and will have a guaranteed job interview with one of the companies at the end of the process. The outcome will be an increasing cohort of skilled, capable (not just qualified) craft employees who will be able to accelerate innovation in smaller and medium sized companies in particular.

The scheme is designed to be a single package. The trainee is employed by the company and the costs associated to the training element of employment supported through funding normally associated to skills development. It is clear that the Innovation Code funding from SFA is not the appropriate solution as the package is about skills development and does not include a qualification. This equally applies to funding currently used for apprenticeship development. It is proposed that funding is worked in to the Lancaster University RGF bid that is being developed.

It is the role of the account managers and skills trainers to group trainees around similar themes of work. In doing this we create the opportunity to have very bespoke and very flexible packages that are suited to the needs of both companies and individuals. Taking a very specific example to illustrate the concept behind the Programme - should there be a need for a very small number of craft trainees working on interior trim for the automotive industry then appropriate support can be put in place. It may be many years before such training is required again but the programme would move on to the next skill area that would have been identified by participating companies.

The Skills Trainer in conjunction with the Workplace Mentor (who is an established experienced employee within company) would also identify specific learning and training to suit the individual alongside the workplace learning and training.

The package is based on discussion with a range of industrial partners both large and small and is premised on the separation of qualification and skills development. The package assumes that the current range of provision from FE, private training providers and HE across the region is strong in delivering qualifications but that 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. This package aims to support SME's in developing bespoke skills enhancement and access to the regions innovation assets.

Taking an example for a participant, Trainee X completes a programme of study at level 3 in FE College Y within the region and is recruited by Company Z through the 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 with company Z over the preceding period to identify what they want to achieve with trainee X. The skills trainer will be responsible for 4 groups of 12 trainees; each group allocated one day per week and the fifth day allowed for more individual working.

For the trainee, they will spend 4 days each week in company working with a company based employee/mentor, who is supported by the skills trainer. The fifth day spent in the Clearing House will include visits to regional innovation assets. The region is rich with a range of innovation assets for AME. The added advantage of introducing these students in to the companies, who take part, is that they can become the innovation champions for the employer. The day in the Clearing House will also include a range of group based skills development activities (team working, group learning, communications etc.) and some individually tailored packages. **The Clearing House will not be a technical training facility.**

Each trainee allocated to a sub-group of 4 similar trainees will spend some time in each of the companies of the other three trainees. This facet to the plan aims to develop a breadth of learning that may not be available in one SME (subject to appropriate IPR constraints and the four trainees being grouped based on similar industries and similar tasks).

Each week the skills trainer will set a range of direct activities that will need to be signed off by the mentor. The package will be demanding and force a pace of learning with the principle being that during the four supported days in the workplace the trainee is developing technical skills at the appropriate level for the company, working on real projects and under the guidance of a skilled craftsman. The day in the Clearing House is designed to add breadth to the whole to encourage innovation and access to resources that can support innovation across the region.

The skills trainer is in place to design the learning pathway on behalf of the company, the soft skills development package and any individual learning package.

Young Science, Technology, Engineering & Mathematics (STEM) ambassadors/mentors programme for schools

Local AME businesses have identified the need for themselves to work more closely with schools to address a perceived lack of promotion in STEM subjects in schools. In the medium term, the Skills for Growth Programme provides the opportunity to work with local children and teachers through two ways:

- It will use young people who are participants of the programme to mentor school age young people and teachers on the benefits of pursuing STEM qualifications to increase awareness, inspiration and employability of young people in AME.
- It will include the development of activities for teachers and careers advisors through a single point of contact and client management system. The Clearing House will also deal with and co-ordinate all requests for school engagement and mentoring activities on behalf of SMEs.

Summer Placement Programme for Students

The Skills for Growth programme will work with our AME companies to provide work experience placements, to help build practical skills and prepare students for work. Businesses will benefit from having access to additional resource to support their business, and access to new ideas and thinking.

Recruitment

The Clearing House will work closely with initiatives within the Coventry and Warwickshire area that are working to place local people, including those who are currently unemployed, into employment, providing specialist knowledge about the current requirement of local AME companies and matching prospective employees with training packages.

The Clearing House will:

- provide employers with a central point of contact and impartial advice and solutions for their recruitment (working in conjunction with Job Centre Plus and other agencies);
- Provide a vacancy matching service to AME businesses; and
- Develop and deliver employment pathways for unemployed people (including young people that are NEET) to support them to take up the employment and training opportunities that are available in the AME sector.

Summary of Skills for Employers Offers and Asks

Coventry & Warwickshire Offers	Asks
Brokerage service run from the Clearing House to provide better match to business	<ul style="list-style-type: none">• Funding agencies to work closely with Programme and account managers to

<p>needs from skills provision and funding</p> <ul style="list-style-type: none"> • Provision of a single point of contact, supported by skills and apprenticeship advisors who can provide simple and accessible advice and support to businesses with skills needs • Co-ordination of existing skills provision • Co-ordination and support for AME business recruitment 	<p>identify skills needs of local AME businesses</p> <ul style="list-style-type: none"> • Flexible approach to funding including the potential development of a dedicated local fund to fund skills provision to meet AME business needs • Flexible approach to EOP to meet potential demand from AME SME sector
<ul style="list-style-type: none"> • Development of Shared Apprenticeship Scheme for AME sector • Employers costs and expertise 	<ul style="list-style-type: none"> • Costs of co-ordinating Shared Apprenticeship Scheme
<p>Development of a Skills 4 Growth Programme</p> <ul style="list-style-type: none"> • Pilot a Skills Programme from January 2014 with an initial craft cohort of 120 • Development of SME consortia • Development and management costs of the programme provided by local partners • Certification scheme developed • Minimum wages of employees being trained • Provision of training space and equipment <p>Provide support and brokerage between young ambassadors who have been through the programme to relevant businesses and schools</p>	<ul style="list-style-type: none"> • Funding to develop and implement a Skills4Growth programme from the Lancaster RGF pot • Formal recognition of certification scheme
<p>STEM Ambassadors and Mentors programme</p> <ul style="list-style-type: none"> • We will create a single coordinated approach to STEM AME activity in schools. • Provision of up to 1,000 placement opportunities between July – September for students in our HE/FE institutions 	<ul style="list-style-type: none"> • All centrally funded government programmes to support STEM AME activity in schools be channelled through our Clearing House, led by business for business, rather than going directly from government.

<p>within the AME sector</p> <ul style="list-style-type: none"> • Access to a Local Milk round within Coventry and Warwickshire Universities and other local providers 	
Estimated Impacts	
<p>The Skills Programme is expected to deliver the following outputs:</p> <ul style="list-style-type: none"> • Up-skill 120 engineers at craft level per annum; 50 additional craft apprentices employed; with 120 SMEs provided with access to skills for innovation. • Support for a range of companies within the AME sector, and the wider manufacturing base, to identify and source the skills provision and new labour that they require to innovate and grow their businesses to meet demand. • 50 new jobs created 	

• Pan-Midlands Supply Chain Programme

Building on conversations initiated by Greg Clark MP, our City Deal has an element that focuses on supply chain. We are one of four CWLEPs in the Midlands – Greater Birmingham & Solihull, the Black Country, Coventry & Warwickshire and Leicester & Leicestershire who are keen to work together to support the competitiveness and growth of manufacturing supply chains across the wider Midlands geography.

This approach is intended to build on our respective individual ‘Clearing House’ models that will improve the sign-posting of businesses to the support available in their area and develop greater local capacity to deliver bespoke schemes to meet local priorities (potentially funded through existing RGF awards, ‘Lancaster University RGF 4 Project’, European Structural and Investment Funds and local resources).

Our four CWLEPs account for 1 in 8 manufacturing jobs in England and we are home to some of the UK’s most important manufacturers including Jaguar Land Rover and Caterpillar - and Coventry and Warwickshire being home to the UK’s leading centres of research on advanced manufacturing , namely WMG, MTC, MIRA and Coventry University. . The AME sector in the City Deal area is responsible for **43,799 jobs (10.1% of the total workforce** in the area), producing **£1.97bn of output (10.7% of total GVA)**.

Together we are home to a large number of supply chain companies , with thousands of SMEs across the area producing components for larger companies in a range of manufacturing and engineering sectors – automotive, aerospace, defence, rail, construction etc. Manufacturing supply chains do not stop at CWLEP boundaries however, and nor do the universities and research centres which work with businesses across the Midlands. By creating support services that cross CWLEP borders wherever it makes sense, a multi-CWLEP approach should enable a more comprehensive and efficient suite of support and better utilisation of the area’s business growth support, knowledge and innovation assets.

Possible priorities for a Midlands supply chain programme

1. Raising awareness of supply chain opportunities (e.g. by linking SMEs up with OEMs)

A collaborative programme is proposed to increase SME awareness and ability to access supply chain opportunities across the Midlands. A key set of actions will include providing better networking opportunities, offering SMEs the chance to hear from senior figures in OEMs and/or providing them with a clearer understanding of the standards required to win business from OEMs

2. Helping supply chain SMEs utilise existing support services and knowledge assets (e.g. MIRA, MTC, WMG)

The Midlands already has a range of manufacturing-focused support services and assets. A collaborative programme will help to build on these assets/services by channelling additional investment towards them. It will aim to also increase utilisation and impact by raising awareness. For example, a multi-CWLEP approach will facilitate and help to channel additional investment towards AMSCI or MAS and/or tailored support services designed to help businesses access these schemes.

Similarly, local universities and research centres – including the MTC Catapult – have programmes to work with SMEs and this approach would help to ensure SME take-up of this support. A partnership approach could help deal with this challenge by making more SMEs aware of the benefits of collaborating with local knowledge assets and providing appropriate incentives for them to engage, all while taking advantage of the economies of scale arising from a more collaborative approach. A shared approach may enable dedicated resource to help create links between companies and knowledge and innovation assets.

3. Developing new services to support the manufacturing supply chain

Collaboration also provides an opportunity to introduce new schemes while sharing costs and increasing the chances of success. New schemes might include:

- Innovation vouchers and incentives to engage in R&D and innovation for the first time, where greater geographic coverage may widen the offer available to companies
- Access to dedicated account management, finance support or capital grants to address barriers holding back firms' expansion
- Management and leadership skills development for firms with the potential to grow
- Supply chain development schemes, with standards, accreditation and training to help SMEs enter new supply chains

4. Taking Midlands manufacturing SMEs onto the global stage

A collaborative programme will be designed to help supply chain firms acquire a more global outlook. For example, a partnership approach will make it easier and cheaper to provide bespoke export advice for key sectors or fund trade missions to the target markets most relevant to local manufacturing SMEs.

This programme will be brokered through our Clearing House initiative in the first instance and developed in conjunction with our CWLEP partners and the key OEM companies to gain maximum impact of the interventions.

Working with our partners and following the proposed November 7th session we are keen to develop these ideas further as an integral programme for our Clearing House and that of our cross border CWLEP partners.

Summary of Pan Midlands Supply Chain Programme Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> • subject to development as CWLEP chairs still to meet and firm up with Greg Clark 	<ul style="list-style-type: none"> • subject to development as CWLEP chairs still to meet and firm up with Greg Clark
Estimated Impacts	
<ul style="list-style-type: none"> • To be developed 	

• Wider Package

The wider package has two components:-

- Improving the efficiency of the planning process
- Capital support for Fen End, an important AME site.

City Deal will be the catalyst for the delivery of an effective and business friendly planning system that promotes and accelerates development and growth. Whilst the local authorities and the CWCWLEP acknowledge that there are still improvements that can be made within individual LPAs the greater opportunity is to ensure a joined up approach, across the wider public sector (including statutory consultees), that removes barriers and disincentives to businesses seeking to grow and invest. To complement the Flagship Policy the City Deal will address the challenges facing AME businesses, particularly SMEs, by:

Improving the efficiency of the planning process

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

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 significant barriers to growth. The CWCWLEP has made addressing these barriers one of its key aims and its Planning Business Group has already implemented a Planning Protocol across the CWCWLEP area.

The City Deal will build on this and all LPAs within 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 LPAs, the CWCWLEP and business support agencies (In addition to the practical assistance provided the Clearing House – see Flagship Policy section). Dedicated case officers will be nominated to handle all AME applications to ensure consistency and ownership across the participating LPAs. Planning applications will be registered on the same day as they are received and determined within 21 days. These commitments will be enshrined within the existing Planning Protocol, with an amendment specifically targeted at promoting growth across the AME sector.

The City Deal will also build on work begun by the CWCWLEP Planning Business Group to establish a new planning protocol with all statutory consultees. A draft protocol has been agreed with local representatives of all relevant statutory consultees committing them to **providing applicants within the City Deal area with pre-application advice within 7 days of an initial meeting and to responding to LPAs within 21 days of receiving a consultation request.** In return all LPAs will commit to applying a de-minimus ‘threshold’ to reduce the number of consultations required, facilitate speedy and appropriate pre-application discussions and eliminate internal delays to the planning process.

Whilst it is hoped that final agreement of the protocol is imminent, we are seeking a commitment from Government to work with the CWCWLEP and local authorities within the City Deal area to ensure that Government departments, agencies and statutory consultees agree and operate the protocol and contribute positively to the wider deployment of the fast track planning service for the AME sector.

The City Deal's fast-track planning service is capable of further development. Although initially focussed on the AME sector it is scalable and can subsequently be applied to other target sectors. The learning developed from the service will also enable the fast-track principles to be deployed beyond the CW City Deal area and the CWCWLEP and the participating LPAs will wish to work with DCLG to document best practice and assist Government to 'roll-out' the principles elsewhere.

The local authorities within the City Deal area are additionally willing to implement a **'gold standard'** fully integrated planning and regulatory regime, piloted initially for the AME sector. Implementation of such a regime will require further detailed discussion. We understand our initial proposal to develop the regime in conjunction with a pilot scheme on localisation of planning fees is not possible, as primary legislation would be required to change the current planning fee regime. However, we believe that the City Deal process can, with Government support, be utilised to produce an innovative pilot regime.

- **Ensuring zero cost for planning applications from the AME sector**

SMEs within the AME 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. The City Deal will remove this barrier by ensuring a zero cost for all planning applications (other than on significant commercial developments or individual 'major' applications above an agreed threshold) brought forward by the AME sector.

Across the City Deal area those highway and planning authorities that currently charge pre-application fees will waive the charges and the remaining LPAs will commit to not introducing future charges for the sector. However, for a zero cost environment to be established the current (and any future charges) levied by statutory consultees will be also need to be addressed. We recognise that it is unlikely to be possible, or potentially desirable, to compel statutory consultees to waive charges but we wish to negotiate on a number of options that could ensure any charges levied on an AME application (subject to appropriate safeguards on definitions) by a statutory consultee can be reimbursed to the applicant.

- **Implementing a sub-regional spatial planning approach to ensure a pipeline of suitable, available and deliverable sites**

As set out in section 4 all the local authorities across the City Deal area have agreed to establish a Joint Committee and move rapidly to the creation of an Economic Prosperity Board. The Joint Committee will provide its constituent local authorities with a forum in which they can collaboratively address all issues relating to economic development, regeneration and sub-regional strategic planning. The need for such a co-ordinated and

collaborative approach to spatial planning is evidenced in the data from the SQW research and feedback from the AME sector which highlights a particular lack of suitable premises and sites to accommodate the growth that will be created within the sector. The lack of a co-ordinated approach to ensuring the availability of sites is then compounded by the lack of an effective system for ensuring the delivery of major sites once identified. Some steps have already been taken: a joint Strategic Housing Market Assessment covering most of the City Deal area has been commissioned and is due to be completed in October 2013; the local authorities are planning to subsequently commission a joint Strategic Employment Land Study; the CWCWLEP has commissioned its own assessment of major sites within the sub-region in order to determine how best to prioritise and promote their development, but further work is required.

The City Deal will accelerate this work and build on it to ensure:

- The creation of a 'pipeline' of deliverable sites, initially specifically targeted at the AME sector. The first of these will be at the former Honiley airfield at Fen End where an extant outline planning consent (valid to December 2014) will be delivered to create a R&D campus facility for automotive sector AME firms (see below)
- 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.
- 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 planning application. Local experience of the difficulties encountered in ensuring joined-up working at sites such as Ansty Park and the Coventry & Warwickshire Gateway will be addressed by ensuring that appropriate representatives from the CWCWLEP, Joint Committee, LPA, BIS WM, relevant statutory consultees, relevant knowledge transfer providers etc. meet immediately after a major site is identified. This forum will be used to ensure that deliverability, viability and strategic co-ordination issues, along with 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.

Capital funding support for Fen End

There is a growing shortage of automotive proving grounds open to the automotive industry for engineering testing and development work in the UK. **Jaguar Land Rover's [JLR] site at Gaydon is now restricted to JLR only, with several companies that had previously used it, including Aston Martin and Tata Motors European Technical Centre (TMETC), having been issued with notice to terminate their agreements. This is a critical local issue,** but the Fen End site has an extant planning consent and is ready to come to market quickly.

Only 4 of the 50 proving grounds registered on the Automotive Testing Proving Ground Directory are within the UK and of these **2 are within the City Deal area:**

Millbrook (Bedfordshire), Bruntingthorpe (Leicestershire), MIRA and Fen End (City Deal area)

(NB JLR's site at Gaydon is not registered)

The MIRA site has already been successful in attracting AME investment and is regarded as the premier facility in the region. However the level of use and increase in tenanted companies has significantly reduced the exclusivity of the facility. The Fen End site presents a much more exclusive opportunity for 'private' test and development of pre-release products, which will not duplicate provision at MIRA or Gaydon. However, its use is not solely limited to R&D and also provides a strong platform for commercial and promotional activities linked to the automotive industry. This is demonstrated by the popularity of the test track facility for vehicle launch and internal product training sessions by a range of manufacturers including in the past three years; Renault, Mercedes, Ford, Mitsubishi, Maserati, Aston Martin, Bentley, Volkswagen, Skoda, MINI, BMW, SEAT. Unlike other facilities Fen End is also available for exclusive hire for one manufacturer at a cost effective rate to include private development, product sign off, internal training, press events and public launches.

Proposals to develop the site were first brought forward in 2006, focussing on the opportunities around the concepts of a 'Motorsport Valley' and 'High Technology Corridor' and the need for a 'national hub' linking the autosport and automotive centres in the automotive engineering heartlands of the West Midlands and the motorsport heartland in Oxfordshire and Northamptonshire. The proposals answered this call by offering the combination of established test track and existing and proposed R&D facilities, located in a high quality setting, within 15 mins drive time of Birmingham International Airport and mainline stations. Since 2006 the unprecedented growth of the automotive industry in particular has created greater demand for such facilities than could be anticipated. MIRA has responded with investment and development, the recent acquisition of Millbrook Proving Ground and further intended investment demonstrates the market demand but to date the Fen End scheme has not been developed and the opportunity to deliver sustained growth in the region is in danger of being missed.

However the opportunity to remedy this situation now exists. Market interest in the site is strong and increasing. Credible and viable discussions are underway with a number of firms. Whilst many of these are commercially sensitive and not appropriate for inclusion in this document demand includes:

- **JLR** - recently entered into an occupational lease agreement on site to accommodate vehicle storage and rectification work.
- **Changan** UK R&D Ltd – recently expanded their current lease to double footprint and also discussing further expansion
- **Prodrive** - continued presence on site for test and development – projects in the last 12 months have included; development of the MINI World Rally car for BMW, development and testing of Aston Martin race cars, a calibration for a significant OEM, an Active Steering & Torque Vectoring Development for a significant OEM, a Scooter Development for an overseas manufacturer, test and development of DC/DC Converter project as part of a Technology Strategy Board research programme with collaborative industry and academic experts
- **New** test track operations in 2013 have brought an increased level of operation for Bentley, Volkswagen, SEAT, Skoda, Jaguar and new business from Audi. A planning application will shortly be made to install a temporary building to facilitate these but

discussions are also underway with an operator on the potential to install permanent generic track operations buildings with links to the R&D campus

- **Credible** but commercially sensitive discussions for a number of companies to have branded buildings on the R&D campus and/or for the provision of satellite R&D and promotional facilities; for one area of the site to be dedicated for a particular manufacturer's driving centre, for the site to be used as training centre for a new range from one manufacturer; for an HQ building for an automotive supplier; for an overseas FDI company to base all their UK operations at this site and bring further significant R&D investment.

The evidenced demand is mainly as a result of companies requiring dedicated R&D facilities. It will inevitably include an element of displacement but the proposals for the site are such that the risk is of only attracting small displaced units and this is offset by the potential to create a new landmark site with improved infrastructure to stimulate genuine inward investment.

Development of the site provides an opportunity to create a sub-regional '**technology cluster**' to support the buoyant SME automotive sector across the sub-region. Elements of the nascent cluster are complementary with their own unique characteristics:-

MIRA – first class facilities with strong capacity for test and development

NAIC – supporting the R&D growth of the biggest AME employer in the region and subsequently supporting hundreds of other business further down the supply chain

Fen End – providing a private and confidential area for test and development, promotional activities and training.

These primary facilities would then be supported further by the sub-regions other knowledge transfer assets at its universities and other facilities such as the Manufacturing Technology Centre.

There are currently approx. 170 employees working on site with previous peaks for the available space reaching 300. Investment in the highways infrastructure will secure these roles and ensure that the facilities provided are sufficient to maintain the interest of current tenant companies and look to secure extensions to their contracts and expansions on the current footprint occupied. Securing the subsequent, private sector funded phases of the development can provide sufficient floor space for **up to 1200 employees** on site.

Speculative development of the site is not economically viable without visibility of future income streams.

When the scheme was initially conceived Advantage West Midlands (AWM) had pledged to contribute circa £4million towards the enabling package in return for shared access to/part occupation of the site. Without alternative public sector funding to assist the initial enabling works it will be difficult to realise the potential the scheme holds. The opportunity of combining the City Deal funding with the funding available from internal investment provides the minimum required capital to complete the enabling works and unlock the potential of the development as a whole.

Detailed viability assessments, assuming medium to long term leaseback arrangements realising a moderate yield, demonstrate that private sector investment in the site would

produce a positive return from year 3 onwards. This rate of return would enable further investment to be made to grow the scheme and maximise employment growth yield. Provided the proposed investment in the highways infrastructure is made available such investment is an acceptable option for the site owners, Hundred Percent Properties as this could be recovered through occupational leases in the short term and longer term leasebacks once the permanent buildings are constructed.

However, without the highways infrastructure funding being made available the scheme will continue to struggle to get off the ground and create the additional working capital needed to enable sustainable growth and attract new occupiers.

Therefore, a relatively modest investment of £559,000 would provide the site owners with the confidence to invest up to £8.1m of private sector funding over a 5 year period.

Wider package: Summary of Offers and Asks

Coventry & Warwickshire Offers	Asks
<ul style="list-style-type: none"> • Fast track planning service for the AME sector • Free pre-application advice • Extension of existing Planning Protocol to promote AME sector growth • Dedicated case officers for AME sector within each LPA • Sub-regional spatial strategy to ensure adequate pipeline of deliverable sites • Early and effective engagement with Government departments and statutory consultees once a major site is developed • Prioritisation of development of major sites with initial focus on the former Honiley airfield site at Fen End • Local development orders for the AME sector on appropriate sites • Provision of consistent and detailed information to the AME sector, via the Growth Hub by all participating stakeholders 	<ul style="list-style-type: none"> • Government assistance in developing the optimum means of reimbursing SMEs with costs of pre-application fees charged by Government departments or statutory consultees • Government assistance in ensuring that statutory consultees fully participate in the delivery of a fast-track planning service, matching the priority given to AME sector applications by LPAs • Agreement of an extension to the Planning Protocol to include work undertaken by statutory consultees • Pilot area status for a gold standard planning and regulatory services regime targeted at the AME sector • Provision of £559,000 capital funding for highway improvements at the former Honiley airfield site at Fen End to secure private sector investment of up to £8.1m
Estimated Impacts	
<ul style="list-style-type: none"> • 50% increase in AME sector firms seeking pre-application advice • 50% increase in successful applications from the AME sector • 50 additional applications from AME sector firms seeking to expand year on year • Development of a R&D campus facility for the automotive AME sector at Fen End capable of supporting 1,200 jobs and private sector funding of up to £8.1m. 	

Financial Summary Costs Associated with the City Deal Proposal

The table below summarises the financial impact for each element of the City deal programme, split between contribution from CWLEP Partners (which includes the Councils, CWLEP and other Partners) and also asks of Government.

All staff costs are based on the salary plus on costs (30%) and a performance related payment included at 10% for relevant posts.

Cells highlighted in blue indicate a Government Ask and yellow to indicate a Lancaster RGF Pot ask.

The Co-ordination activities of the Chamber of Commerce, Programme Management and CRM are specific to the Lancaster RGF Pot.

Clearing House

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Comments
Managing Director	135,850	135,850	135,850	135,850	135,850	679,250	
AME Account Managers	371,800	371,800	371,800	557,700	557,700	2,230,800	4 rising to 6 by year 5
Administration	35,750	71,500	71,500	71,500	71,500	321,750	1 rising to 2 by year 5
Accommodation costs (Office/ meeting space)	309,824	309,824	309,824	309,824	309,824	1,549,120	Estimated rental for Government Building
Accommodation Fit out - one off	75,200	-	-	-	-	75,200	
Running Costs Total	136,502	160,883	168,583	189,032	189,032	844,032	
Branding / marketing / communications	250,000	200,000	175,000	175,000	175,000	975,000	
Events	120,750	131,100	139,725	148,350	148,350	688,275	
ICT	160,000	160,000	160,000	160,000	160,000	800,000	
Collateral / methods / systems	95,000	95,000	95,000	95,000	95,000	475,000	
Research / insights / analytics	250,000	250,000	250,000	250,000	250,000	1,250,000	
Total	1,940,676	1,885,957	1,877,282	2,092,256	2,092,256	9,888,427	

CWCWLEP Partners	1,048,002	1,576,133	1,567,458	1,782,432	1,782,432	7,756,457
Government Ask	385,024	309,824	309,824	309,824	309,824	1,624,320
Lancaster RGF Pot Ask	507,650	0	0	0	0	507,650

Skills for Employers

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Comments
Apprentice Programme Delivery	57,200	57,200	57,200	57,200	57,200	286,000	
Skill Trainers	189,000	189,000	189,000	189,000	189,000	945,000	3 posts
Skill Placement Managers	70,000	70,000	140,000	140,000	140,000	560,000	1 rising to 2 posts
Craft package	720,000	720,000	720,000	720,000	720,000	3,600,000	
	1,036,200	1,036,200	1,106,200	1,106,200	1,106,200	5,391,000	

CWCWLEP Partners	0	979,000	1,049,000	1,049,000	1,049,000	4,126,000	
Government Ask	57,200	57,200	57,200	57,200	57,200	286,000	
Lancaster RGF Pot	979,000	0	0	0	0	720,000	

Export and Trade

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Comments
AME sector specialists (ITA)	85,800	85,800	85,800	85,800	85,800	429,000	1 UKTI posts
Market Research Fund - Exports	50,000	-	-	-	-	50,000	
	135,800	85,800	85,800	85,800	85,800	479,000	

CWCWLEP Partners	-	85,800	85,800	85,800	85,800	343,200	
Government Ask	50,000	0	0	0	0	50,000	
Lancaster RGF Pot	85,800	0	0	0	0	85,800	

Sector Investment

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Comments
AME sector specialists (Growth)	85,800	85,800	85,800	85,800	85,800	429,000	1 UKTI posts
	85,800	85,800	85,800	85,800	85,800	429,000	

CWCWLEP Partners	-	85,800	85,800	85,800	85,800	343,200	
Government Ask	0	0	0	0	0	0	
Lancaster RGF Pot	85,800	0	0	0	0	343,200	

TOTAL	3,198,476	3,093,757	3,155,082	3,370,056	3,370,056	16,187,427	
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Access to Finance

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Comments
RGF3	£1,000,000					1,000,000	
Lancaster RGF pot	£1,000,000					1,000,000	
RGF4	£4,000,000					4,000,000	
ERDF Priority 2	£2,600,000					2,600,000	
	£8,600,000	-	-	-	-	8,600,000	

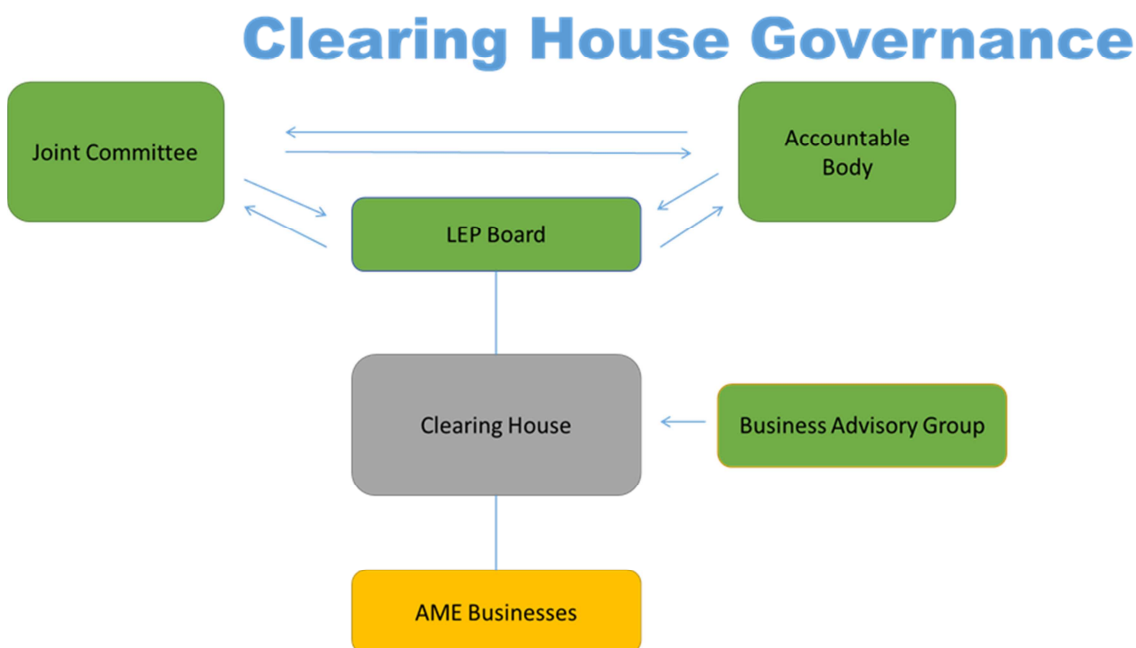
Section 3 – Impact of CW City Deal policy proposals

GVA in the AME sector, currently **£1.97bn** is expected to grow naturally to **£2.56bn** by 2025. The additionally that will be provided by the Clearing House is expected to enable **an additional £745m GVA to be delivered** and **AME employment increasing by 8,835 by the end of 2025**. With associated multipliers this would lead to **potential total net job creation of 15,094 as a result of the City Deal proposal**. The table below summarises the key outputs from the proposed activities.

THEME	ACTIVITY	OUTPUT
Access to Finance	Invest £8.6m in businesses through known	Create over 2,788 new jobs in the local economy securing private sector investment of £134.4m
Innovation	Increase take up of Innovation Vouchers by £1m and Innovation Networks also by £1m through an Innovation Broker Proof of Concept fund	Innovation vouchers 100 business assists creating 25 new jobs and 100 collaborations with the knowledge base Innovation Networks 100 business assists creating 25 new jobs and 30 new to market or new to firm products Outputs to be developed
Trade & Export	Enhance AME UKTI support	-Work in-depth with additional 25 supply chain companies unique to UKTI. -Support 10 additional AME supply chain companies to export for the first time. -Support 10 AME supply chain companies to 'grow' their export base. - 5 AME companies attend the Trade Missions currently available in the West Midlands
Sector Investment		30% increase in project successes with > 2000 jobs being safeguarded.
Skill for Employers	Increased ability for AME companies to grow	- 50 new jobs created per annum - 1,000 placements pa - 120 companies benefiting from additional skills
Planning & Sites	Business focused planning service	- 50% increase in AME sector firms seeking pre-application advice - 50% increase in successful

Fen End	Development of a R&D campus facility for the automotive AME sector at Fen End	applications from the AME sector - 50 additional applications from AME sector firms seeking to expand year on year - 1,200 jobs and private sector funding of up to £8.1m.
Pan-Midland supply Chain	AME supply chain development	Impacts to be developed

Section 4 – Governance



The Clearing House reports directly to the CWCWLEP Board, with a Business Advisory Group (led by the Chamber of Commerce in a coordination role) providing business led focus to the management of the Clearing House, the service suppliers and to the Board. This then feeds into the wider City Deal Governance arrangements.

Governance model and its legal form.

The Coventry and Warwickshire City Deal area will have robust sub-regional governance arrangements that enable all seven local authorities in Coventry and Warwickshire (city unitary, county council and 5 district/boroughs) along with Hinckley and Bosworth. These will address issues relating to economic development, regeneration and strategic planning at a sub-regional level. They will also enable collective and collaborative decision making on issues that require sub-regional agreement from local authorities.

All 8 local authorities have confirmed their intention to move rapidly to establish an Economic Prosperity Board (EPB) for the area with future consideration to be given to moving towards a Combined Authority model. However, as the existing legislative regulations for the creation of an EPB mean that the process is likely to take at least a year, a Joint Committee is being established. This will operate on similar lines, with the expectation that this body will become an EPB once the legislative requirements have been met. Those familiar with the sub-region and its lack of a track record of local authority partnership working will recognise that the establishment of the Joint Committee/EPB is an extremely significant development.

City Deal governance will be provided through the new Joint Committee/EPB with oversight through the existing CWCWLEP Board and Executive arrangements as illustrated above. It is anticipated that operational management of the Clearing House will be through CWCWLEP arrangements; with accountability being provided to the Joint Committee/EPB by the CWCWLEP Board.

Timeline for implementation.

The Terms of reference for the Joint Committee have been agreed by all 8 local authorities and each authority is taking the necessary reports to their Executive/Cabinet and/or Full Council. This process will be completed by the end of the calendar year so the Joint Committee can formally meet early in the New Year. In the meantime a shadow Joint Committee is now in operation and considering options for progressing as quickly as possible to an EPB. The timetable for setting up an EPB will require government input including changes in legislation, and based on current advice an EPB would be unlikely to be set up before spring 2015.

The Coventry and Warwickshire City Deal sub-region therefore asks Government to expedite changes as soon as possible to enable it to set up an EPB which can include Hinckley and Bosworth Borough Council.

- **The powers and responsibilities vested in the governance model and how this will complement existing governance arrangements**

The new Joint Committee/EPB will significantly enhance existing sub-regional working, providing clear public accountability for economic outcomes and use of resources at a local level and providing a collective local authority voice for the sub-region which is better able to plan and deliver economic growth across the sub-region.

The emerging Joint Committee/EPB will also enable the local authority sector to develop a different relationship with the CWCWLEP. The CWCWLEP Board itself will be unchanged but the Joint Committee/EPB will ensure that the local authority members on that Board are mandated to speak with authority and unity. This is critical given that whilst it will be the responsibility of the CWCWLEP Board to set strategic direction for the evolving City Deal, the Joint Committee/EPB will have overall public accountability for outcomes and decision making.

Responsibility for the operational management of the Clearing House will be vested within CWCWLEP's operational arrangements including financial responsibility for the use of allocated resources. However, it will be one of the area's local authorities who will be formally accountable for the City Deal's use of financial resources through the Joint Committee/EPB.

Section 5 – Implementation – Post AMG

This section will be the focus of work after your AMG, when you turn policy into detailed steps to deliver stated outcomes through a City Deal Implementation Plan. This section should include:

- Detailed proposals assigned to named individuals.
- Outputs and outcomes with trajectories and frequency for reporting data.
- Milestones.

Section 6 – Outcomes tracking – Post AMG

This section will note the measures you plan to put in place for measuring and tracking performance against outcomes. It will also include options for generating policy learning through evaluation.