



# Worcestershire LEP SHADOW BOARD

**The  
Local Enterprise Partnership for  
Worcestershire**

**Addendum**

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The Rt Hon Greg Clark MP  
*Mark Prisk MP*

Dear Ministers

**Support for a Worcestershire Local Enterprise Partnership  
A joint letter from business and representative organisations**

We write to you confirming the support of the business community for a single Worcestershire Local Enterprise Partnership.

Since the first announcement of successful Local Enterprise Partnerships, we have worked hard as representatives of the business community to consult with as many businesses as possible and take the next steps in progressing a Local Enterprise Partnership which will serve Worcestershire's needs. This involved a consultation event with 160 representatives from Business, Third Sector and Council Leaders, which demonstrated passionate and unanimous support for a county wide proposal. This was followed by another meeting of 40 of those businesses at the end of which the Shadow Board was formed.

We continue to stand firmly behind the principles of strong collaborative and cross boundary working. This is based on agreed priorities and common interest that were articulated in the original submission. Our vision remains one of a county LEP led by business, which will be best placed to provide strategic leadership for the area, with a clear and shared vision that focuses on increasing business activity and jobs.

Whilst business enterprise is not constrained by civic boundaries, we have worked to gain strong support from public sector partners that reflect the diverse and varied nature of the economy in and around Worcestershire. This will enable us to maximise the potential for growth in all sectors. Where there is a common interest, which can be delivered through effective public sector partnerships it will support by collaborative working, or by being part of adjoining LEPs and LEP initiatives as appropriate. .

Yours sincerely,

Mike Ashton, Chief Executive Herefordshire and Worcestershire Chamber of Commerce  
Ken Wigfield, Vice Chairman Herefordshire Worcestershire and Shropshire Federation of Small Business

Francis Christie, Chairman Herefordshire and Worcestershire Institute of Directors

Jed Marson, Director Idea Street,

Louise Hewett, Worcestershire Ambassador and Director Hewett Recruitment



The Rt Hon Greg Clark MP  
*Mark Prisk MP*

Dear Ministers

**Support for a Worcestershire Local Enterprise Partnership  
A joint letter from Council Leaders and Chief Executives**

We write to you confirming the support of our Councils for a single Worcestershire Local Enterprise Partnership.

In the submission to Ministers in September we, together with our partners in business, put forward what we felt to be a compelling case for a strong and effective Partnership. We continue to stand firmly behind the principles of strong collaborative and cross boundary working based on agreed priorities and common interest that were articulated in that submission.

Our vision remains one of a county LEP which, led by business, will be best placed to provide strategic leadership for the area with a clear and shared vision that focuses on increasing business activity and jobs. Importantly, this approach will also ensure that the diverse and varied nature of the economy will be reflected and not overlooked. This will enable us to maximise the potential for growth in all sectors and will support working with, or being part of, as many adjoining LEPs and LEP initiatives as appropriate and where there is a common interest.

It is hugely significant that, in the period following the announcement that our bid was not successful, the strength of support and commitment from the business community for a single Worcestershire LEP has been virtually unanimous.

Business representative organisations including the Federation of Small Businesses, The Institute of Directors, and the Chamber of Commerce have also collectively reflected to us the strength of feeling of their members and the wider business community for a single Worcestershire LEP. We also fully endorse the key principle that a Worcestershire LEP will facilitate and encourage cross boundary working.

Cllr Carole Gandy, Leader Redditch Borough Council  
Cllr Roger Hollingworth, Leader Bromsgrove District Council  
Kevin Dicks, Chief Executive of Bromsgrove District and Redditch Borough Councils  
Cllr Philip Grove, Leader Malvern Hills District Council  
Chris Bocock, Chief Executive Malvern Hills District Council  
Cllr John Champion, Leader Wyre Forest District Council  
Ian Miller, Chief Executive Wyre Forest District Council  
Cllr Adrian, Hardman Leader Worcestershire County Council  
Trish Haines, Chief Executive Worcestershire County Council  
Cllr Paul Middlebrough, Leader Wychavon District Council  
Jack Hegarty, Managing Director Wychavon District Council  
Cllr Simon Geraghty, Leader Worcester City Council  
Duncan Sharky, Managing Director Worcester City Council



## 1. Introduction

This submission goes beyond our original proposal, spearheaded by a business led team and sets in motion the process of consulting business networks about future plans.

Our LEP will provide strategic leadership for the area with a clear and shared vision that focuses on creating the conditions for businesses to start up and grow. We will foster an environment in which businesses can flourish, leading to the creation of jobs and rebalancing of our local economy. We will work collectively to ensure that the planning system, provision of housing, transport and infrastructure are geared towards promoting and supporting employment and enterprise, including a transition to a low carbon economy.

A substantial number of local businesses and all our local business associations have had input to and support the Worcestershire LEP proposal. Appendix 1 details the businesses which have contributed to this process.

There is strong support for the creation of a Worcestershire LEP. Worcestershire has a varied and diverse economy with strong links with all the surrounding areas.

We are in a strong position to embrace the move towards greater local determination and accountability to build a genuine and strong partnership between our private and public sectors. We are committed to work effectively between ourselves and with our immediate partners, along with our neighbouring LEP areas and beyond. Our economic interests and fortunes are closely linked to those of Birmingham in the north in finance and industry, Herefordshire to the West and Tewksbury, Cheltenham and Gloucester in the South in defence, aerospace and security and East to Warwick, Solihull and South Warwickshire in advanced manufacturing, with links in food and drink, tourism and financial services with Cheltenham.

We have been exploring and continue to seek opportunities to have a wider partnership that encompasses North Gloucestershire.

This geography presents both opportunities and challenges that business and civic leaders feel would be best served by a single, Worcestershire, whole county LEP. This will provide an effective and strong foundation to exploit and coordinate the opportunities and challenges presented by this complex economic geography.

We have ambitious aims and objectives. Everyone involved is committed to playing their part to create a more business-friendly environment by providing strong leadership and stewardship. We will clarify the roles and expectations of the public, private and third sector and based on their individual contribution, grow the local economy together.

We will achieve our aims and objectives, by building on our assets and track record of delivery, examples of which can be seen in appendix 2.



The hallmark of the Worcestershire LEP will be the added value that this business led, close collaboration of public and private organisations achieves.

## 2. A Business Led and Driven Proposal

The Worcestershire LEP submission is a cohesive and ambitious bid, supported by a broad range of businesses in our area. This includes businesses, local government and third sector organisation. Together these account for over two-thirds of employment in Worcestershire.

Individual businesses and business associations have played a direct role in the creation of this partnership. We have had input from Herefordshire and Worcestershire Chamber of Commerce; Federation of Small Businesses for Herefordshire, Worcestershire and Shropshire; Institute of Directors Herefordshire and Worcestershire; The Worcester Business Improvement District; Worcestershire Ambassadors; Worcestershire Rural Hub; Destination Worcestershire; Community First for Herefordshire and Worcestershire; Malvern Inventors and other representative organisations. Representatives of 160 Business, Third Sector and Council Leaders, demonstrated passionate and unanimous support for a county wide proposal at a consultation event on 11<sup>th</sup> November 2010. This was followed by another meeting of 40 of those businesses at the end of which the Shadow Board was formed.

The shadow board consists of representatives of major private and public sector organisations in Worcestershire, including six people who also run small and medium sized businesses as detailed in the list of members in Appendix 3.

This Shadow Board has responsibility to oversee the drafting of the resubmission, preparation for creation of the permanent board and to provide a steer to potential projects from the area which may wish to apply for the RGF to ensure they are aligned with the outline priorities identified so far. Formal agreement of the priorities and business plan for the LEP will be agreed by the permanent board once formed. We will aim to ensure that the permanent Board reflects the profile of the businesses across Worcestershire by size, sector and geography.

Achievements by the Shadow Board so far include;

- setting up a consistent communication mechanism for our local businesses about the progress of the submission through all the business organisations
- putting in place a process for businesses to nominate members for permanent Board membership by Friday 17th December 2010
- A consultation process, including:
  - A dedicated Website
  - A survey with captured responses



- A database that will form the starting point for future interaction

The Shadow Board will interview the potential candidates early in the New Year, to establish the permanent LEP Board by mid January, 2011.

The Business Board will sit beneath the LEP Board. A number of 'special interest' groups which will reflect the priority areas of the LEP will feed into the business Board.

### Structure of LEP Board

Worcestershire intends to provide a business board model. This considers the members of the LEP Board as the specialists in general governance on the business side to provide an entrepreneurial content. Local Authorities will provide, from each Authority, a senior specialist in each major discipline – e.g. Planning and Law. This will provide the influential delivery specialist, so ambition is tempered and decisions made that can be delivered. An observer from the political side of each Authority would represent citizen observation and contribute input to the discussion process. We have observed that the business Chair will hold the casting vote and that equality is inherently balanced in favour of organisational decisions that most benefit the LEP area.

### 3. Economic Geography

Worcestershire has a varied and diverse economy with strong links with all the surrounding areas i.e. manufacturing, technology and research with Birmingham and Solihull, defence and security, tourism, food and drink and financial services with Cheltenham, Gloucester, Tewksbury and with the rural shires; advanced manufacturing to South Warwickshire. We have been exploring and continue to seek opportunities to develop a wider partnership including Gloucestershire.

This complex and overlapping economic geography presents both opportunities and challenges. Business and civic leaders however feel that Worcestershire as whole would be best served by a single county LEP, which will provide an effective and strong foundation from which to exploit and coordinate the opportunities and challenges presented by this complex economic geography. We have set out some of these below.

The Worcestershire LEP area is central to many key industries, with complex integration across a wider region. They include:

- Defence, aerospace and security with information technology
- Manufacturing
- Food and Drink
- Automotive



- Environment technologies
- Tourism

Worcestershire LEP will collaborate to promote our assets to better effect in these key sectors, across the porous boundaries with neighbouring regional LEPs. Here we illustrate a few examples:

*Defence, aerospace and security with information technology*

A specialist defence and security area exists across three LEPs including Worcestershire, Herefordshire and Gloucestershire. Significant players include QinetiQ, GCHQ, Hindlip Police Headquarters, Dytechna, GKN and Hereford Special Forces. A significant interdependence exists with a number of small and large symbiotic organisations in the private sector, with constant new spin out around them. Maintaining this special and lucrative new business, high technology capability is a national asset the LEP will develop.

*Manufacturing*

Manufacturing across Worcestershire is mainstream and dynamic. Its current status clearly defines it as an important place in the future development of the County. The planned £150 million expansion of Worcester Bosch and the recent £20 million expansion of Yamazaki Mazak are current examples of the commitment to this sector. Several others, such as Titan Steel Wheels, Morgan Technical Ceramics, DRP Group, etc. are recognised as market leaders in their respective fields. In addition a number of companies, some large, some small and all spread across the broad spectrum of manufacturing, ply their international trade out of Worcestershire.

Discussions are current with Warwick Manufacturing Group to bring their expertise to the SMEs within Worcestershire and the Faculty of Technology, Engineering and the Environment within Birmingham City University. We are keen to exploit their digital media technology through companies in the county.

*Agriculture, Food and Drink*

Worcestershire will enhance its variety of food and drink products, not yet leveraged in national and international sales. Herefordshire and Worcestershire Chamber of Commerce is sector leader for international trade for food and drink in the region, in recognition of assets here.

The potential exists for new business streams within vertical clusters linking agriculture and environmental sciences into manufacturing processes, within the food and drink, environmental technologies and medical sciences sectors. The potential for Worcestershire's manufacturing base is huge.

*Tourism*

Tourism, already a major contributor to the local economy, offers clear and massive potential. Worcestershire, at the heart of a region from Gloucestershire, across



Worcestershire and into Herefordshire is already set up as a tourist centre for the West Midlands and neighbouring counties. Three Counties Showground, Three Choirs Festival, Upton Water Festival, Upton Jazz Festival are among many local attractions including West Midlands Safari Park that meet the broad boundary of the visitor.

### *Complex Economy*

Recent research for the Local Economic Assessment of Worcestershire highlighted that the county has a distinctive and varied economic geography. These traditional trading and cultural links provide the bedrock on which our future engagement with neighbouring LEPs will be based.

- Transitional centres such as Redditch and Wyre Forest have a significant industrial heritage.
- Bromsgrove is partly a commuter base to the economic heart of the West Midlands
- Rural areas and market towns, including much of Wychavon and Malvern Hills, have been strong in fostering the development of new businesses.
- Malvern offers the county huge potential with its high technology facilities.

Redditch and Wyre Forest have been impacted by the long-running contraction of manufacturing across the West Midlands they continue to offer Worcestershire a valuable engineering foundation through an eclectic mix of companies employing and promoting a range of essential and highly technical global leading technical skills. The retail and tourism sectors have also developed very strongly in this region.

Bromsgrove enjoys a skilled workforce based upon its strong links with the, now much reduced, motor manufacturing traditions at Longbridge and beyond. Over recent years it has been able to adapt many of the skills to modern high-tech industries with its science park and major industries such as Kimal Medical Technologies and adding to household names like Harris Brush.

The forecast return of motor manufacturing to the Longbridge site in the form of Nanjing Automobile Corporation is a tremendous opportunity for workers in the Bromsgrove area to return to an environment more linked to their skills and experience. It also presents the Worcestershire LEP with an immediate prospect of working with the Birmingham LEP to encourage the development of spin-off manufacturing and service organisations to support this new venture.

The Longbridge Technology Park with its Innovation Centre is a further new asset for which a joint venture should be explored and linked into other innovative technologies that are being developed at QinetiQ and in the Malvern Hills Science



Park. Joining up the business growth strategies of both the Worcestershire and the Birmingham LEP's within this sector should release enormous potential.

(See Appendix 4: Letter of support and commitment to collaborative working from Birmingham & Solihull LEP)

Malvern gains from ground breaking work carried out at QinetiQ and has developed a strong, rural and positively performing economy.

The City of Worcester has a principal economic focus in the sub-region with a more mixed economy. On the one hand Worcester provides significant public sector employment, whilst on the other it is home to many large, international, and advanced engineering companies. Worcester also provides the county's key retail, leisure, university and tourist centre.

This diversity is Worcestershire's strength. It is our vision to be able to meld the indigenous strengths and skills of the north with those of the south; to offer the research potential of the south to the rest of the county. Industrial sectors such as 'environment' offer huge potential to embrace the whole of these technologies; from basic waste and recycling management through to natural energy generation, solar power and geothermal.

The University of Worcester has the internationally acclaimed National Pollen and Aerobiology Research Unit.

#### **4. How we work together and across LEP Boundaries**

This is the opportunity we need to build a genuine and equal partnership between the public and private sector. Our LEP will reflect this balanced partnership based on a common purpose and shared vision to unlock the significant potential for economic growth that we can achieve.

A strong single LEP underpins the business relationships across LEP areas. Worcestershire LEP will manage the porous boundaries with adjacent LEPs, facilitating close economic and strategic planning, as well as infrastructure connections within Worcestershire and beyond.

Businesses support the need for a strong cohesive local government partner. This view is supported by all seven Local Authorities. This reflects the real need and genuine desire to work collaboratively between private and public sectors here.

##### *How we will work across LEP boundaries*

Working with surrounding LEPs Worcestershire will build on its strengths and opportunities.

Our LEP will engage purposefully with the Birmingham and Solihull LEP to provide the strongest platform for relationships between us. We recognise that what is best for certain areas of our LEP will also be best for our LEP as a whole. We will use our strong links to Birmingham to support investments in strategic transport



infrastructure, including rail improvements at Bromsgrove and Kidderminster and in support of High Speed Rail.

We will build on the long established relationships with Birmingham and Warwickshire in support of our technology businesses in the area of applied research and clusters, as there are clear economic flows between these areas and Malvern and Worcester City in particular.

Similarly, the Southern defence and security relationships from Worcester and Malvern in Worcestershire to Gloucester and Cheltenham in Gloucestershire and West to Hereford in the Marches, represent a strong set of working relationships in business we shall ensure local government and LEPs support across boundaries. There is a genuine desire already resulting in work across LEP boundaries in recognition of the benefits of working collaboratively on issues such as:

- European funding and international collaborations
- Established and effective business 'cluster' networks.
- We will focus on creating the conditions for business growth and job creation in order to tackle worklessness
- Skills and higher education present new entrants to employment with the chance to influence management of the future

### *Employment*

We will continue our groundbreaking work providing graduate Internships. This includes the work of the University of Worcester which places amongst the highest number of graduates in work placements in the country. Similarly, the Institute of Directors and the County Council provide and source significant numbers of graduate placements in order to retain and build the essential skills base required for future economic prosperity. Worcestershire LEP is engaging comprehensively and pro-actively with the co-ordination of these cross LEP opportunities. This is also supported by existing links in housing, third sector and charities through Sanctuary Housing, WM Housing in Warwickshire, Worcestershire and Herefordshire and includes Community First in Herefordshire and Worcestershire.

We continue to pursue our shared interests with the Marches LEP particularly in support of our rural economy. The many cross boundary organisations including the Chamber of Commerce, the Institute of Directors, the Federation of Small Businesses and Community First. These reflect the variety of shared interests which are currently addressed through close partnership working.

Our priorities for addressing inequalities in broadband access and support for rural enterprise and agriculture are areas where we will continue to drive improvements through close collaborative working. (See Appendix 4: Letter of support for collaborative working from the Marches LEP)



The Local Economic Assessment and business consultation demonstrates strongly that our interests, closely but not inextricably linked to those of our neighbours, would be better served by a strong, self-advocating local partnership.

## 5. Added value and ambition

Businesses feeding into this plan have shown that the potential to develop this economy is massive. We will not be constrained by the rigidity of administrative boundaries. The new Worcestershire LEP has potential to make the area one of the most attractive places in the UK to do advanced, integrated business, to visit as a tourist and live in.

### Our Vision and Objectives

Our vision is of a strong, well-balanced and intelligent partnership which identifies and co-ordinates the delivery of our key economic priorities, which are recognised by business and public sector. Our central objective is to create the right environment to encourage investment from new and existing businesses; to foster our own success, build on our small number of large industries, develop new industries from medium sized companies with global promise and help them grow.

We do not want, nor need to create something entirely new in Worcestershire to fulfil the LEP's functions. In the current climate of efficiencies and cuts we must avoid duplication and unnecessary bureaucracy and build a successful partnership on the basis of existing structures, expertise and resources, which can then innovate, grow and develop.

Our ambition is governed by the following challenges.

### Challenges

- The annual household Income compares favourably with the West Midlands and the UK, but Gross Value Added (GVA) per head remains low relative to the UK average. A significant proportion of employment in the county is in relatively low value added sectors, notably manufacturing.
- Kidderminster, and to a lesser extent Redditch, suffer from effects of longer term restructuring. This has led to job losses from contraction of their industrial bases.
- Unemployment has disproportionately affected the younger age groups,
- Business creation rate fell considerably more than that seen across England as a whole.
- The County faces the loss of skilled young people through a lack of higher education and employment opportunities.



- The County lacks higher level skills in some sectors such as management and skilled trades in engineering, manufacturing and construction, and in some geographic areas.
- A number of urban and rural areas lack good ICT infrastructure.

### *Our Priorities*

In formulating this submission recent consultation on our Economic Strategy and detailed discussions between business and councils have confirmed that our priorities are to:

- deliver the strategic employment sites and related infrastructure (services, highways access utilities etc) needed to secure sustainable economic growth and a low carbon economy.
- ensure we have the right support for business start up, business growth, business retention – focussing on meeting the needs of our strategic businesses, ‘high growth’ SMEs and the social enterprise sector.
- deliver the right infrastructure for business, including improved high speed broadband availability, improving access from the M5 to the Malvern Hills Science Park and QinetiQ, improving the by-pass leading to the Hereford and Bromyard roads to herefordshire and creating better access for our strategic businesses and their supply chains in the north of the county to the motorway network through improvements to east-west links and the A449
- Invest in the skills of our workforce ensuring that provision is responsive to business needs, and relevant to future growth and business opportunities.

### **Delivering our Priorities**

#### *Strategic Leadership*

We will use a robust evidence base and drive forward the clear, focused and deliverable Worcestershire Economic Strategy, concentrating on those actions where the partnership can make a difference in delivering or influencing positive change quickly. We will support the county’s businesses to ensure that their voices are heard and their growth potential is not unduly hindered by bureaucracy.

#### *Enterprise*

We will deliver support and advice for new and existing businesses, including high growth SMEs, ensuring it is designed around the needs of the local business community including social enterprises and the third sector. We will facilitate local procurement tools to enable both public and private sector to advertise opportunities. We will positively promote self employment and enterprise, taking full advantage of the growing significance of the University as a knowledge hub and centre of excellence across a number of disciplines.



### *Employment*

We will focus support on identified growth sectors such as environmental and building technologies, renewable energy and energy efficiency, food and drink, automotive and advanced manufacturing, balanced with the diversification of traditional industries.

We will take action to drive up the skills and employment in towns such as Redditch and Kidderminster that have experienced economic restructuring and have a relatively lower skills base.

### *Education and skills*

We will commission and influence providers of skills and training to improve the employability of our workforce to encourage the increased retention of graduate level employees in the area. We will maximise graduate placement and employment opportunities to increase business interaction with our University and other higher education providers

### *Planning, transport, housing and infrastructure*

We will ensure that our strategic and local planning is responsive to local community aspirations including thriving business, jobs and enterprise.

We will draw together the transport and infrastructure priorities including broadband, road, rail and the utilities necessary to support economic growth into a strategic plan. We will seek to deliver these working with other LEPs, service providers and government departments as appropriate.

Work life balances here make the area an attractive place to work. One of the first tasks of the LEP will be to create the vision and strategy to realise this ambition for its businesses in work and its citizens.

The biggest single challenge we have is to encourage investors to the area to capitalise on the opportunity. Major financial institutions in Cheltenham and Birmingham are approached through Worcester intermediaries regularly and the LEP is tasked with attracting these organisations to create local presence in Worcestershire.

We are consulting our business networks and making this process inclusive, bottom up and business oriented. It will take a little longer to consult the 22,000 businesses in Worcestershire about our future plans but we have set this in motion.



## 6. Conclusion

This document has been raised by the Shadow Business Board in consultation with all seven local authorities who fully support the ambition of forming a Worcestershire Local Enterprise Partnership.

It is intended as a supplement to the paper submitted on 6 September 2010. It expands upon the opportunities and potential is that the Local Enterprise Partnership will strongly of to realise over the coming years to the considerable benefit of the citizens of Worcestershire.

The new LEP Business Board, the business community and the local authorities, supported by the voluntary sector, are eager to tackle the urgent and exciting tasks that lie ahead and look forward to working within the new partnership as well as with our colleagues in neighbouring Local Enterprise Partnerships.



## Appendix 1

### Delegates attending LEP consultation event 11<sup>th</sup> November 2010

Acas Advisor  
Adecs IT and Business Solutions  
Advantage West Midlands  
Allied Irish Bank (GB)  
Angell Associates  
Basepoint Business Centre  
Balancing Business  
Beacon Employment  
Betts Ecology  
Bomers Development  
Borwell  
Bosch  
Bromsgrove District Council  
Business Link  
Carpet Museum Trust  
Catalyst Management Decisions Ltd  
Celia Adams Associates Limited  
Charity Fundraising  
Chartered Institute of Personnel & Development  
Chemi-Kal Ltd  
Chris Green Media  
Chrysalis Performance  
City of Wolverhampton College  
Clydesdale Bank  
Community First Malvern  
CSV Training and Enterprise  
Dayla  
Destination Worcestershire  
Dial in Worcestershire  
EIL Cultural Learning  
Elgar School of Music  
English Symphony Orchestra  
Ethos  
Executive Training and Consultancy Ltd  
Faith at Work in Worcestershire  
Federation of Small Business



GF Tomlinson & Sons  
Government Office West Midlands  
Harris Lamb  
Harris Lamb Property Consultants  
Herefordshire and Worcestershire Chamber of Commerce  
Hewett Recruitment  
Hotel Shop UK  
Idea Street  
Invest Mentors  
Jinny Ring Craft Centre  
JSC Rotational Ltd  
Kall Kwick  
Lean Transition Solutions  
Little Treasures  
Malcolm W Plant & Co  
Malvern  
Malvern Hills District Council  
Malvern Small Business Forum  
Maple Aion Ltd Civil Engineers  
Mariston Developments  
MCD Project Management Ltd  
Midland Communication  
Midnet  
Midwest Rural Enterprise CIC  
Newsquest Midlands South Ltd  
NinetyFive Creative  
North East Worcestershire College  
Oakland International Ltd  
Outlook Finance Ltd  
Pepperneck  
Pertemps People Development Group  
Pertemps People Development Group  
Piandi Ltd  
Pitman Training  
PJA Electrics  
Precia - Molen UK Ltd  
QED Solutions  
Rabjohns  
Redditch Borough Council  
Rock Estates  
Rockford Consulting  
Roger Wilkins



Rubbeco Ltd  
Sanctuary Group  
SBM Sports  
Severn Communications  
Severn Valey Railway  
Severn Waste  
Skills for Security  
South Worcestershire College  
St Richards Hospice  
Stratascan Geophysics  
Sutcliffe & Co Insurance Consultants  
Taylor Wimpey  
The Community Housing Group  
The Four Rivers  
Thomas Guise Solicitors  
Three Counties Agricultural Society  
UKITA  
Unique Skills People  
Univesity of Worcester  
Visit Worcester  
Worcester CVYS  
Webbs Garden Centres  
Whitefoot Forward  
Witletly Jones Furniture Ltd  
Worces Infrastructure Consortium  
Worcester Cash  
Worcester City Council  
Worcester College of Technology  
Worcester Volunteer Centre  
Worcestershire Ambassadors  
Worcestershire Ambassadors  
Worcestershire County Council  
Worcestershire County Councillor  
Worcestershire Partnership  
Wyre Forest District Council  
Wychavon District Council  
YMCA  
Young Enterprise Herefordshire & Worcestershire



## Appendix 2 A Track Record of Effective Partnership Working

Businesses and the public sector have a strong track record of collaboration and success in Worcestershire. Some examples by way of illustration include:

- Central Technology Belt – Partnership of large and small technology businesses, academia and public sector; investing in business, research, skills and infrastructure to deliver long term technology driven growth for a sustainable and prosperous economy.
- Response following Rover at Longbridge - Close collaboration to develop a site capable of delivering inward investment and new jobs with Birmingham City Council. Major opportunity for our economy, the LEP will maximise.
- Malvern Hills Science Park – Landmark public and private sector collaboration Has delivered infrastructure and supportive business environment to start, nurture and grow technology businesses of the future in Worcestershire.
- Bromsgrove Technology Park – public investment stimulating business investment to diversify the local economy through the creation of a supportive environment for new start technology businesses.
- The ReWyre Initiative – an effective partnership, which has developed a long term vision for Kidderminster. The Board is chaired by a local business leader.
- Landmark Worcester Library and History Centre – £60 million private/public sector initiative delivering state of the art, pioneering facility in the heart of the our expanding county town, spearheading regeneration of the City.
- New University of Worcester City Centre Campus – an example of the public sector working with the fastest growing university in the country supporting the Worcester vision to be a ‘first rank university and cathedral city’.
- The Worcester Technology Park – delivering the right balance and quantum of employment land to support the expansion of Worcester Bosch. Creates conditions for a new £150 Million environmental technology R&D, training and manufacturing facility creating over 2000 new green collar jobs.
- County Council funding of £500,000, matched by ERDF, for Impetus, Pershore based, Community Development Finance Institution.. Impetus provides enterprise finance in loans to applicants unable to secure other borrowing. Impetus will provide £1 million of additional lending over the next five years, primarily to smaller businesses and to encourage business start ups.
- The Shenstone Group, business, public and third sector leaders group for Worcestershire, has a good track record of working together with business and civic leaders to build a high level of trust and mutual understanding with a shared focus on the vision of maintaining a good quality of life.



### Appendix 3 **Worcestershire Local Enterprise Partnership Shadow Board**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>	<b>Business Roles</b>	<b>Business Profile</b>
Francis Christie	Chairman	Institute of Directors	Director, Francis Christie Ltd.	Coaching
Ken Wigfield	Vice Chairman	Federation of Small Businesses	Director, Optimus Business Practice	Procurement cost reduction services
Jed Marson	Member	Malvern Inventors	Director, Ideas Street	Innovation specialist
Gary Woodman	Head of Policy and Education	Herefordshire and Worcestershire Chamber of Commerce	Head of Policy and Education	Herefordshire and Worcestershire Chamber of Commerce
Paul Sampson	Business & Policy Manager	Worcestershire County Council		
Louise Hewett	Chairman	Worcestershire Ambassadors	Director, Hewett Recruitment	Personnel recruitment
Colin Foxall	Director	Nexus Creative	Commercial Director, Nexus Creative Limited	Visual communications
Mark Herriot	Development Manager, Performance and Learning	Community First Herefordshire & Worcestershire	Development Manager, Performance and Learning	Community First
Mike Ashton	Chairman	Worcestershire LSP Economy and Transport Theme Group	Chief Executive Officer,	Herefordshire and Worcestershire Chamber of Commerce



**Appendix 4 Letters of Support and intent from neighbouring LEP partners**



Our Reference LB/AT

Hereford & Worcester Chamber of Commerce  
Severn House  
Prescott Drive  
Wamdon Business Park  
WR4 9NE

7<sup>th</sup> December 2010

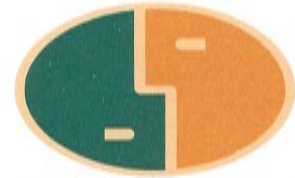
Dear Colleague

Writing on behalf of the Coventry and Warwickshire Local Enterprise Partnership. The Coventry and Warwickshire partnership is currently developing its priorities through the shadow board of LEP. However, we recognise the significant economic dependencies and linkages to neighbouring areas, especially Worcestershire. We therefore support the engagement of cross boundary working on common issues of interest. This cross boundary working with Worcestershire would have a greater impact than us working individually. We would therefore positive work with Worcestershire LEP on areas such as sector leadership and specialist business support, access to finance, skills and training, strategic transport and other infrastructure planning, and providing a single voice for lobbying, influence, and promotion.

Yours sincerely



LOUISE BENNETT OBE  
Chief Executive



COVENTRY & WARWICKSHIRE  
CHAMBER OF COMMERCE

Oak Tree Court  
Binley Business Park  
Harry Weston Road  
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Kjb/BB  
7<sup>th</sup> December 2010

Gary Woodman  
Head of Policy and Education  
Herefordshire & Worcestershire Chamber of Commerce  
Severn House  
Prescott Drive  
Warndon Business Park  
Worcester  
WR4 9NE

Dear Gary

I am writing in my capacity as Chair of the Development Board of the Birmingham and Solihull Local Enterprise Partnership with Bromsgrove, Cannock Chase, East Staffordshire, Lichfield & Tamworth to reiterate our collective commitment to working with Worcestershire to deliver economic growth and job creation through our respective LEPs.

The Birmingham and Solihull Local Enterprise Partnership with Bromsgrove, Cannock Chase, East Staffordshire, Lichfield & Tamworth partnership is currently developing its priorities through the Development (Shadow) Board. The Development Board recognises the significant economic dependencies and linkages to neighbouring areas, including Worcestershire. We therefore support the engagement of cross boundary working on common issues of interest. We would therefore seek to develop a positive working relationship with the Worcestershire LEP on areas such as sector leadership and specialist business support, access to finance, skills and training, strategic transport and other infrastructure planning, and providing a single voice for lobbying, influence, and promotion.

I look forward to working with you in this capacity.

Yours sincerely



Bridget Blow  
Chair  
Development Board  
Birmingham and Solihull Local Enterprise Partnership with Bromsgrove, Cannock Chase,  
East Staffordshire, Lichfield & Tamworth



## Sustainable Communities

G.J. Hughes

Gary Woodman  
Head of Policy and Education  
Herefordshire and Worcester Chamber  
of Commerce  
Severn House  
Prescott Drive  
Warndon Business Park  
Worcester. WR4 9NE

Your Ref: GH/NS  
Our Ref: Geoff Hughes  
Please ask for: 01432 260695  
Direct Line / Extension: 01432 383031  
Fax: ghughes@herefordshire.gov.  
E-mail: uk

6th December, 2010

Dear Gary,

### Cross Boarder Working

I would like to confirm in principal that the Marches Local Enterprise Partnership would be interested in exploring the opportunity of cross boarder working on shared issues with Worcestershire, and this is something I can raise at the next LEP board meeting for fuller consideration.

As you know the Marches Partnership is currently developing its priorities through the shadow board of LEP. However, we recognise the significant economic dependencies and linkages to neighbouring areas. We therefore in principle support the engagement of cross boundary working on common issues of interest. It is understood that cross boundary working with Worcestershire could have a greater benefit through collaboration. We can see potential for positive working with Worcestershire LEP on common areas of development and look forward to a continued dialogue.

Yours sincerely,

**Geoff Hughes**  
**Director of Sustainable Communities**

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Working in partnership for the people of Herefordshire

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Herefordshire Council

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