
Scrutiny Coordination Committee
Cabinet

28 September 2022
11 October 2022

Name of Cabinet Member:

Cabinet Member for Jobs, Regeneration and Climate Change – Councillor J O’Boyle

Director Approving Submission of the report:

Director of Business, Investment and Culture

Ward(s) affected:

All

Title:

Coventry Economic Development Strategy 2022-2027

Is this a key decision?

Yes – as it is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the city

Executive Summary:

Coventry’s new Economic Development Strategy 2022-2027 will build on the achievements of the Coventry Economic Growth and Prosperity Strategy 2018-2022. It is one of the key strategies for delivering the objectives of the new One Coventry Plan 2022-2030, and also particularly strongly integrated with the new Coventry Skills Strategy.

As well as replacing the current Economic Growth and Prosperity Strategy, which expires at the end of 2022, a new Economic Development Strategy (“EDS”) is needed that provides a holistic framework for facilitating the sustainable growth of Coventry’s economy. This is vital as Coventry and the wider West Midlands region continues to recover from the recession generated by the Covid-19 pandemic, growing challenges around adjusting to new UK-EU trading regulations after Brexit and wider global supply chain disruption, inflation, and the cost of living and cost of doing business.

The new Economic Development Strategy will be integral to delivering the objectives of the 2022-2030 One Coventry Plan. It will be central to the objective of Increasing Economic Prosperity, by creating the conditions for local businesses to thrive, new investment to come into the city and the creation of new good quality job and training opportunities. Through providing the framework for sustainable economic development and enabling all residents to benefit from new employment and training opportunities created, the Strategy will also be key to tackling the causes of climate change and tackling inequalities. These actions will also cement the Council’s role as a partner, enabler and leader in shaping the local economy, and will help to improve the financial sustainability of the Council.

The vision of the Strategy is to “*deliver a strong and resilient economy, where inclusive growth is promoted and delivered, businesses are enabled to innovate and grow, and new local jobs are created.*” To achieve this vision, we will, through eight interlinked pillars:

- facilitate a sustainable economic recovery from the COVID-19 pandemic and challenging economic climate driven by inflation and rising cost of living and cost of doing business, creating the platform for longer-term growth and prosperity
- deliver a first-class support infrastructure that responds to our businesses’ needs and opportunities
- secure maximum public and private investment to deliver infrastructure projects that create the conditions for economic growth and job creation
- secure job creation, growth and prosperity through attracting and supporting business investment from both the UK and overseas
- ensure that social value and sustainability are incorporated into all economic development work
- support the development of a skills ecosystem which provides the skills required by Coventry’s businesses, both current and future, and contributes to economic growth and the prosperity of the city
- ensure Coventry is a leader in the green industrial revolution by supporting our businesses, residents and partner stakeholders to tackle the challenges and opportunities presented by climate change
- Build on existing strong partnerships in delivering all elements of this strategy

The Strategy will aim to tackle Coventry’s rising unemployment rate as well as wages and productivity levels which are below the national average, and the West Midlands economy experiencing the highest contraction of all regions during the Covid-19 pandemic. We will seek to capitalise on the unique opportunities facing the city – not least the city’s longstanding track record in transport innovation, opening of the UK Battery Industrialisation Centre in 2021, and plans for a Gigafactory at Coventry Airport and subsequent investment in the electric vehicle and battery technology supply chains; the legacies of UK City of Culture 2021 and the 2022 Commonwealth Games; and continued transformation of Coventry City Centre through the Friargate and City Centre South schemes and schemes delivering physical enhancements to neighbourhoods across the city.

In developing the Strategy, we have consulted directly with stakeholders across Coventry City Council, key external economic development and business support partners, and members of the public through the One Coventry Plan consultation process and consultation events.

Through continued work with our partners, by 2027 the strategy aims to ensure that Coventry is a:

- Green City, both through industrial innovation and sustainable transport.
- Leading edge city in Advanced Manufacturing & Engineering industries.
- Cultural City, particularly through expanded creative and tourism sectors.
- City providing high employment levels and good quality jobs.
- City providing opportunities for all through strong universities, and education & skills ecosystems.
- City with reduced health, economic and social inequalities.

As a result of the gradual withdrawal of EU structural funds between 2022 and 2024, the grant funding available to support the delivery of the EDS has also reduced requiring the use of one-off service reserves, which are now expired. Timing and value of successor grant funding from the Shared Prosperity Fund to support the EDS is still unclear but is expected to be less than previously available EU funds.

Recommendations:

Scrutiny Co-ordination Committee is recommended to:

- 1) Consider the content of the report and appendices
- 2) Identify any recommendations for Cabinet

The Cabinet is asked to:

- 1) Consider any recommendations or comments from Scrutiny Co-ordination Committee.
- 2) Approve the adoption of the Coventry Economic Development Strategy 2022-2027.
- 3) Delegate authority to the Director of Business, Investment & Culture following consultation with the Chief Legal Officer, the Chief Operating Officer and the Cabinet Member for Jobs Regeneration and Climate Change to further amend edit and adapt the Coventry Economic Development Strategy 2022-2027 in the future in response to subsequent review, opportunity and consultation as required.

List of Appendices included:

Appendix 1 - Coventry Economic Development Strategy 2022-2027

Appendix 2 - Equalities Impact Assessment

Background papers:

None

Other useful documents

West Midlands Combined Authority [Plan for Growth](#)

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Coordination Committee, 28th September 2022.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Coventry Economic Development Strategy 2022-2027

1. Context and Background

- 1.1 Coventry's new Economic Development Strategy 2022-2027 will build on the achievements of the Coventry Economic Growth and Prosperity Strategy 2018-2022. It is one of the key strategies for delivering the objectives of the new One Coventry Plan 2022-2030, and also particularly strongly integrated with the new Coventry Skills Strategy. Its purpose is to create the strategic framework for enabling the sustainable growth and development of Coventry's economy over a five-year period that will deliver significant benefits for the city's residents.
- 1.2 The Strategy has been produced at a crucial time. The Economic Growth & Prosperity Strategy expires at the end of 2022, and the city is responding to economic challenges presented by the recession caused by the Covid-19 pandemic, growing challenges around adjusting to new UK-EU trading regulations after Brexit and wider global supply chain disruption, and ongoing cost of living and cost of doing business challenges. The extent of these challenges, plus the scale and nature of new opportunities facing Coventry and the wider West Midlands economy, requires a new holistic framework that is fully integrated into other key Council Strategies and regional and sub-regional strategic frameworks.
- 1.3 In the 10 years after the 2008/09 recession, Coventry & Warwickshire was the fastest growing local economy in England (measured by economic output in Real GVA), and Coventry was the fastest growing UK city in terms of population. However, prior to the Covid-19 pandemic, economic growth slowed, with Coventry & Warwickshire recording the slowest growth of all local economies in 2018/19. During 2020, the West Midlands economy experienced the largest contraction of all UK regions, and Coventry's Claimant Count (numbers on unemployment-related benefits) almost doubled from 3% in January 2020 to 6.6% in December 2020 (the peak unemployment rate during the pandemic).
- 1.4 The West Midlands economy is expected to take longest of all English regions to return to pre-pandemic levels, and new Bank of England economic forecasts project a recession in the UK during Q4 2022 and throughout 2023.
- 1.5 Despite the challenging economic forecasts, there are major economic opportunities that Coventry is uniquely placed to capitalise on, and this strategy will create the necessary enabling framework. For example, there are major opportunities facing the electric vehicle and automotive supply chains, after the opening of UK Battery Industrialisation Centre in July 2021, and plans for a West Midlands Gigafactory at Coventry Airport and further investment in the business, innovation and skills support ecosystem. The delivery of strong legacies from UK City of Culture 2021 and the 2022 Commonwealth Games also presents significant opportunities for Coventry to secure investment (both international and domestic) across a wide range of sectors, including creative industries, tourism and professional services. The ongoing transformation of Coventry City Centre through Friargate and City Centre South, and investment in new forms of sustainable transport through Coventry Very Light Rail and All Electric Bus City will create further opportunities for new investment and provide more Coventry residents with access to good quality employment and training opportunities.
- 1.6 In response, the Strategy's Vision is to "*deliver a strong & resilient economy, where inclusive growth is promoted and delivered, businesses are enabled to innovate and grow, and new local jobs are created*". To achieve this vision, through eight interlinked pillars of delivery, we will:
 - Facilitate a sustainable economic recovery from the COVID-19 pandemic and challenging economic climate, driven by ongoing international trade and supply chain

disruption, inflation and the rising cost of living and cost of doing business, thereby creating the platform for longer-term growth and prosperity.

- Deliver a first-class support infrastructure that responds to our businesses' needs and opportunities.
- Secure maximum public and private investment to deliver infrastructure projects that create the conditions for economic growth and job creation across "Coventry.
- Secure job creation, growth and prosperity for Coventry through attracting and supporting business investment from both the UK and overseas.
- Ensure that social value and sustainability are incorporated into all of our Economic Development work.
- Support the development of a skills ecosystem which provides the skills required by Coventry's businesses, both current and future, and contributes to economic growth and the prosperity of the city.
- Ensure Coventry is a leader in the green industrial revolution by supporting our businesses, residents and partner stakeholders to tackle the challenges and opportunities presented by climate change.
- Build on existing strong partnerships in delivering all elements of this strategy.

1.7 In developing the Strategy, we have consulted directly with stakeholders within Coventry City Council, key external economic development and business support partners, and members of the public through the One Coventry Plan consultation process and "Strategy Carousel" events (over 100 stakeholders in total). This consultation exercise has been received positively and has enabled us to identify the key interventions that we are expected to deliver as part of the eight pillars within the five-year period, and, as such, secure buy-in and endorsement of the strategy. Through continued work with our partners, we aspire for Coventry to be, by 2027, a:

- Green City, both through industrial innovation and sustainable transport.
- Leading edge city in Advanced Manufacturing & Engineering industries.
- Cultural City, particularly through expanded creative and tourism sectors.
- City providing high employment levels and good quality jobs.
- City providing opportunities for all through strong universities, and education & skills ecosystems.
- City with reduced health, economic and social inequalities.

1.8 The new Economic Development Strategy will be one of the foremost strategies in delivering the objectives of the 2022-2030 One Coventry Plan. It will be central to the objective of Increasing Economic Prosperity, by creating the conditions for local businesses to thrive, new investment to come into the city and the creation of new good quality job and training opportunities. Through providing the framework for sustainable economic development and enabling residents across all neighbourhoods and social groups to benefit from new employment and training opportunities created, the Strategy will be key to delivering the objectives of Tackling the Causes of Climate Change and Tackling Inequalities. These actions will also cement the Council's role as a Partner, Enabler and Leader in shaping the local economy, and will help to Improve the Financial Sustainability of the Authority.

1.9 The success of the strategy will be measured through a set of relevant baseline and outcome indicators that are included in the One Coventry Plan, relating to business demography, wage levels and productivity, visitor levels, employment rates and skills levels. These are also set out within the strategy.

1.10 Partnership work will be integral to the roll-out and delivery of this strategy, involving many service areas across the Council, and through the Council working with key local regional and national level economic development and business support partners. The Economic Development Service will be responsible for overall co-ordination of the Strategy but will

collaborate particularly closely with the Employment & Skills Service in designing and delivering interventions, particularly those that will “Support All Coventry Residents to Access Jobs and Develop Skills”.

1.11 Our work with other sub-regional and regional partners will be critical to achieving the aspirations of this strategy. As well as working closely with our neighbouring Local Authorities, we will work collaboratively with the West Midlands Combined Authority (WMCA), given that the objectives of this strategy are closely aligned with the new West Midlands Plan for Growth. We will influence and work with partners to shape devolved policy that will make a real difference to the economic opportunities the people and businesses of Coventry have access to and will work with WMCA colleagues to bring external resources into Coventry. Building on our track record of securing external funding, we will also influence central Government through strong engagement with Department for Levelling Up, Housing & Communities; Department for Business, Energy & Industrial Strategy; Department for Culture, Media & Sport; Department for Work & Pensions; and other Government departments to ensure Coventry is at the forefront of new policy initiatives, pilot schemes and large scale funding opportunities.

1.12 This strategy will also aim to achieve the following:

- complement, support and influence Coventry City Council's wider strategies, policies and planning decisions, including any potential Local Plan review although it should be noted that in relation to planning decisions, this strategy will be treated as a material consideration but will have limited weight until the Local Plan review is completed; and
- raise current and future aspirations and opportunities on the national and international stage, due to its strategic importance.

1.13 As a result of the gradual withdrawal of EU structural funds between 2022 and 2024, the grant funding available to support the delivery of the EDS has also reduced requiring the use of one-off service reserves, which are now expired. Timing and value of successor grant funding from (primarily) the Shared Prosperity Fund to support the EDS is still unclear but is widely expected to be less than previously available EU funds.

1.14 It is imperative that CCC maintain its current level of provision in economic development activities, particularly in its business support programmes which are a key contributor to the Council's One Coventry Plan priority of creating economic prosperity. Businesses are currently facing unprecedented challenges including the huge rises in energy costs. Maintaining a similar activity and cost base will maintain a source of match funding which differentiates the Council from other business support providers which would seek 100% for their activities.

2 Options Considered and Recommended Proposal

2.1 Option 1

The Council can choose not to have an Economic Development Strategy, and to instead rely on strategic plans of the WMCA, such as the Plan for Growth. The risk with this approach is that it would most likely fail to deliver the necessary flexibility to focus on the priorities and types of interventions that are locally important to Coventry and specific neighbourhoods within the city. It would also reduce opportunities for focused interactions with key local stakeholders on the economy and how best to support local businesses and could hinder the ability of the city to secure new inward investment.

2.2 Option 2

The development of an Economic Development strategy that gives Coventry a new focus and voice in economic growth. It places Coventry businesses and people at the heart of the city's development, not least through attracting investment and new jobs, enhancing the competitiveness and resilience of existing businesses and jobs, upskilling the city's workforce and residents and improving the ability of local residents to access new employment opportunities and ability of local businesses to secure new supply opportunities. It will seek to align resources in this area to deliver the best possible economic outcomes for Coventry businesses and the city's residents.

2.3 It is recommended that the Cabinet supports Option 2 and endorses the Coventry Economic Development Strategy 2022-2027.

3 **Results of Consultation Undertaken**

3.1 Over 100 stakeholders were consulted to inform the focus and detail of the strategy. These included officers within the Authority, key local and regional economic development and business support partners, and members of the public through the One Coventry Plan consultation process (this included consultation with the public).

3.2 Stakeholder organisations consulted included:

- Coventry and Warwickshire Growth Hub
- Coventry and Warwickshire Chamber of Commerce
- Warwick University
- Coventry University
- Coventry and Warwickshire Reinvestment Trust
- Federation of Small Businesses
- Warwickshire County Council
- West Midlands Combined Authority

3.3 Through the consultation process which was positively received, we were able to determine the most important opportunities and threats facing Coventry's economy, the vision for what Coventry's economy should look like by 2027, and the most important areas of intervention required in response. We presented the strategy to the One Coventry Leadership Team in July 2022 to secure endorsement of all Council Directors.

3.4 It is also worth noting that the Council's Scrutiny Committee will be considering the Coventry Economic Development Strategy 2022-2027 on 28 September 2022.

4 **Timetable for Implementing This Decision**

4.1 The Coventry Economic Development Strategy 2022-2027 is a five-year strategy. Progress will be reported annually to the relevant Cabinet Member (Jobs, Regeneration & Climate Change) and to Cabinet.

5 **Comments from Chief Operating Officer (Section 151 Officer) and the Director of Law and Governance**

5.1 **Financial implications**

- 5.1.1 A proactive and innovative approach will be adopted to finance the delivery of the Coventry Economic Development Strategy 2022-27. This will entail building on existing core Council funding to secure external resources from a variety of sources. Coventry has a track record of securing more external grant funding than its neighbours, and the Economic Development Strategy plans to keep this record intact; however, with EU Structural Funds (historically one of the most important external funds for economic and social development) due to expire in 2023, and uncertainties over the scale, longevity and detailed focus of successor funds (including UK Shared Prosperity Fund), there will be a need to apply flexibility on how the delivery of the strategy is to be funded. The decline in EU funding in recent years has required the use of all one-off service reserves to maintain service levels however these will be fully utilised in the current financial year 22/23.
- 5.1.2 In a similar vein to previous sources of external funding, the ability to provide core funding as match funds will place Coventry in a stronger position to secure the external funds. Given uncertainties over the future of much external economic development funding, particularly beyond 2024/25 (when the current parliamentary term is due to end), the continuation of a consistent level of funding will also help ensure a degree of continuity in the scale and nature of support services the Council can provide to local businesses, inward investment services, and tracking of trends affecting business and the economy to ensure business support services are designed in a way that responds to key challenges and opportunities.
- 5.1.3 UK Shared Prosperity Fund (SPF) is expected to be less than previously received ERDF funding and this will become clearer once more details of the WMCA's commissioning framework are available, which is expected to happen towards the end of this financial year. Once the level of SPF is known, this will determine the level of available resources for the proposed strategy. No funding decision is required at this point.

5.2 Legal Implications

- 5.2.1 There are no direct legal implications arising out of this report at this stage, save for noting the Council's duty under the Equality Act 2010
- 5.2.2 Whilst there is no statutory duty to produce an Economic Development Strategy, doing so provides an important framework for helping to deliver the Council's statutory obligations and will help drive forward the One Coventry Plan 2022-2030. The Coventry Economic Development Strategy 2022 – 2027 will sit alongside other Council policies and strategies and will provide a clear and achievable economic vision therefore underpinning and reinforcing the Council's aims and objective for the City.
- 5.2.3 The Equality Act 2010 requires public authorities to have regard to the need to eliminate discrimination and advance equality of opportunity. The Council must further take into account its wider Public Sector Equality Duty (PSED) under s. 149 of the Equality Act 2010 when making its decisions. The public sector equality duty (s.49, Equality Act 2010) requires the Council when exercising its functions, to have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act, advance equality of opportunity between those who share a 'protected characteristic' and those who do not share the protected characteristic and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (this involves having due regard, in particular, to the need to (a) tackle prejudice and (b) promote understanding). As such, Diversity, Equality and Inclusion has been identified as a cross-cutting theme within the strategy.

5.2.4 The Council will consider the impact of any projects or changes to service delivery that might arise as a result of implementing work coming out of this strategy on those protected equality characteristics. Individual proposals will be subject to an Equality Impact Assessment wherever relevant prior to any decision taken to proceed, including the identification of mitigating action, where possible.

6 Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

6.1.1 The Coventry Economic Development Strategy 2022-2027 will be one of the foremost strategies for delivering the One Coventry Plan and its five objectives.

6.1.2 **Increasing the Economic Prosperity of the City and Region.** This strategy will contribute heavily towards delivering this objective, not least because creating a strong and resilient economy underpins the Economic Development Strategy's objectives and key deliverables. The strategy will provide the strongest possible enabling framework for local businesses to prosper, (notably through providing the support ecosystem and infrastructure for businesses to invest in growth, diversification and innovation), for good quality jobs to be protected, for new domestic and international investment to come into Coventry, and for new good quality jobs and training opportunities to be created.

6.1.3 **Improving Outcomes and Tackling Inequalities Within our Communities.** Maximising social value is a cross-cutting theme throughout the strategy, and a key objective is to ensure that Coventry residents across all areas of the city and all social groups are able to benefit from good quality employment and training opportunities. It is also crucial that local businesses (particularly small and medium sized firms) are able to benefit from new supply opportunities. This will help to improve the standard of living of Coventry's residents and tackle longstanding inequalities.

6.1.4 **Tackle the Causes and Consequences of Climate Change.** One of the pillars within this strategy is to place Coventry as a leader in the green industrial revolution. One of the primary objectives is therefore to grow important "green" sectors of the economy (including electric vehicles, renewable energy and sustainable construction) and secure further inward investment into these sectors. Indeed, the Economic Development Strategy 2022-2027 will be fully integrated with the new Coventry Climate Change Strategy and supporting more Coventry businesses to understand and tackle the causes of climate change, and capitalising on opportunities presented by the circular economy are two further key objectives.

6.1.5 **Continued Financial Sustainability of the Council.** The strategy provides a framework that will enable businesses across a wide range of sectors to prosper and for local residents to improve their standard of living. All of this should help to support the financial sustainability of the Council by providing income generation opportunities, not least through business rates and Council tax revenues.

6.1.6 **Council's Role as a Partner, Leader and Enabler.** Partnership working is integral to the delivery of all elements of this strategy. As such, the Council will have a vital role to play in facilitating strong partnerships with other local economic development and business support organisations, and also acting as an important partner to regional and national organisations in delivering priority actions.

6.2 How is Risk Being Managed?

6.2.1 The Council has a strong track record of managing risks and maintaining significant financial controls and well-established procedures when handling public funds. The key risks associated with the strategy, and how they will be managed include:

- ***Economic uncertainty.*** With the Bank of England forecasting a recession for late 2022 and throughout 2023, the Council will need to act flexibly and be able to adapt projects and services to support businesses, and deliver the necessary infrastructure schemes, through both times of economic contraction and times of economic recovery and expansion.
- ***The changing public funding environment.*** With the UK no longer able to access EU Structural Funds beyond June 2023, the way many business, skills and employment support activities will be funded in Coventry and other areas of the UK will change. This could also entail changes in the quantum of funds, focus of the funds, and how the funding is administered. Coventry City Council is proactively responding to these changes through identifying more innovative ways of funding its priorities (including both through core and external funding sources), and further strengthening partnership approaches to delivery.
- ***Securing commitment of partners to work jointly on delivery of the strategy.*** Stakeholders both internal and external to the Council have responded very positively to the strategy, and we envisage that already strong partnership working arrangements will be enhanced in delivering the strategy.

6.3 What is the Impact on the Organisation?

6.3.1 HR Implications

The implications of this strategy in terms of funding the staff that will be directly responsible for delivering many of the activities, and facilitating successful partnership work, has been covered in Section 5.1. In respect of the wider Council, the Economic Development Strategy 2022-2027 will have wide reaching positive impacts on the residents of Coventry. These include improving health and wellbeing, targeting vulnerable groups and boosting local businesses and job creation. This should reduce reliance on other Council services (thereby mitigating against risks of the need to find extra financial resources for additional staff) and have public health benefits.

The staff impact within the strategy is positive. Any matters arising that impact staff as the strategy progresses will be dealt with in accordance with the appropriate policies that relate to specific matters arising.

6.3.2 Equality and Consultation Analysis (ECA)s

One of the key aspirations of the Economic Development Strategy is to have a positive impact on people who are identified as more vulnerable in terms of economic wellbeing and gaining sustainable employment. Initiatives, projects and programmes will be tailored to meet those vulnerable groups. Data is regularly collected and analysed to ensure continuous improvement and effective identification of the most vulnerable groups and

areas of the city. It should also be noted that Diversity, Equality and Inclusion is detailed as a cross-cutting theme within the strategy, underpinning all elements of strategy delivery.

In ensuring that Equality and Diversity is integrated into all elements of strategy design, we undertook a widespread consultation process to inform the content of the strategy, which included engagement with over 100 stakeholders across all Council Divisions, key local economic development and business support partners, and members of the public as part of the One Coventry Plan development process (including through the Strategy Carousel event).

Additionally, an Equalities Impact Assessment has been carried out in accordance with Council guidance.

6.3.3 Implications for (or impact on) Climate Change and the Environment

As detailed above, the strategy will have positive impacts on climate change and the environment and will be one of the most important strategies in achieving the One Coventry Plan's objective of "Tackling the Causes and Consequences of Climate Change". This strategy will also be strongly aligned with the new Coventry Climate Change Strategy.

Fundamentally, one of the Pillars of the strategy is to position Coventry as a leader in the Green Industrial Revolution. This will entail growing "green" sectors of the economy (e.g. low emission vehicles) and securing more inward investment (domestic and international) into these sectors, which will ultimately create new good quality "green" jobs and training opportunities. We will also deliver business support activities that will support small and medium sized firms in particular to better understand the causes of climate change and be able to tackle these (including through improved energy efficiency and adoption of renewable energy). The strategy also seeks to capitalise on opportunities presented by growing the circular economy. From an infrastructure standpoint, a core priority of the strategy is to ensure that new capital infrastructure schemes are designed in a way that protects the environment as much as possible (for example through creating sustainable drainage systems and protecting nature).

6.3.4 Implications for Partner Organisations?

The Strategy will be delivered in partnership with stakeholders across the city, sub-region and West Midlands region. It is a strategy that the Council cannot deliver on its own. Engagement with partners to align programmes, investments and collaboration on key projects and services will be required if we are to see its successful implementation. In many cases, it will involve the Council enhancing what are already strong partnerships.

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