

## Project Briefs

The desk-based research and consultations with partners identified a vast range of potential projects, many of which reflect specific areas of expertise and interest. Based on this work, the following projects have been identified, which have the broadest support across the LEP areas:

1. **Resource efficiency** – grants, awareness, business support, skills, links to GD, ECO, FiTs; link into large companies if possible
2. **Business support** – directory, small grants for R&D/capacity development, website, linking customers with suppliers, local supplier framework, supply chain development
3. **Anaerobic digestion** – development and deployment of micro anaerobic digestion to farms, food and drink companies; advice/guidance (as part of resource efficiency project)
4. **Woodland Enterprise Zones** – biomass/woodfuel supply chain development; link to waste-to-energy plants; potential Wyre Forest project via Forestry Commission
5. **Public buildings retrofit demonstrator** – programme to retrofit public sector “demonstrator” buildings (eg libraries), especially those earmarked for transfer to community groups; potential grant scheme to bid into
6. **New build game changing sites** – industrial sites where high levels of energy and resource efficiency deployment are enforced; meeting BREEAM Very Good+ standard (so above statutory requirements); SUDS; LED lighting for streets and public buildings; sustainable transport
7. **Energy Intensive Industries** – highly focused programme to support the development and deployment of energy efficient technologies and processes in EIs including ceramics in Stoke area; focus on SMEs
8. **Training support** – centres specifically for levels 3,4 and 5 (at existing institutions); link school/university leavers to low carbon jobs; careers advice
9. **Water supply and flood defences:** predominantly at sites across Marches and Worcestershire.

Project briefs are shown below:

**Project Brief 1: Resource Efficiency Programme**

<b>Title</b>	<b>Resource Efficiency Programme</b>
<b>European Structural Investment Fund Priority</b>	<p>This project focuses on elements from Priority 4: Supporting the shift towards a low carbon economy in all sectors.</p> <ul style="list-style-type: none"> <li>▪ Investment in the wider use of Energy Performance Contracting in the public buildings and housing sectors</li> <li>▪ Energy efficiency and renewable heating and cooling in public buildings</li> <li>▪ Energy efficiency measures and renewable energy use in SMEs</li> <li>▪ Innovative renewable energy technologies</li> <li>▪ Energy efficiency through investments in more energy-efficient buildings and facilities, together with advice on energy-efficiency</li> <li>▪ The supply and use of renewable sources of energy, by-products, wastes and residues.</li> </ul>
<b>Summary Description of Project</b>	<p>The resource efficiency programme will build on existing resource efficiency programmes and take on elements successfully used by other programmes such as the CO<sub>2</sub> Sense schemes in Yorkshire and Humberside. It will provide support, practical advice and funding to improve the resource efficiency of local companies and public sector organisations.</p>
<b>Purpose/Objective</b>	<ul style="list-style-type: none"> <li>▪ To reduce use of resources in local companies and public sector organisations</li> <li>▪ To increase energy efficiency</li> <li>▪ To reduce carbon emissions in the three LEP regions</li> <li>▪ To reduce energy costs</li> <li>▪ To develop local supply chains</li> <li>▪ To integrate with the Business Support Programme</li> <li>▪ Provide and support a programme to enhance behaviour change for users</li> <li>▪ To promote corporate social responsibility.</li> </ul>
<b>Rationale for Intervention (including market failure case)</b>	<p>There are existing programmes which are being delivered in each of the local LEP regions but nothing across the three LEP regions. These programmes can be built on and can provide match funding. Many local companies are aware of what they can and need to do with regards to resource/energy efficiency, but lack the financial and personnel means to implement solutions.</p> <p>Companies which have had financial support to implement solutions tend to continue implementing solutions with or without financial support to do so. They have seen the benefit of implementing solutions. Case studies can be delivered and used as exemplars.</p> <p>In certain parts of the LEP areas private sector energy supply companies who are tasked with supporting energy efficiency projects and have the finances to do so, are struggling to engage with commercial customers. They can use Energy Performance Contracts as well as support local programmes such as energy efficiency best practice.</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	<p>This project will address the reduction of energy and resource use by local companies and public sector organisations. Providing advice and support to businesses to maximise resource efficiency, including through skills and training.</p>

**Project Brief 1: Resource Efficiency Programme**

<p><b>Key Activities/ Interventions</b></p>	<ul style="list-style-type: none"> <li>▪ Grant funding (match funded) for resource and energy efficiency projects</li> <li>▪ Awareness raising</li> <li>▪ Renewable energy projects implementation</li> <li>▪ Facilitation of contacts between local procurers and suppliers</li> <li>▪ Awareness raising of opportunities/threats arising from legislation, regulation and support changes.</li> </ul>
<p><b>Quantitative Outcomes and Outputs</b></p>	<ul style="list-style-type: none"> <li>▪ Increased resource efficiency</li> <li>▪ Reduced spend on energy.</li> </ul>
<p><b>Indicative cost (if known)</b></p>	<p>Estimated £1 million of European funding per year.</p>
<p><b>Possible match funding source(s)</b></p>	<ul style="list-style-type: none"> <li>▪ Local authorities</li> <li>▪ Private sector energy suppliers</li> <li>▪ Private sector contribution from companies</li> <li>▪ Green investment bank.</li> </ul>
<p><b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b></p>	<ul style="list-style-type: none"> <li>▪ Partnership working between public and private sector customers and local suppliers</li> <li>▪ Increased partnership between companies in the same and related LEP regions</li> <li>▪ Greater clarity for procurers of where to purchase low carbon products and services.</li> </ul> <p>Requirements:</p> <ul style="list-style-type: none"> <li>▪ Building on current resource and energy efficiency programmes such as those delivered by Shropshire, Herefordshire, Worcestershire and Staffordshire County Councils</li> <li>▪ Linking into academic establishments for technology support and joint research and development projects</li> <li>▪ Cross border working to establish a combined company and capability directory</li> <li>▪ Working closely with the resource and energy efficiency programmes.</li> </ul>
<p><b>Lead Body/Partner Champion</b></p>	<p>Potentially one of the councils that are already delivering resource efficiency programmes and can act as a conduit for match funding. Staffordshire, Worcestershire, Herefordshire and Shropshire Councils are all currently involved in supporting resource efficiency.</p>

**Project Brief 2: Business Support Programme**

<b>Title</b>	<b>Business Support Programme</b>
<b>European Structural Investment Fund Priority</b>	This project supports Priority Three (SMEs), which seeks to support the development of SMEs in emerging areas linked to European and regional challenges, including in the low carbon economy and resource efficiency.
<b>Summary Description of Project</b>	The project will support the development of the local supply chains and improve the effectiveness of local companies to supply low carbon products and services. It will provide support and practical advice backed up by funding to enable companies to develop.
<b>Purpose/Objective</b>	<ul style="list-style-type: none"> <li>▪ Develop supply chain to support low carbon and green economy in the three LEP regions</li> <li>▪ Support local procurers to purchase from local companies, where practicable</li> <li>▪ Support low carbon sector companies to exploit technologies</li> <li>▪ Provide grant funding for companies to develop technologies and business capacity</li> <li>▪ Awareness raising of legislation and regulatory issues, opportunities etc</li> <li>▪ Develop an integrated approach between suppliers of low carbon products and customers who use local resource and energy efficiency support.</li> </ul>
<b>Rationale for Intervention (including market failure case)</b>	<p>There are a good number of companies operating in and supporting the low carbon sector in the three LEP regions, however there are only a small number of medium or larger companies currently in the region. Much of the benefits of larger low carbon investments are being felt outside the three LEP regions. The local supply chain needs developing to take more of the local low carbon procurement spend and to take advantage of low carbon opportunities in other UK regions.</p> <p>There are existing business support programmes/providers (eg. SBEN, Metnet), which can be built on in each of the LEP areas. Each has a different focus and suffers from a small company pool in each LEP area to deal with. Combined, the company pool will be much wider, provide depth in specific technology areas (strengths) and enable a more comprehensive company directory to be developed into a supply chain that can service the local low carbon requirements.</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	This project will address the development of SMEs in the low carbon economy and resource efficiency. Research and development of new technologies including in renewable energy.
<b>Key Activities/Interventions</b>	<ul style="list-style-type: none"> <li>▪ Grant funding (match funded) for development of new technologies</li> <li>▪ Grant funding (match funded) for capacity development</li> <li>▪ Development and maintenance of a company directory</li> <li>▪ Supply chain development</li> <li>▪ Facilitation of contacts between local procurers and suppliers</li> <li>▪ Awareness raising of opportunities/threats arising from legislation, regulation and support changes</li> <li>▪ Linking into resource and energy efficiency programme</li> <li>▪ Provision of locally based consultancy to support SMEs to reduce their energy usage – linked to above point.</li> </ul>

<b>Project Brief 2: Business Support Programme</b>	
<b>Quantitative Outcomes and Outputs</b>	<ul style="list-style-type: none"> <li>▪ Increased sales turnover of local companies</li> <li>▪ Increased employment</li> <li>▪ Higher percentage of local contracts going to local companies.</li> </ul>
<b>Indicative cost (if known)</b>	Estimated £750,000 of European funding per year.
<b>Possible match funding source(s)</b>	<ul style="list-style-type: none"> <li>▪ Local authorities.</li> </ul>
<b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b>	<ul style="list-style-type: none"> <li>▪ Increased development of, and depth, of supply chains</li> <li>▪ Increased partnership between companies in the same and related LEP regions</li> <li>▪ Greater clarity for procurers of where to purchase low carbon products and services</li> <li>▪ Increased research and development of new technologies and services</li> <li>▪ Increased level of commercialisation.</li> </ul> <p>Requirements:</p> <ul style="list-style-type: none"> <li>▪ Building on current business support programmes such as those delivered by Metnet, Worcestershire County Council and Staffordshire County Council</li> <li>▪ Linking into academic establishments for technology support and joint research and development projects</li> <li>▪ Cross border working to establish a combined company and capability directory</li> <li>▪ Working closely with the resource and energy efficiency programmes.</li> </ul>
<b>Lead Body/Partner Champion</b>	Metnet is a possibility.

**Project Brief 3: Anaerobic Digestion**

<b>Title</b>	<b>Anaerobic Digestion</b>
<b>European Structural Investment Fund Priority</b>	<p>This programme focuses on elements from priority 4: Supporting the shift towards a low carbon economy in all sectors.</p> <ul style="list-style-type: none"> <li>▪ Innovative renewable energy technologies</li> <li>▪ The supply and use of renewable sources of energy, by-products, wastes and residues</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>▪ Priority One (Research, Technological Development and Innovation) seeks to foster innovation and the knowledge base through co-operation, including the introduction of low carbon and green technologies.</li> </ul>
<b>Summary Description of Project</b>	<p>A co-ordinated programme to support and fund the building and commissioning of AD plants in rural areas either on farms or with food and drink companies which produce the raw waste materials.</p> <p>The support is to include awareness raising of potential customers, suppliers, potential employees and those who could potentially be affected by AD plants close by. Support also to include research and development funding to develop and improve AD technologies.</p>
<b>Purpose/Objective</b>	<ul style="list-style-type: none"> <li>▪ Development and deployment of micro anaerobic digestion to farms, food and drink companies;</li> <li>▪ Advice/guidance (as part of resource efficiency project)</li> <li>▪ Awareness raising of the benefits and restrictions of anaerobic digestion</li> <li>▪ Grants to support the implementation</li> <li>▪ Support to speed up planning permission.</li> </ul>
<b>Rationale for Intervention (including market failure case)</b>	<p>In the Marches and Worcestershire there are a large number of farms and food and drink companies with the right kind of raw material which can be treated using anaerobic digestion to provide biogas which can be used on site.</p> <p>There is a high level of potential in the three LEP areas for small and medium scale anaerobic digestion plants which can be based on site. Roll out of AD in the UK is low compared to other countries such as Germany, and awareness of the economic and environmental benefits of AD is not well known.</p> <p>There are perceived issues with AD regarding odours, extra transportation traffic and increased risk of fire/explosion hazards that is normally stated by neighbours and is based on information that quite often is wrong.</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	<p>The key strategic low carbon priority addressed is the generation of energy from waste reducing carbon emissions across the three LEP areas.</p>
<b>Key Activities/ Interventions</b>	<ul style="list-style-type: none"> <li>▪ Awareness raising of the benefits of AD</li> <li>▪ Information provision to address the negative issues around AD</li> <li>▪ Programme support with regards to planning permission</li> <li>▪ Grant funding (match funded) to build AD plants</li> <li>▪ Support to develop skills of employees</li> <li>▪ Support to develop supply chains for raw materials</li> </ul>

Project Brief 3: Anaerobic Digestion	
<b>Quantitative Outcomes and Outputs</b>	<ul style="list-style-type: none"> <li>▪ Increased numbers of AD plants built and commissioned</li> <li>▪ Volumes of waste treated</li> <li>▪ Volume of biogas generated</li> <li>▪ Increased employment.</li> </ul>
<b>Indicative cost (if known)</b>	£3 million of European funding per year.
<b>Possible match funding source(s)</b>	<ul style="list-style-type: none"> <li>▪ Green Investment Bank</li> <li>▪ Local authorities</li> <li>▪ Central government</li> <li>▪ Private sector.</li> </ul>
<b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b>	<ul style="list-style-type: none"> <li>▪ Numbers of AD plants built and commissioned</li> <li>▪ Volume of biogas generated</li> <li>▪ Volume of waste treated</li> <li>▪ Amount of electricity and heat generated</li> <li>▪ Development of skills in AD technologies and preparation of raw materials</li> <li>▪ Development of local supply chains.</li> </ul> <p>Requirements;</p> <ul style="list-style-type: none"> <li>▪ Development of links between academic research specialists, farmers, food and drink companies and suppliers of AD plant and services.</li> <li>▪ Development of local supply chain</li> <li>▪ Development of local employee skills set.</li> </ul>
<b>Lead Body/Partner Champion</b>	Harper Adams with support from other partners (eg. NFU, CLA etc).

<b>Project Brief 4: Woodland Enterprise Zones</b>	
<b>Title</b>	<b>Woodland Enterprise Zones</b>
<b>European Structural Investment Fund Priority</b>	<p>This project focuses on elements from Priority 4. Supporting the shift towards a low carbon economy in all sectors.</p> <ul style="list-style-type: none"> <li>▪ Innovative renewable energy technologies</li> <li>▪ The supply and use of renewable sources of energy, by-products, wastes and residues.</li> </ul>
<b>Summary Description of Project</b>	<p>This project is directly linked to the wider government initiatives around the establishment of Enterprise Zones. This creates a focus for activity and also a focus for funding.</p>
<b>Purpose/Objective</b>	<p>The key purpose is to promote woodland and forestry based enterprises aimed at developing renewable resources; further supported by the development of skills, with clear links to distribution chains, market development and the low carbon economy.</p> <p>Opportunities to learn from, and link to, other projects need to be explored, including: the Heartwood project in the Wiltshire/ Somerset area is an ideal example: this focuses on woodland protection and development; and Midlands Wood Fuel Ltd, which shows a commercial model for exploitation. The combination of the 2 projects would provide an ideal insight and potential strong partners.</p>
<b>Rationale for Intervention (including market failure case)</b>	<p>To put this in a wider context there is now a clear government priority for the protection and growth of forestry and its related industries, as contained in a Government Forestry and Woodlands Policy Statement, January 2013.</p> <p>The forestry and primary timber processing sector contributes £1.7bn in gross value added (GVA) to the UK economy, supporting around 43,000 jobs. In 2010 in the UK, it directly employed around 14,000 people in more than 3,000 separate enterprises, suggesting that the vast majority of forestry businesses are among the small and medium sized enterprises (SMEs) who are already benefiting from the action taken to exempt all SMEs from regulatory burdens. Annual sustainable timber harvesting in the West Midlands is running at c.400,000 tonnes, 200,000 tonnes below the 600,000 tonne potential harvest if all the small woodlands are brought into management.</p> <p>With the introduction of the Renewable Heat Incentive and the emergence of new funding opportunities such as the Green Investment Bank and the Rural Community Renewable Energy Fund, the scope for developing new initiatives around woodfuel is growing.</p> <p>The Local Enterprise Partnerships (LEPs) that have been encouraged across the country to bring together Local Authorities and businesses to promote and support local economic development have real potential to drive growth in the forestry sector. A number of LEPs, for example the Marches, New Anglia and Cumbria partnerships, already recognise this and are exploring the scope for realising the potential of the woodland assets in their areas more effectively. We will ensure that LEPs have up-to-date information on forestry businesses and the positive role that these can play in the economic recovery.</p> <p>The Forestry Commission is working with the Marches LEP and local businesses to explore the concept of 'Woodland Enterprise Zones', as proposed by the Panel. As well as quantifying the current value of the timber resource and forest industry in this area, the initiative will test the evidence base in order to identify potential areas that will enhance economic growth and create jobs via an increased demand for wood, wood</p>



**Project Brief 4: Woodland Enterprise Zones**

	<p>products and woodland management in the Marches LEP area. The study will also identify any barriers limiting woodland management and sector development and how they might be removed with the help of a woodland enterprise zone. The rationale for intervention is further reinforced based on previous proposal for a South Kidderminster Enterprise Zone with the full support of the LEP, District Council and Forestry Commission.</p>
<p><b>Key Strategic Low Carbon Priority Addressed</b></p>	<p>This project will address various priorities. Key ones are:</p> <ul style="list-style-type: none"> <li>▪ Developing and exploiting renewable sources of energy</li> <li>▪ Enhancing carbon sequestration and emission reduction in agriculture and forestry</li> <li>▪ Developing the related skills</li> <li>▪ Developing an ecosystem services approach to woodland management</li> <li>▪ Helping to quantify the value of ecosystem services from all timber activity, including wider social/non-economic benefits.</li> </ul>
<p><b>Key Activities/ Interventions</b></p>	<p>It is likely a cross-LEP approach would be taken in developing these. Each of these activities represents a project in their own right. The following is an indicative list which will need prioritisation locally:</p> <ul style="list-style-type: none"> <li>▪ Biomass/woodfuel supply chain development with links to waste-to-energy plants (clean wood waste)</li> <li>▪ Potential Wyre Forest project involving the Forestry Commission and Wyre District Council</li> <li>▪ Link schemes to business support (e.g. raise awareness of payback on investment in biomass boilers and on performance; support for RHI registration, eg. for schools), but keep the focus on biomass/woodfuel development through established local expertise, woodland/rural professionals</li> <li>▪ Development of small scale wood fuel boilers in domestic houses and smaller local businesses, ie. low capital cost. Linking to established local knowledge and wood fuel market development.</li> </ul>
<p><b>Quantitative Outcomes and Outputs</b></p>	<ul style="list-style-type: none"> <li>▪ Establishment of defined woodland enterprise zones</li> <li>▪ Increased use of biomass boilers in the region</li> <li>▪ Increased production of biomass fuel in the region</li> <li>▪ Increased recycling or reuse of wood waste.</li> </ul>
<p><b>Indicative cost (if known)</b></p>	<p>£1-2 million of European funding per year</p>
<p><b>Possible match funding source(s)</b></p>	<ul style="list-style-type: none"> <li>▪ Forestry Commission</li> <li>▪ DEFRA</li> <li>▪ Local authorities.</li> </ul>
<p><b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b></p>	<p>In the case of the Wyre initiative this would build on existing partnerships allowing it to move faster and also present a model to be explored elsewhere in the WM. At this stage we cannot give more information on local impact in any details. Funding is going to be vital to get this going as well as strong partnerships with cross-border working.</p>
<p><b>Lead Body/Partner Champion (funding and delivery)</b></p>	<p>The Forestry commission is clearly a strong partner and then for each project it will need local partners (e.g. for the Wyre project it has the Wyre District Council as a partner).</p>

<b>Project Brief 5: Public Building Low Carbon Retrofit Demonstrator</b>	
<b>Title</b>	<b>Public Building Low Carbon Retrofit Demonstrator</b>
<b>European Structural Investment Fund Priority</b>	This project supports the following aspect of Priority 4: Supporting the shift towards a low carbon economy in all sectors. <ul style="list-style-type: none"> <li>Energy efficiency and renewable heating and cooling in public buildings.</li> </ul>
<b>Summary Description of Project</b>	<p>“Demonstrator” project to retrofit public sector, public facing buildings (ie. those buildings that are used by the general public, such as libraries), prioritising those buildings/assets that have been selected for transfer to community groups and social partners.</p> <p>EU funding will be used to bridge a funding “gap” in order to support roll-out of new, untested technologies and to ensure that buildings meet the highest energy efficiency ratings prior to transfer. The project will provide exemplar buildings demonstrating low carbon technologies across LEP areas, meeting BREEAM Very Good or Excellent standards. The project will be used in part to test the utilisation and application of new technologies and illustrate which approaches operate more effectively in different socio-economic and physical contexts. This project covers schemes that are not eligible for ECO or Green Deal.</p> <p>Note that retrofitting of social housing may be funded via a European Investment Bank loan fund. LEPs have the option to opt in to an overarching national fund, but with project delivery at LEP level.</p>
<b>Purpose/Objective</b>	This project is intended to increase the use of innovative renewable energy and energy saving technologies in public buildings, thereby increasing the number of nearly zero-energy public sector buildings, ensuring that energy needs for heating and cooling are reduced to cost-optimal levels. It supports a genuinely “Big Society” approach by ensuring that public assets earmarked for transfer to community groups are of high environmental standards. It will also increase the retro fit of community buildings that will be unlikely to fund the measures themselves (i.e. village halls and community centres).
<b>Rationale for Intervention (including market failure case)</b>	<p>The UK cannot meet its declared environmental targets without dramatically reducing the carbon-intensity, and running costs of buildings. Local authorities spend millions of pounds per year on energy and like all large users of energy, must pay a charge to the government for the carbon dioxide emitted, known as the Carbon Reduction Commitment (CRC). Installation of low carbon energy generation technologies and energy saving technologies will help to reduce local authorities’ carbon footprint and serve as “exemplars” in the wider economy.</p> <p>It is easier to gain people’s attention for the need for change, to significantly increase the quantity and quality of energy efficient retrofits when public authorities have a good approach. It is therefore important to demonstrate exemplary solutions at frequently used public building.</p> <p>The project also tackles energy efficiency market failures: imperfect information, and externalities (pollution and climate change arising from less than optimal use of energy by some parties is a type of externality).</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	The most recent evidence on the low carbon economy is provided in the <i>Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy</i> report. The report highlights a number of priorities for the low carbon economy in the region across a range of low carbon sectors/themes, including retrofitting of public, private and domestic buildings for increased energy efficiency.
<b>Key Activities/ Interventions</b>	Reductions in building-related GHG emissions can be achieved in many different ways: by increasing the amount of electricity generated from low- and zero-carbon technologies and by retrofitting existing buildings to reduce energy consumption and improve energy efficiency. In this project, public buildings will be modified to create eco-efficient buildings achieving BREEAM Very Good or Excellent ratings. This will include:

**Project Brief 5: Public Building Low Carbon Retrofit Demonstrator**

	<ul style="list-style-type: none"> <li>▪ <b>Demonstration of zero-emission and positive-energy buildings.</b> Zero-emission buildings are buildings which have markedly reduced energy needs achieved through design and efficiency measures; energy needs required by these buildings should be achieved through renewable technologies and on-site generation.</li> <li>▪ <b>Deep renovation of existing buildings to beyond cost-optimal levels.</b> By renovating deeply, using state-of-the-art technologies, it is possible to reduce the energy consumption of a building by more than 75%, focussing on improvements to heating, cooling, ventilation and hot water. The conditions for investment are: a) total cost of the renovation relating to the building envelope or the technical building systems must be higher than 25% of the value of the building, excluding the value of the land upon which the building is situated; or b) more than 25% of the surface of the building envelope undergoes renovation.</li> </ul> <p>A menu of practical measures which can be retrofitted to the existing public building stock will be presented (a one-size-fits-all approach will not be appropriate). The project will also include a comprehensive performance monitoring package for the installed measures, providing an ongoing support package to those organisations that benefit from the measures.</p> <p>A Community Interest Company (CIC) could be set up to manage the project or selected via a tendering process.</p>
<p><b>Quantitative Outcomes and Outputs</b></p>	<p>Output indicators could include:</p> <ul style="list-style-type: none"> <li>▪ Number of organisations supported engaged in deployment of clean technology/renewable energy</li> <li>▪ Number/type of low carbon refurbishment initiatives</li> <li>▪ Number of sq. metres of upgraded premises achieving BREEAM standard of Very good or Excellent</li> <li>▪ Number of low carbon energy efficiency demonstrator projects.</li> </ul> <p>Outcomes could include:</p> <ul style="list-style-type: none"> <li>▪ Reduction in CO<sub>2</sub> emissions from public sector buildings</li> <li>▪ Energy cost reductions by the public sector.</li> </ul>
<p><b>Indicative cost (if known)</b></p>	<p>A value of between £3m and £5m of European funding would be in keeping with ERDF schemes implemented in other English regions.</p>
<p><b>Possible match funding source(s)</b></p>	<p>Potential sources are:</p> <ul style="list-style-type: none"> <li>▪ UK Green Investment Bank</li> <li>▪ EIB (for social housing retrofit)</li> <li>▪ Local Authorities</li> <li>▪ Voluntary sector</li> <li>▪ Heritage Lottery Fund.</li> </ul>
<p><b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b></p>	<p>Demand from the project will need to be met by a host of increasingly efficient products from suppliers of electricity, heating, ventilation, and air conditioning (HVAC) equipment, lighting, windows, insulation, control software, and countless other products. Providing sufficient tendering opportunities for local suppliers will be vital, as well as providing necessary business support and training to up-skill local providers to exploit the business opportunities that the scheme will generate.</p>
<p><b>Lead Body/Partner Champion</b></p>	<p>The project will be co-ordinated at a LEP-wide level, and individual councils should bring forward individual schemes for selection.</p>

Project Brief 6: New Build “Game Changer” Sites	
<b>Title</b>	<b>New Build “Game Changer” Sites</b>
<b>European Structural Investment Fund Priority</b>	<p>This project spans Priority 4, Supporting the shift towards a low carbon economy in all sectors, and Priority 5, Climate Change:</p> <ul style="list-style-type: none"> <li>▪ Priority 4: Integrated low carbon strategies and sustainable energy action plans for urban areas, including public lighting systems and smart grids</li> <li>▪ Priority 5: Sustainable water management, including water efficiency.</li> </ul>
<b>Summary Description of Project</b>	<p>The project will support investment in new and existing commercial and industrial sites in urban areas in order to minimise energy use and maximise resource efficiency, in order to meet BREEAM Very Good or Excellent standard. The investments will cover building and site improvements, drainage and lighting systems and, where appropriate, district heating systems. The project will be targeted at specific sites identified by respective local authorities.</p> <p>The investments will make extensive use of renewable energy and sustainable materials and where possible, alternative transport systems, waste reduction and recycling strategies.</p> <p>It should be noted that under the 2014-20 period, European funds will no longer be able to be used to support general sites/premises development.</p>
<b>Purpose/Objective</b>	Investment in enhanced building design, drainage, lighting and heating systems has the potential to reduce demand for energy and energy emissions, minimise flood risk and in turn generate economic savings.
<b>Rationale for Intervention (including market failure case)</b>	<p>The cost of implementation of new building standards, drainage, lighting and heating systems is falling rapidly, whilst the longer-term cost benefits are widely acknowledged. For example, in the case of LED lighting, any additional short-term costs (eg replacing existing high pressure sodium street lights with new LED lights) is more than offset by greater reliability and reduced running costs. Incorporating SUDS into new and existing developments reduces the risk of overloading the drainage system (with consequent flooding) and improves water quality, generating cost savings.</p> <p>Combing several (or all) of these factors into a single site offers potential multiplier effect benefits and can also act as a stimulus to other developments (ie. “Exemplar” effects).</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	The most recent evidence on the low carbon economy is provided in the <i>Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy</i> report <sup>1</sup> . The report highlights a number of priorities for the low carbon economy in the region across a range of low carbon sectors/themes, including retrofitting of public, private and domestic buildings for increased energy efficiency.
<b>Key Activities/ Interventions</b>	<p>Development/enhancement of commercial/industrial schemes encompassing some or all of the following:</p> <ul style="list-style-type: none"> <li>▪ <b>BREEAM Very Good or Excellence across all buildings for New Construction and In-Use developments.</b> All building must meet sustainability benchmarks and targets that continue to stay ahead of regulatory requirements, driving greater sustainability and innovation in the built environment.</li> </ul>

<sup>1</sup> Sustainability West Midlands, *Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy* (2013).

**Project Brief 6: New Build “Game Changer” Sites**

	<ul style="list-style-type: none"> <li>▪ <b>Sustainable Urban Drainage Systems (SUDS).</b> Implementation of water management practices and facilities designed to drain surface water in a manner that will provide a more sustainable approach than what has been the conventional practice of routing run-off through a pipe to a watercourse.</li> <li>▪ <b>District heating (teleheating) systems.</b> Distribution of heat generated in a centralised location for residential and commercial heating requirements. The heat can be obtained from a heat only boiler, or the heat from a combined heat and power (CHP) plant, including geothermal heating and central solar heating.</li> <li>▪ <b>Light Emitting Diode (LED) lighting.</b> Installation of new LED street lamps and retrofit of existing street lighting lanterns; LED lighting in commercial/industrial buildings, including replacements for existing fluorescent, halogen, mercury vapour or sodium bulbs.</li> <li>▪ <b>Sustainable transport schemes.</b> Travel planning to reduce car use and increase use of public transport.</li> </ul>
<p><b>Quantitative Outcomes and Outputs</b></p>	<p>Output indicators could include:</p> <ul style="list-style-type: none"> <li>▪ Number of employment sites with environmental improvement programmes</li> <li>▪ Number of sq. metres of upgraded premises achieving BREEAM standard of Very good or Excellent</li> <li>▪ Number of projects incorporating sustainable drainage systems (SUDS)</li> <li>▪ Number or projects installing decentralised renewable energy generation technology.</li> </ul> <p>Outcomes could include:</p> <ul style="list-style-type: none"> <li>▪ Reduction in energy use and CO<sub>2</sub> emissions from commercial buildings and sites</li> <li>▪ Reduction in water use from commercial buildings and sites.</li> </ul>
<p><b>Indicative cost (if known)</b></p>	<p>A total European funding package of around £5m may be appropriate.</p>
<p><b>Possible match funding source(s)</b></p>	<p>Possible sources are:</p> <ul style="list-style-type: none"> <li>▪ Local Authorities</li> <li>▪ Local Sustainable Transport Fund</li> <li>▪ Private sector</li> <li>▪ Ofgem</li> <li>▪ Community Infrastructure Levy.</li> </ul>
<p><b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b></p>	<p>Implementation of individual schemes will require oversight by a private developer/contractor. A tendering process will be necessary to select the appropriate firm. Within the supply chain, demand will need to be met by a host of increasingly efficient products from suppliers of a range of products and services. Providing sufficient tendering opportunities for local suppliers will be vital, as well as providing necessary business support and training to up-skill local provides to exploit the business opportunities that the individual schemes will generate.</p>
<p><b>Lead Body/Partner Champion</b></p>	<p>The project will be co-ordinated at a LEP-wide level, and individual councils should bring forward individual schemes for selection.</p>

Project Brief 7: Energy Intensive Industries	
<b>Project Title</b>	<b>Energy Intensive Industries</b>
<b>European Structural Investment Fund Priority</b>	This project supports the following aspect of Priority 4: Supporting the shift towards a low carbon economy in all sectors <ul style="list-style-type: none"> <li>▪ Energy efficiency measures and renewable energy use in SMEs.</li> </ul>
<b>Summary Description of Project</b>	Highly focused programme to support the development and deployment of energy efficient technologies and processes in Energy Intensive Industries (EIs) including ceramics in Stoke area; focus on SMEs.
<b>Purpose/Objective</b>	To reduce the use of energy and also reduce manufacturing costs which will make the companies more competitive. Through this to reduce impact on the environment.
<b>Rationale for Intervention (including market failure case)</b>	Electricity represents up to 30% of the manufacturing cost in ceramics processing and changes in the cost of energy have an immediate impact on profit. The introduction of the Climate Change Levy has already increased the cost of electricity for ceramics processors and this is unlikely to be the last rise in the cost of energy. Much good work has been done to reduce energy use in the ceramics industry such as improved energy efficiency of kilns, improved production processes, but much remains to be done. Most ceramics processors could easily reduce energy costs (without major investment) and increase profits through good energy management practice.  In addition Energy companies have an obligation and have put funds on one side which could be accessed by the manufacturers – but there is little or no uptake in the Staffordshire/Stoke area so far. The energy companies can also raise the funds required to upgrade with a 7-10 year payback for the manufacturers; the individual manufacturers are often unable to raise this level of capital. However there is clearly an industry reluctance to ‘trust’ the energy companies.
<b>Key Strategic Low Carbon Priority Addressed</b>	The most recent evidence on the low carbon economy is provided in the <i>Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy</i> report <sup>2</sup> . The report highlights a number of priorities for the low carbon economy in the region across a range of low carbon sectors/themes, including: <ul style="list-style-type: none"> <li>▪ Resource efficiency and low carbon manufacturing, products and services.</li> </ul> Specifically in the Stoke-on-Trent area there is a priority to increase energy efficiency in industry and therefore reduce consumption. This is both a cost and environmental issue.
<b>Key Activities/ Interventions</b>	To achieve major changes will require serious capital investment to increase efficiencies. However, changes in working practices and attitudes are also important. Key activities will therefore include: <ul style="list-style-type: none"> <li>▪ Review of the approach by Manufacturing Advisory Service (MAS) to industry around EPC’s and any potential subsidies/grants</li> <li>▪ Exploring potential opportunities with energy companies to co-finance and/or support investment</li> </ul>

<sup>2</sup> Sustainability West Midlands, *Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy* (2013).

<b>Project Brief 7: Energy Intensive Industries</b>	
	<ul style="list-style-type: none"> <li>▪ Review of current best practice to ensure adoption of energy efficiency and reduction measures</li> <li>▪ Development of promotion/education programme to support the above.</li> </ul>
<b>Quantitative Outcomes and Outputs</b>	<ul style="list-style-type: none"> <li>▪ Reduction in energy use by supported companies</li> <li>▪ Numbers of companies supported.</li> </ul>
<b>Indicative cost (if known)</b>	£2 million of European funding per year.
<b>Possible match funding source(s)</b>	<ul style="list-style-type: none"> <li>▪ Private sector</li> <li>▪ Local authorities</li> <li>▪ Green Investment Bank</li> <li>▪ Central government – DECC.</li> </ul>
<b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b>	<p>To achieve this it will require a high level of cooperation and collaboration across the local companies. If successful it will create a forum to drive innovation in the use of energy.</p> <ul style="list-style-type: none"> <li>▪ Close links with academia will be valuable e.g. Staffordshire University: Centre for Energy Efficient Systems and Stoke-on-Trent College: The Centre for Refurbishment Excellence (CoRE)</li> <li>▪ Links to energy companies both individually e.g. EON and the wider association, Energy UK; will be needed.</li> </ul>
<b>Lead Body/Partner Champion (funding and delivery)</b>	Potentially Stoke and Staffordshire local authorities.

Project Brief 8: Training & Development Support	
<b>Project Title</b>	<b>Training &amp; Development Support</b>
<b>European Structural Investment Fund Priority</b>	<p>This project supports Priority 4: Supporting the shift towards a low carbon economy in all sectors.</p> <p>Any actions in this project would be counted as enablers to deliver on all priorities.</p>
<b>Summary Description of Project</b>	<ul style="list-style-type: none"> <li>▪ Develop Specialist Training Centres: specifically for levels 3, 4 and 5 (linked to and at existing institutions); link school/university leavers to low carbon jobs; careers advice (e.g. Green jobs fair etc)</li> <li>▪ Specialist skills training/support would be add-ons to existing FE/HE offer, expanding and enhancing current offer</li> <li>▪ Green advice to young people – many young people are interested in a “green” career, but don’t know what this means in reality. Green Jobs Fair’s (like the ones run by Worcester University) could help to address this.</li> <li>▪ Link school leavers to jobs – vital that businesses are engaged. This can also be via apprenticeship programmes developed jointly between education institutions and industry/employers.</li> </ul>
<b>Purpose/Objective</b>	<p>This project would have 3 objectives:</p> <ol style="list-style-type: none"> <li>1. <b>Awareness:</b> Raise awareness of career opportunities in green industries and the low carbon sector for young people</li> <li>2. <b>Education &amp; Training:</b> Provide access to and specialised training in core skills focusing on the mid-range skills 3 – 5 not covered by HE linked to the low carbon careers. Note: many of the skills needed are around maintenance and repair</li> <li>3. <b>Apprenticeships:</b> Develop links between schools and colleges to create opportunities for apprenticeships linked to low carbon industries.</li> </ol>
<b>Rationale for Intervention (including market failure case)</b>	<p>Current education tends to focus on high end qualifications or basic skills. This leaves a gap in the middle with no specific support. Tailored support and careers advice also is lacking. With a growing demand for skilled staff to work in and support the low carbon economy it is important that tailored solutions are developed and opportunities are promoted.</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	<p>These projects are fundamental enablers aimed at making this into a sustainable industry with a secured supply chain of skilled labour.</p>
<b>Key Activities/Interventions</b>	<ul style="list-style-type: none"> <li>▪ Map all current support and needs of local industry and complete gap analysis</li> <li>▪ Work with key partners to develop training packages - FE will be strong partners in this and HE is likely to act as an accrediting body</li> <li>▪ Develop awareness campaigns working in partnership with industry/employers</li> <li>▪ Develop pathways for apprenticeships in partnership between FE and industry/employers – linked to guaranteed jobs if they successfully complete training.</li> </ul>
<b>Quantitative Outcomes and Outputs</b>	<p>This will need a detailed assessment. Outcome and Outputs are likely to be in numbers of completing training, gaining qualifications and going on into employment. A key outcome should be a higher skilled workforce able to respond to the needs of the industry</p>



<b>Project Brief 8: Training &amp; Development Support</b>	
<b>Indicative cost (if known)</b>	£1 million of European funding per year
<b>Possible match funding source(s)</b>	<ul style="list-style-type: none"> <li>▪ Local authorities</li> <li>▪ Central government – BIS</li> <li>▪ Partnership funding with major employers, education establishments and training organisations in the region.</li> </ul>
<b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b>	<p>This will only succeed through strong local partnerships. It will link together some of the existing initiatives as well e.g. SBEN.</p> <p>Close working with FE in each area will be essential.</p>
<b>Lead Body/Partner Champion (funding and delivery)</b>	<p>Not sure who the lead/champion would be but key partners will need to include:</p> <ul style="list-style-type: none"> <li>▪ Improvement and Efficiency West Midlands (<a href="http://www.westmidlandsiep.gov.uk/">http://www.westmidlandsiep.gov.uk/</a>)</li> <li>▪ <a href="http://www.sben.co.uk/Meet-The-Team">http://www.sben.co.uk/Meet-The-Team</a> : Staffordshire Business &amp; Environment Network (SBEN)</li> <li>▪ Stoke on Trent College: The Centre for Refurbishment Excellence (CoRE).</li> </ul>

<b>Project Brief 9: Water Supply and Flood Defences</b>	
<b>Title</b>	<b>Water Supply and Flood Defences</b>
<b>European Structural Investment Fund Priority</b>	This project supports the following aspect of Priority 5: Climate Change <ul style="list-style-type: none"> <li>▪ Increased investment in adaptation to climate change and risk prevention and management.</li> </ul>
<b>Summary Description of Project</b>	The project will involve the construction of new flood defences, implementation of other measures such as sustainable urban drainage systems (SUDS) and use of land management techniques to prevent flooding. It will also aim to raise awareness of flooding in vulnerable communities and enable them to recover quickly should a flood occur.
<b>Purpose/Objective</b>	<p>The purpose of the project is to implement flood defence schemes to protect public infrastructure, business and residential premises from the damages suffered by previous flooding.</p> <p>The scheme would achieve a 1 in 100 year flood defence standard (this means protection against the scale of flooding which might be expected to occur once per century or a 1% chance in any year). This exceeds the current standard requirement of 1 in 75 years by the Association of British Insurers (ABI).</p>
<b>Rationale for Intervention (including market failure case)</b>	<p>Flood defence is a key factor in giving existing and potential new investors confidence in the security of their future plans where sites are identified within an existing flood catchment area. The loss of key businesses and new investment would have a disastrous effect on local economies.</p> <p>Unless flood risk can be addressed the risk of loss of existing commercial uses and the risk of failure to deliver new mixed use developments in town centres will be compromised.</p> <p>The proposed solution is a comprehensive programme of works which would meet Environment Agency standards and would thus give existing enterprises confidence to remain in the area and expand, as well as reassuring potential new investors. The loss of key businesses and new investment would have a disastrous effect on local economies.</p> <p>A 'do nothing' option for the respective councils is not viable as it would ignore the new statutory responsibilities placed on them to manage flood risk, and so delivery would depend on the private sector leading and coordinating activity and investment.</p>
<b>Key Strategic Low Carbon Priority Addressed</b>	The most recent evidence on the low carbon economy is provided in the <i>Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy</i> report <sup>3</sup> . The report highlights a number of priorities for the low carbon economy in the region across a range of low carbon sectors/themes, including: tackling flooding (local climate change risk) through flood defence strategies/investments and SUDS.
<b>Key Activities/Interventions</b>	<p>The project will involve the following activities:</p> <ul style="list-style-type: none"> <li>▪ Strengthening flood defences which protect residential and commercial premises</li> <li>▪ Creating storage capacity in up-stream 'compensation reservoirs' and new flood channels to provide better control of floodwater, diverting it away from residential/business areas</li> </ul>

<sup>3</sup> Sustainability West Midlands, *Socio-Economic Performance of the West Midlands in terms of the Low Carbon Economy* (2013).

**Project Brief 9: Water Supply and Flood Defences**

	<ul style="list-style-type: none"> <li>▪ River channel clearance work to prevent the build-up of silt, trees and detritus which can result in blockages and raised water levels over defences.</li> </ul> <p>The project will make allowance for maintenance over a five year period, which will include a combination of channel clearance, litter collection, as well as inspection and maintenance of the flood structures themselves.</p> <p>A Business Improvement District (BID) is proposed as the mechanism to secure contributions from private sector beneficiaries.</p>
<p><b>Quantitative Outcomes and Outputs</b></p>	<p>Output indicators could include:</p> <ul style="list-style-type: none"> <li>▪ Volume of additional flood storage capacity (m<sup>3</sup>)</li> <li>▪ Watercourse restored (km)</li> <li>▪ Number of businesses and properties with reduced flood risk.</li> </ul> <p>Outcomes could include:</p> <ul style="list-style-type: none"> <li>▪ A reduction in the percentage of businesses in that are at risk of flooding</li> <li>▪ An increase in new inward investment to redevelop previously vacant sites in high flood risk locations for new business and employment.</li> </ul>
<p><b>Indicative cost (if known)</b></p>	<p>A total European funding package of around £5m may be appropriate.</p>
<p><b>Possible match funding source(s)</b></p>	<p>Possible sources are:</p> <ul style="list-style-type: none"> <li>▪ Flood &amp; Coastal Risk Management Grant-in-Aid (administered by the Environment Agency)</li> <li>▪ Partnership Funding (public and private – private sector businesses are among the beneficiaries of the flood defence project through reduced risk of damages, and as such it is right that they contribute; the preferred option is to secure this investment by means of a Business Improvement District (BID), and this type of partnership approach is being encouraged by Defra)</li> <li>▪ Regional Flood &amp; Coastal Risk Levy (ie. recycled Council Tax).</li> </ul>
<p><b>Local Impact and requirements (eg. on supply chains, partnership working/ linkages)</b></p>	<p>This project will mean that hundreds of businesses will benefit from a reduced risk of flood, which could also translate into reduced insurance premiums to reflect this. It will give those businesses greater confidence to progress plans for growth and expansion, whilst other business owners may be attracted to relocate into the area. The project will also improve job security for local residents as well as creating new job opportunities with a particular focus on high skill advanced manufacturing and related supplier and service businesses.</p>
<p><b>Lead Body/Partner Champion</b></p>	<p>The project will be co-ordinated at a LEP-wide level, and individual councils should bring forward individual schemes for selection Sites included (eg. Bewdley, Tenbury).</p>