

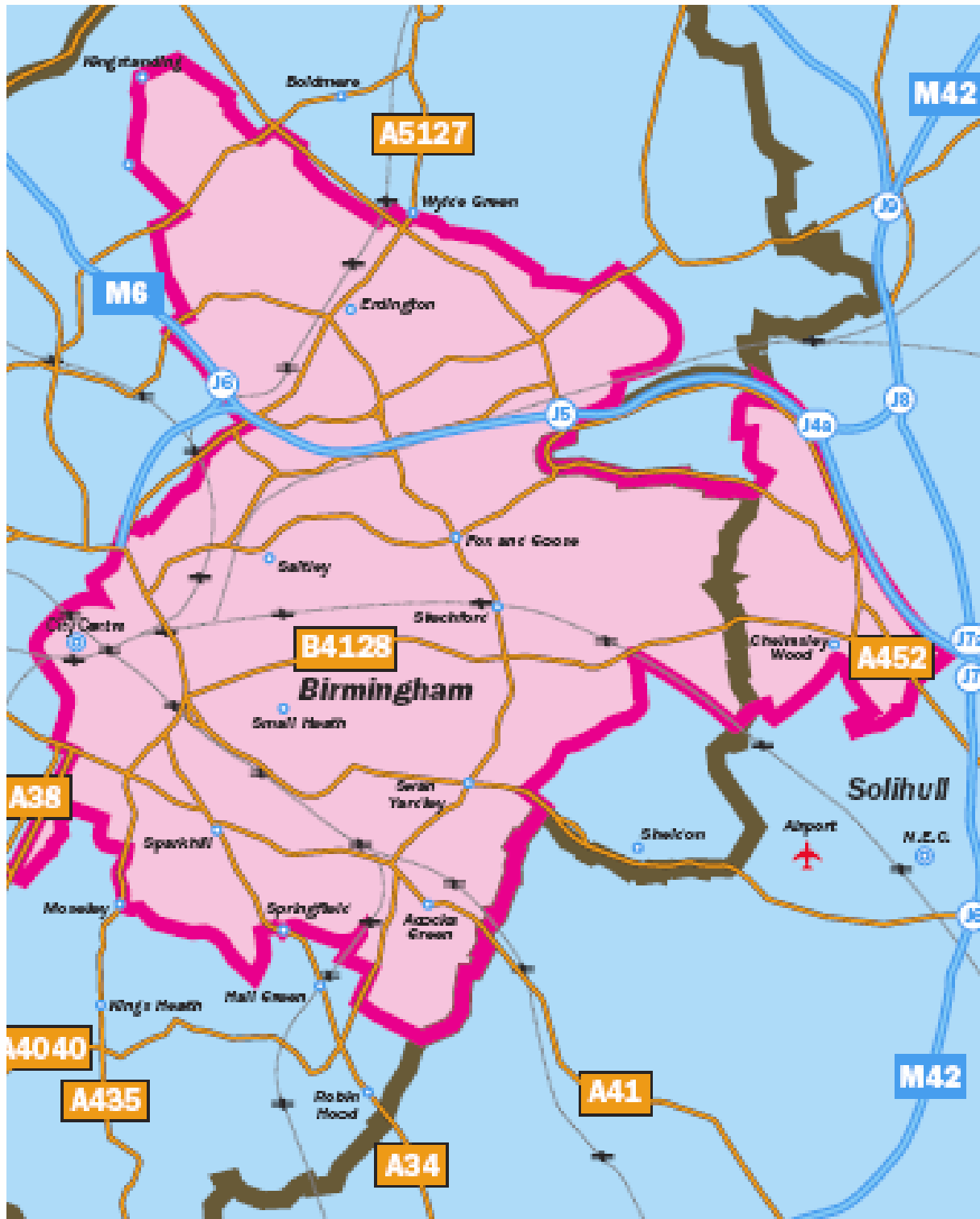
# **Implementation Plan 2006 – 2009**

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## Map

East Birmingham & North Solihull Regeneration Zone map



### Key:

 Regeneration Zone	 Motorways	 Railway Lines
 District Boundary	 Main Roads	

## Chairman and Chief Executive Statement

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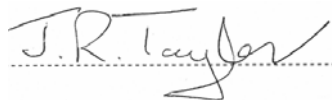
The **ebns** Board has now been in existence for two years and the Zone Implementation Plan 2006-09 is the second implementation plan that the Board has produced.

The challenges we face remain many and there is a great deal to do if we are to make an effective contribution to the regeneration of East Birmingham and North Solihull. The role of all our partners is crucial in this and, of course, the commitment and support of the people who live and work in the Zone is paramount.

Our Zone Implementation Plan 2005-08 was different from its predecessors with the introduction of thematic goals. Similarly, we have taken the opportunity to develop our thinking on focussed activity a stage further with the Zone Implementation Plan 2006-09. Our overall goals and strategic objectives remain the same but achieving these goals will now be focused through a series of Strategic Investment Plans. Although in the early stages of development, these plans will be crucial to our success and will be the basis upon which we commission activity and achieve transformational change.

Our vision that 'by 2020 the area will be a thriving place for people and enterprises to live, work, develop and succeed, and where opportunities are within everyone's reach' remains a real challenge.

This plan sets out how we will move forward in achieving our vision over the next three years and knowing we have the support and commitment of our partners gives us confidence that we will succeed.



John Taylor  
Chair  
**ebns**



Graham Edwards  
Chief Executive  
**ebns**

## Executive Summary

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The Zone Implementation Plan 2006-09 sets out a programme of action for the next three years that will help us move towards achieving our long term vision:-

*The East Birmingham North Solihull Regeneration Zone will be a thriving place for people and enterprises to live, work, develop and succeed, and where opportunities are within everyone's reach.*

As with the previous Zone Implementation Plan we have taken the opportunity to further develop and refine our priorities for action and from 2006 onwards we will be focusing our activities through a series of strategic investment plans.

### Strategic Context

The basic strategic context remains unchanged. The East Birmingham North Solihull Regeneration Zone covers most of the eastern part of Birmingham and three adjacent wards in North Solihull. It has an ethnically diverse community, over 400,000 residents and contains some of the most deprived areas in England. At the same time major economic opportunities lie within or close to the Zone – Eastside, M42 Corridor, Airport and National Exhibition Centre – all of which will need to benefit local residents if our vision is to be achieved.

There are a number of on-going key public sector policy changes / developments occurring that will have a local impact on the economic regeneration agenda. These include:-

**Local Area Agreements** – three year agreements between Central Government and Local Authorities / Local Strategic Partnerships for achieving better outcomes through increased local discretion and reduced bureaucracy. These agreements are broken down into four areas or 'blocks' with the fourth block covering Economic Development and Enterprise. Birmingham is developing a LAA to start in April 2006 and Solihull will follow in 2007. The long-term outcomes for the Birmingham LAA align closely with those of the Zone and include:-

- reducing employment rate differentials;
- improving the skills of the local workforce and potential workforce;
- increasing development investment, making use of local labour resources;
- increasing entrepreneurial activity in the local population and improving the number, competitiveness and sustainability of locally owned business.

**Local Enterprise Growth Initiative** – a new funding stream to help deliver Block 4 of the LAA. Funding is allocated through competitive bidding rounds and proposals need to be innovative and bring about long-term change. Birmingham is making a bid and if successful funding will start in April 2006.

**Fair Cities** – an employer led initiative to narrow the employment gap between disadvantaged communities and the overall population. Three Birmingham Wards are currently being targeted of which Sparkbrook lies within the Zone.

**Local Improvement Finance Trust (L.I.F.T Co)** – a public private partnership providing primary care infrastructure that could be linked to economic regeneration by creating local HUBs

The **Olympics 2012** and decisions on the future of **European Structural Funds** will both have economic implications for the Zone and the region as a whole.

## Zone Goals

The three Zone Goals are:-

- Thriving Enterprise;
- Thriving People and Communities;
- Thriving Environment and Infra-Structure.

**Thriving Enterprise** – the Zone remains an important centre for manufacturing but we recognise that many businesses must diversify if employment in and close to the Zone is to grow. At the same time, we must encourage entrepreneurship and ensure that the rate of business start-up, survival and growth improves.

Our Strategic Objective is *'to enhance the enterprise culture and improve the competitiveness of business'* so that we help achieve a diversified and growing business base and increased levels of entrepreneurship. In particular we wish to see:-

- Increased knowledge based enterprise, e.g. creative and media, medical, hi-tech engineering and environmental business base;
- Increased levels of entrepreneurship, particularly among disadvantaged groups, including women;
- Improved levels of business start-up, competitiveness, growth and sustainability.

**Thriving People and Communities** – increased employment rates amongst Zone residents remains the most important outcome for the Zone Board. This will improve peoples' personal circumstances and raise incomes which in turn will help support the local economy. Connecting local people to the social and economic opportunities that are already or will become available is therefore essential.

Our strategic objective is *'to enhance residents' employment prospects through training and development and to increase economic and social inclusion in all local communities'*. The outcome will be an improved pool of skills levels and increased employment rates. In particular we wish to see:-

- Improved economic participation rates with consequent reduction in unemployment and worklessness;
- Reduction in skill shortages and skills gaps experienced by business and skills development to better meet the needs of the current and future Birmingham economy;
- Reduced numbers of residents without qualifications, improved educational attainment, workforce skills, soft and language skills at NVQ3 and above.

**Thriving Environment and Infrastructure** – ensuring that affordable, quality business premises are available plays a significant role in economic regeneration. Within the Zone there are key brownfield sites and disused / underused buildings where public sector support could be key to bringing them back into economic use. Equally, high quality, innovative design and sustainability will be key factors in long-term viability of buildings and in enhancing the image of the Zone.

Our strategic objective is to enhance economic competitiveness by facilitating physical development opportunities that support business development, expansion and inward investment and to ensure sustainable, energy efficient development and high quality innovative design. This will produce increased availability of appropriate premises for business use together with an improved Zone environment. In particular we want to encourage:-

- Redevelopment / reinvigoration of key employment centres to support a diverse and growing business and employment base;
- Increased levels of development investment leading to an improved supply of suitably modern industrial, commercial and training premises;
- Improved transport links to key employment sites including the NEC and Birmingham International Airport;
- Improved and enhanced environment and image, including high quality design and sustainability of refurbished premises and new developments.

#### Focus For Implementation – Strategic Investment Plans

This represents the key step forward over previous implementation plans. In developing its forward programme the Board is looking to focus its activities through defined strategic investment plans. These will be the basis for demonstrating transformational change, they will act as a template for commissioning activity and, in process terms, they will comprise the Outline Stage of the application process.

There are seven plans that the Board has agreed should be the priority for development:-

- Enterprising Communities;
- Eastside and Digbeth Growth Through Enterprise;
- North Solihull Jobs, Skills and Enterprise;
- Creating Economic Prosperity Through Local Employment Centres;
- Development of Employment Land;
- Growth In the Environmental Business Sector;
- Skills Development For Employment In Growth Sectors.

**Enterprising Communities** – a socio-economic initiative focused on the former wards of Sparkhill, Sparkbrook, Small Heath, Nechells and Washwood Heath. It will seek to raise the skills levels and employability of local residents so that they can compete more effectively for employment opportunities.

Approximately £9 million is being sought from the Zone which will be matched with £9.76 million of other funds.

This proposal is further advanced than the remaining strategic plans although some areas of detail and process remain to be resolved.

**Eastside / Digbeth Growth Through Enterprise** – this will encompass the existing commitment to the development of the Learning & Leisure Quarter and Technology Park but, crucially, extends the focus of Zone investment into Digbeth and the Irish Quarter. There will be an emphasis on supporting enterprise development including expansion of the creative industries sector.

Approximately £40 million is being earmarked for future proposals which should be matched by at least £130 million of other investment.

**North Solihull Jobs, Skills and Enterprise** – this will support the economic elements of the Housing led regeneration initiative in North Solihull. It will focus on employment generation, access to work and skills development and provision of local facilities for economic related advice and guidance.

Approximately £39 million is being sought from the Zone, to be matched by £73 million of other funds.

**Creating Economic Prosperity through Local Employment Centres** – Local Centres are often at the ‘heart’ of local communities and can play a crucial role in community cohesion. Local Employment Centres has been deliberately chosen as the title of this plan to emphasise the employment context in which Zone funds will be applied and to increase the scope for investment beyond traditional local commercial centres.

£15 million has been earmarked for this initiative to be matched by at least £30 million of other funds.

**Development Of Employment Land** – a focus on bringing back into use brownfield land and unused / underused buildings for economic purposes. Support will mainly be for the private sector on a gap funding basis with priority being given to sites with identified end users.

£15 million has been earmarked for investment to be matched by at least £60 million of other funds.

**Growth In the Environmental Business Sector** – some of the earliest research work supported by the Zone examined the State Of the (Zone) Environment and the Environmental Economy Of the Zone. This strategic plan will seek to build on the second of these two studies and support growth in this expanding sector. A range of actions will be developed and targeted at both the profit and not for profit sectors.

£8 million is currently earmarked with should be matched by an equivalent amount of other funds.

**Skills Development for Employment in Growth Sectors** – having the appropriate, business required skills can be crucial to gaining employment. Skills development will have a role to play in a number of the strategic investment plans but this plan will focus on skills development relevant to identified growth sectors. It will also support pathways to employment initiatives, often community or voluntary sector led, and proposals that break down barriers preventing access to employment and / or training. Key growth sectors are identified as:-

- Advisory and Professional Services;
- Construction;
- Creative Industries;
- Public Sector;
- Health and Care Sector;
- Manufacturing / Engineering.

£2.3 million of Zone funds have been earmarked for the initiative to be matched by £2.5 million of other funds.

The majority of the Strategic Investment Plans are at the earliest stages of development. As the detail emerges the funding ‘allocations’ will be finalised and specific targets attached to each plan.

Over the next 12 months we intend to move to a position where all our funded activities are focused through these plans and in turn ensure that our strategic objectives, outcomes and goals are achieved.

## Measuring Progress

A series of Critical Success Factors will be used to monitor progress towards the broader outcomes and will support evaluation and impact assessment of our programme.

Availability of a range of data is currently being assessed in conjunction with Advantage West Midlands and the Regional Observatory to measure broad outcomes but the 7 critical success factors for measuring progress in the Zone will be:

- Increased employment rates - reduced differentials in unemployment and other benefit claims (worklessness) between the Zone and Birmingham average;
- Improved business formations including VAT registrations - reducing the differential between the Zone and Birmingham average;
- Improved business survival rates at 12 months and beyond - reducing the differential between the Zone and Birmingham average;
- Improved skills levels, particularly the proportion of residents with NVQ level 3 qualifications and above;
- Levels of private sector investment partnering Zone funds;
- Area of new/refurbished business space created;
- Area of brownfield land reclaimed and / or developed.

## Finance & Outputs

The Zone has a growth budget over the next three years, but it remains heavily capital based. Baseline budget allocations are as follows:-

2006-07	£18.3 million
2007-08	£20.0 million
2008-09	£20.0 million

Against this allocation from Advantage West Midlands some £196 million of other funds should be levered into the Zone.

The nature of capital investment is that there is often a delay in many of the outputs being produced. Over the three year time frame, however, the Zone will deliver:-

- 641 jobs and safeguard 833 other jobs;
- 199 new businesses and assist 703 business;
- 2.76 hectares of brownfield land brought back into use;
- 1,128 people assisted in their skills development;
- 972 people provided with employment support.

The activities to be funded through the Zone will complement and add value to the key strategic and development plans of all main partners. As before, the plan has cross partner support which will underpin its success.

## **The Regeneration Zone – Introduction & Background**

Regeneration Zones remain a priority for Advantage West Midlands who recognise the significance of ensuring current and future economic opportunities benefit areas and communities that are most in need.

Of the six regeneration zones the East Birmingham North Solihull Regeneration Zone (EBNSRZ) is one of the largest in population terms. It lies at the heart of the West Midlands Region and covers most of the eastern part of the City of Birmingham and three adjacent wards in Solihull. It has over 400,000 residents and provides employment for more than 170,000 people. Some of the most deprived areas in England lie within the Zone boundary, including Nechells, Sparkbrook, Bordesley and Chelmsley Wood. The Zone has an ethnically diverse community, especially within the inner city of Birmingham, where residents of South Asian origin tend to be in the majority (70% in some cases, as compared to an average of 26% for the Zone as a whole).

The Zone's geographical location means that it is close to primary transport routes – the road networks of the M5, M40, M42, M6 and the recently opened M6 Toll, the region's International Airport with scheduled flights to Europe, North America and Asia, and New Street Station with rail connections to all parts of the United Kingdom.

*Our vision is that “by 2020 the area will be a thriving place for people and enterprises to live, work, develop and succeed, and where opportunities are within everyone's reach”.*

We believe our vision can be achieved by pursuing three overarching goals through a series of Strategic Investment Plans.

Our goals are:-

- **Thriving Enterprise;**
- **Thriving People and Communities;**
- **Thriving Environment and Infra-structure;**

Investment will be focused through the following strategic investment plans:-

- **Enterprising Communities;**
- **Eastside & Digbeth Growth Through Enterprise;**
- **North Solihull Job, Skills and Enterprise;**
- **Creating Economic Prosperity Through Local Employment Centres;**
- **Development of Employment Land;**
- **Growth in the Environmental Business Sector**
- **Skills Development for Employment in Growth Sectors**

The Zone Strategic Plan, launched in September 2005, is the approved strategic document for the Zone. The Plan provides the detail of both the strategic context and the three Zone goals and is available from the **ebns** Secretariat.

This Action Plan 2006-09 focuses on delivery over the following three years, providing additional information on our proposed interventions - project information, timescales, outputs / outcomes etc. Importantly, it also introduces our Strategic Investment Plan approach.

These Strategic Investment Plans will form the framework for how the Zone targets investment over the coming years and will be the basis upon which a commissioning approach is developed.

The Strategic Plan and the Action Plan together form the Zone Implementation Plan.

## **Key Achievements 2005/06**

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2005/06 is the second full year that the new company has been leading the East Birmingham North Solihull Regeneration Zone.

2005/06 has been a busy year and has included the Secretariat moving into new premises, the establishment of new sub committee structures of the Board and reconstituting the Development Groups.

From a programme perspective there have been a number of success stories, including:-

### **Eastside**

**ebns** continues to support the Eastside Initiative with annual funding of around £5m. Over 90% of the acquisitions for the scheme have now been made and the project is ready to move onto the next phase. A major step forward has been taken in securing the Eastside Regeneration Scheme through the development of a Joint Venture Agreement between Advantage West Midlands and Birmingham City Council. The joint venture company will enable the final phases of the Technology Park Extension and Learning and Leisure Quarter schemes to be completed successfully.

Eastside is rich in industrial heritage and is estimated to have the huge development potential of £6 billion over the next decade. Proposals include a park and restoration of a river, canals and adjacent buildings with sustainability a key theme for this quarter of the city.

### **Nechells Baths**

The development of the former Nechells Baths is a key regeneration project producing new jobs by converting a Grade II listed historic building into a venue which will become a focal point and community resource centre for local residents, notably for the most disadvantaged. The project which has been led by Midland Regen, an arm of the Birmingham Foundation, is designed to address community needs, enhance community management and make significant contributions to the local economy. The goals have emerged after a long period of analysis and reflection and consequently are all the more focused as a result of a lengthy community consultation process. Improving access to work related training for those most in need, the project will include training in an attractive venue and act as a catalyst for further regeneration of the entire area. This project is also funded by the European Regional Development Fund and the Heritage Lottery Fund.

### **North Solihull Learning Village**

A landmark campus for Solihull College is now being developed with assistance from **ebns**. The £13.6m North Solihull campus will be a flagship development providing a modern purpose-built environment for vocational learning along with training facilities, IT rooms, nursery and an iconic three-storey glass atrium. The new College is due to open September 2006.

The new college will replace the outdated 1960s Simon Digby Campus which is currently being used by Solihull College as its North Solihull site. It will be built in the same area on a more open site, allowing people even greater accessibility which will be vital as the College plans to increase the number of courses and number of pupils who can use it, providing both post-16 and lifelong learning.

More than 100 jobs will be created by the scheme which is also receiving funding from Solihull College. Other funders include Advantage West Midlands, European Regional Development Fund, Learning and Skills Council and Solihull Metropolitan Borough Council

### **North Solihull Community Nurseries Project**

This is a £2.5m scheme led by Solihull MBC to deliver six new neighbourhood nurseries providing high quality childcare for the children of North Solihull together with training facilities. The project will address the current deficit of childcare provision in North Solihull enabling people with pre-school children to train and take up job opportunities. The total number of new childcare places available will be 270. In addition, the scheme will provide 61 full-time jobs. The scheme is due to be completed in 2006. Other funders include: - European Regional Development Fund and New Opportunities Fund.

### **Small Heath Academy**

Located in Golden Hillock Road, Small Heath, this project will provide a new community centre that will help residents access training and childcare. The project is led by City College and supported by the Small Heath Sure Start Partnership Board. It will provide new learning opportunities in the area together with careers advice, specialist women only training and opportunities for progression to NVQ 3 or above locally.

### **Bordesley Centre – APM Community Project of the Year**

The Bordesley Centre was awarded the Community Project of the Year at the Association for Project Management Awards for construction this year. The project comprised the refurbishment and development of a large Grade II listed building. Located in Camp Hill, the centre will play a crucial role in the local community providing a base for local education and training, and other community support facilities such as a nursery, business start up units, sports amenities, catering facilities and conference areas. Other funders include:- Government Office for the West Midlands and the Muath Trust.

## Changes in Strategic Context

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The background strategic context and challenges faced by the Zone are set out in the Strategic Plan. There are, however, a number of ongoing changes and developments that have implications for the Regeneration Zone and which are not covered in the Strategic Plan.

The key public sector policy changes / developments that will have a local impact on the economic regeneration agenda and, as a result, implementation within the Regeneration Zone include:-

- Local Area Agreements;
- Local Enterprise Growth Initiative;
- Fair Cities Initiative;
- L.I.F.T;
- 2012 Olympics;
- European Structural Funds

In addition, there are significant changes proposed for local Learning & Skills Councils and Business Links which may impact on the way local services are delivered. Similarly, there are major changes proposed within Jobcentre Plus. All of these organisations are key partners in the regeneration zone and therefore any changes may have implications for the way the zone operates. However, the effect of the proposed organisational changes will not be fully known until after the production of this Plan.

### Local Area Agreements (LAA's)

These are three year agreements between Central Government and Local Authorities / Local Strategic Partnership. They are about achieving better outcomes through increased local discretion and reduced bureaucracy. The aim is to deliver national outcomes in a way that reflects local priorities.

The priorities are grouped into four blocks:-

- Children and Young People;
- Safer and Stronger Communities;
- Healthier Communities and Older People;
- Economic Development and Enterprise.

Although regeneration encompasses all four blocks, Economic Development and Enterprise is the key block with which the Zone will engage. This block is about improving economic growth and productivity – addressing market failures that prevent sustainable economic development, regeneration and business growth.

Key drivers are seen as being employment, enterprise, skills, innovation, investment and competition – all of which align with **ebns** priorities.

LAA's will require outcomes, indicators and targets against which effectiveness of the programme will be measured.

Birmingham is pursuing a LAA to start in April 2006; Solihull will follow in 2007. The City and its partners have formed a working group to develop the Economic Development and Enterprise Block and **ebns** is involved with this group. The long-term outcomes being considered by Birmingham for the Economic Development and Enterprise block are:-

- To significantly reduce the employment rate differential between Birmingham and the UK and the inequalities within the City;
- To improve the skills of the local workforce and potential workforce to better meet the emerging needs of the Birmingham economy;
- To increase development investment in key sectors in Birmingham, making use of local labour resources;
- To increase total entrepreneurial activity amongst the local population and improve the number, competitiveness and sustainability of locally owned businesses.

Against these outcomes a number of priorities are proposed:-

- Reducing inequalities;
- To increase the skills base in Birmingham;
- Encouraging and supporting entrepreneurship;
- Encouraging enterprise and wealth creation within the City;
- Attracting investors.

All of these outcomes and priorities dovetail with the Zone objectives and outcomes which include:-

- To enhance the enterprise culture and improve the competitiveness of businesses – a diversified and growing business base and increased levels of entrepreneurship;
- To enhance residents employment prospects through training and development and to increase economic and social inclusion in all local communities – an improved pool of skills levels and increased employment rates;
- To enhance economic competitiveness by facilitating development opportunities that support business development, expansion and inward investment.

In addition, Birmingham is seeking to have LAA's at a local level focused around its defined Districts. At least two of these will fall within the Zone and will be covered, in the main, by the Enterprising Communities Strategic Investment Plan.

### **Local Enterprise Growth Initiative (LEGI)**

This is a new funding stream to support delivery of the Economic Development and Enterprise block of the LAA. It is worth £50 million (2006/07), rising to £150 million per year by 2008/09. Not all eligible areas will receive financial support from LEGI – it is a competitive bidding round and local areas will be selected on the quality of proposals submitted. It is expected that significant change will result for the deprived communities targeted and there is a presumption against spreading the resources too thinly.

The broad aim of LEGI is to release the productivity and economic potential of the most deprived local areas and their inhabitants through enterprise and investment – thereby boosting local incomes and employment opportunities.

The aim is supported by three national level outcomes:-

- To increase total entrepreneurial activity among the population in deprived local areas;
- To support the sustainable growth – and reduce the failure rate – of locally owned business in deprived areas;
- To attract appropriate investment and franchising into deprived areas, making use of local labour resources.

LEGI should bring about long-term change and it is expected that proposals will build on what works, do not reinvent the wheel nor lead to a proliferation of business support. Proposals must be consistent with existing strategies. There should be a strong partnership in place.

Proposals should consider the needs of under represented groups in enterprise – lone parents, black & minority ethnic communities, over 50's and people with disabilities. Ideas and projects should result in transformation and make an irreversible difference to the local economy.

LEGI will 'go live' at the start of the 2006-07 financial year and completed applications have to be submitted by 9<sup>th</sup> December 2005.

Birmingham will be making a LEGI bid (Solihull is not eligible) and is at the early stages of developing the proposal. The Zone is involved in this process and discussions so far show clear alignment with Zone priorities. Details of where and how the LEGI will be focused have yet to be agreed.

Further details will be available later in the year, but it is likely that there will be three elements to the bid:-

- Business Empowerment;
- Enterprise / Entrepreneurship;
- Investment.

### **Fair Cities**

Fair Cities is an employer led initiative to narrow the employment gap between disadvantaged communities and the overall population. Birmingham is a target area for the initiative.

Fair Cities has a focus on ethnic minorities and will seek to improve the skill level base to match the skills required by employers.

Fair Cities in Birmingham aims to get 18,500 people from disadvantaged ethnic minority communities into jobs at all skill and qualification levels by 2010.

The programme will target three wards:-

- Aston
- Lozells and East Handsworth
- Sparkbrook

Sparkbrook is within the Zone and again there is clear alignment in terms of priorities – training local people with the skills business requires and getting local people into employment. Bridging the gaps in unemployment and worklessness levels is a key challenge for Fair Cities and the Zone.

Discussions are on-going with the Director of Fair Cities and with Birmingham & Solihull Learning and Skills Council about how specific activities can be aligned.

### **Local Improvement Finance Trust (L.I.F.T)**

L.I.F.T is a public private partnership established to improve primary care infrastructure. For the Birmingham / Solihull area the partnership is BaSS – Birmingham and Solihull Solutions, a company established between Prime – the private sector with a 60% share of the company, Partnerships for Health (20%) and the five Primary Care Trusts (20%).

Although L.I.F.T has been operating for the last few years, and has completed one centre already in the Zone (Chelmsley Wood), the programme is likely to grow over the coming years.

With up to 14 centres / sites currently identified within the Zone there is potential for joint funded activity to create centres that provide more than health care to the local community. Adding in services such as employment and training advice – using these centres as local HUBS – is a real possibility and supports the strategic approach of the Zone.

### **Olympics 2012**

The announcement that the 2012 Olympic Games will be held in London presents the Region and the East Birmingham North Solihull Regeneration Zone in particular with a variety of opportunities to contribute to the staging of the games in the coming years. We will work with our partners and AWM to ensure that Zone businesses are in a position to make maximum advantage of these emerging opportunities.

### **Post 2006 – European Structural Funds**

The last period of European Structural Funds has provided substantial funding to support economic development in the Region and the East Birmingham North Solihull Regeneration Zone. The Post 2006 settlement is likely to be far less generous although the final details of the settlement and the UK Government's response have yet to be made. Recycling of unspent European Funding will make some funding available this financial year but the likelihood of substantial levels of European Funding being available beyond this date is low. This will have a major impact on the nature and types of projects that are brought forward in the future. Work with other major funders such as Lottery distributors is underway to identify strategic linkages and opportunities for joint action.

## **Zone Goals**

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### **Thriving Enterprise**

*Strategic Objective – to enhance the enterprise culture and improve the competitiveness of businesses*

*Outcome – diversified and growing business base and increased levels of entrepreneurship*

Although a declining sector, the Zone remains an important centre of manufacturing, particularly in the automotive sector. Manufacturing remains a key employer in the Zone and as such provides a range of employment opportunities for Zone residents. The development of generic skills, manufacturing process skills, engineering and management skills are vitally important to the well-being of the Zone and its people. The development of higher level skills - technical skills and technician level skills (NVQ 3+) is essential if the Zone is to diversify and develop hi-tech and higher added value manufacturing.

The Regeneration Zone has potential for business development and growth in the service, creative, media, hi-tech and environmental market sectors where the Zone location is favourable to development. Making this a reality will need the Zone and its partners to provide the buildings, support and environment that is relevant to and meets the needs of the continuum of fledgling and established entrepreneurs - start ups, emerging companies and growth companies within the Zone.

Levels of self-employment in the Zone are lower than both the Birmingham and England average in all wards except Erdington, Small Heath and Sparkhill and levels of female self-employment are consistently less than half that of their male counterparts in all wards. In addition to the lower than average number of business start-ups those that do succeed in business rarely achieve the VAT turnover threshold (currently £58,000). This illustrates the fact that most business set-ups remain sole-traders on moderate to low incomes, do not grow and do not provide significant employment opportunities for others. Targeted, tailor-made support that is delivered on site is likely to be required, focused on those businesses that have the potential to grow.

We need to enhance the enterprise culture, encourage entrepreneurship and diversification, improve the 'business image' and create employment opportunities. There is a need to improve business competitiveness, improve business creation, business survival and growth rates. The Zone will offer support to locally-based entrepreneurs willing to improve their businesses or to start-up new businesses by providing support and removing some of the barriers to early growth and survival.

### **Thriving People and Communities**

*Strategic Objective – to enhance residents' employment prospects through training and development and to increase economic and social inclusion in all local communities.*

*Outcome – Improved pool of skills levels and increased employment rates*

The most important outcome the Zone Board wishes to see is the reduction of worklessness.

It is the most important for a number of reasons; firstly it helps to improve peoples' personal circumstances, giving them more and better life chances and choices; secondly raising incomes will increase the demand for goods and services in the Zone moving it out of its negative cycle of low incomes, low demand, poor business survival rates and lack of entrepreneurship, to a positive cycle where increased incomes feed into local businesses and people feel there are opportunities to develop their own business.

Over a third of Zone residents of working age were recorded as having no qualifications in 2001. In 2004, the Department for Work and Pensions figures show that there were approximately 11,500 lone parent benefit claimants in the Zone, 98% of whom were female. This compares with the Job Seekers' Allowance claimant count of approximately 15,000, two thirds of whom were male.

This theme will focus on connecting local people to the social and economic opportunities that are becoming available, particularly from the major capital developments that are taking place within and close to the Zone. (Eastside – up to 30,000 jobs, Super Hospital 2,500 jobs, IMI Witton 2,500 jobs, NEC/Airport 5,500 jobs). This is a major theme for the zone given the range of partnerships that the Zone can link with to take forward the agenda. These include the Employment Strategy Group (of which the Zone is a member) – the employment arm of both the Solihull and Birmingham Local Strategic Partnerships, Access to Employment Groups, Employment and Training HUBS (IMI, Super Hospital, Eastside), Skills Task Forces and the Fair Cities initiative.

Six key employment growth sectors have been identified in the Zone by the Learning & Skills Council where skills development work will lead to employment in:-

- Advisory and Professional Services
- Construction
- Creative Industries
- Public Sector
- Health and Care Sector
- Manufacturing / Engineering

### **Thriving Environment and Infra-Structure**

*Strategic Objective – to enhance economic competitiveness by facilitating physical development opportunities that support business development, expansion and inward investment. To ensure sustainable and energy efficient development and high quality innovative design*

*Outcome –Increased availability of appropriate premises for use together with an improved regeneration zone environment.*

The Environment of the Zone is similar to other urban areas – generally of poor quality and suffers particularly from: -

- Lack of suitably modern industrial and commercial premises;
- Little new employment land available;
- Large stock of outdated industrial and commercial buildings;
- Declining local employment centres;
- Degraded urban environment and low levels of developable brownfield land;

- Historically poor image;
- Poor transport links, particularly the inter-Zone and orbital network and to key employment sites such as the NEC, BIA and neighbouring business parks;
- Legacy of contaminated land from old industrial uses;

The aim of the Thriving Environment and Infra-structure programme is to enhance economic competitiveness by facilitating physical development opportunities. These, in turn, will support business development, expansion and inward investment. Our aim is to ensure sustainable and energy efficient development to a high quality, innovative design together with increased availability of appropriate business and community premises and an improved Zone environment;

Environmental and sustainability issues will continue to be key factors in the programme. The recently completed State Of the Environment Report and the Environmental Economy of the Zone will underpin the Growth in the Environmental Business Sector Strategic Plan and the success of the Sustainability Advisors for the Eastside Project will be used as an example of good practice.

We will continue encouraging innovation and the development of social enterprises in this field. The scope for environmental enhancement as an integral element of projects will be emphasised. Such an approach will be followed when assessing projects adjoining canals (which are a prominent feature within the Zone) and the Rivers - such as the Cole, Rea, Tame that flow through the Zone;

## Thriving Enterprise

Strategic Objective - to enhance the enterprise culture and improve the competitiveness of businesses

Outcome – diversified and growing business base and increased levels of entrepreneurship

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
<b>Increased knowledge-based enterprise e.g. creative and media, medical, hi-tech engineering and environmental business sector</b>	<ul style="list-style-type: none"> <li>Increased proportion of knowledge based start-up business</li> <li>Significant higher added value manufacturing base &amp; increased proportion of skilled, professional &amp; technical employment</li> </ul>	<ul style="list-style-type: none"> <li>Professional/financial start-ups 10%<sup>1</sup></li> <li>Media /Creative Industries start-ups 2%<sup>1</sup></li> <li>Information Technology start-ups 6%<sup>1</sup></li> <li>Manufacturing 16% of Zone Businesses<sup>2</sup></li> <li>Elementary Occupations 17%<sup>3</sup></li> <li>Process Plant and Machine Operatives 15%<sup>3</sup></li> <li>Skilled trades 13%<sup>3</sup></li> <li>Prof/technical 9%<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>Professional / financial 15% new business start ups</li> <li>Media / Creative Industries 5% new business start ups</li> <li>Information Technology 9% new business start ups</li> </ul>	<ul style="list-style-type: none"> <li>Promoting research and development as part of business advice;</li> <li>Supporting the development of facilities for business start-up and grow on business, particularly (but not exclusively) to hi-tech, higher added value and creative industries (particular focus on Eastside and Digbeth areas);</li> <li>Supporting activities linking colleges and universities to business;</li> <li>Supporting inward investment and development leading to local job creation.</li> </ul>	<ul style="list-style-type: none"> <li>AWM New Media Cluster Programme</li> <li>AWM Medical Cluster</li> <li>AWM Environmental Technologies Cluster Programme</li> <li>Business Link "ERDF / Zone capital swap programme – Creative Industries</li> <li>Enterprising Communities Programme</li> <li>BCC Creative Business Project</li> <li>LAA/LEGI</li> <li>Knowledge Transfer Programmes</li> </ul>
<b>Increased levels of entrepreneurship, particularly among disadvantaged groups, including women</b>	<ul style="list-style-type: none"> <li>Increased entrepreneurial activity rate</li> <li>Local business start-up rates amongst disadvantaged groups</li> </ul>	<p>Self employment in Birmingham<sup>3</sup></p> <ul style="list-style-type: none"> <li>Indian 9%</li> <li>White 6.3%</li> <li>Pakistani/Bangladeshi 6.3%</li> <li>Black 3.2%</li> <li>Women 2.7%</li> <li>Disabled 2.5%</li> <li>Birmingham 6.2%</li> <li>Region 8.4%</li> <li>UK 9.2%</li> </ul> <p>Most Zone wards below Birmingham average.</p>	<ul style="list-style-type: none"> <li>Number of Female entrepreneurs increased to regional average</li> <li>Overall entrepreneurial rate improved</li> <li>Target to be set in line with Birmingham LAA</li> </ul>	<ul style="list-style-type: none"> <li>Supporting businesses, particularly micro-businesses and small/medium enterprises (start-up and developing businesses) – generalised and tailor-made support on business techniques, quality standards, competitiveness, diversification, market identification and growth, legislation/regulations, access to finance, employment etc.;</li> <li>Promoting business ICT and e-trading;</li> <li>Stimulating and supporting enterprise in under represented groups and in deprived areas – inner city area will be a particular focus;</li> <li>Enable new social enterprises and help to build capacity in the sector</li> </ul>	<ul style="list-style-type: none"> <li>Business Link Standard programmes,</li> <li>AWM Ethnic Minority Business Forum</li> <li>LAA/LEGI</li> <li>Business Link Women's Business Groups, Enterprise Awards</li> <li>Jobcentre Plus – New Deal Programme</li> <li>In Partnership, N. Solihull</li> <li>Enterprising Communities</li> <li>LAA/LEGI</li> <li>AWM Graduate Programme</li> <li>Young Enterprise</li> <li>AWM Cluster Programme</li> <li>AWM Technology Corridor Programme</li> <li>DiverCity Initiative</li> <li>Birmingham Forward</li> </ul>

<sup>1</sup> 2004 New Business Start-Ups, Business Link

<sup>2</sup> Birmingham Company Information Service

<sup>3</sup> 2001 Census

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
				<ul style="list-style-type: none"> <li>▪ Promoting self-employment and placement programmes for unemployed graduates and others;</li> <li>▪ Capital based support for premises, equipment and creating a safer business environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Eastern Corridor</li> <li>▪ InPartnership</li> <li>▪ West Midlands Broadband Partnership</li> <li>▪ North Solihull Regeneration</li> <li>▪ Construction Employment Alliance</li> <li>▪ Birmingham &amp; Solihull Social Enterprise Consortium</li> </ul>
<b>Improved levels of business start-up, competitiveness, growth and sustainability</b>	<ul style="list-style-type: none"> <li>▪ <b>Level of VAT registrations</b></li> <li>▪ <b>Business survival rates at 12 months and beyond</b></li> <li>▪ Business profitability</li> <li>▪ Number of social enterprises</li> <li>▪ Improved levels of R&amp;D within the businesses located in the Zone</li> </ul>	<p>VAT registrations per 10,000 residents 2004:-</p> <ul style="list-style-type: none"> <li>▪ West Midlands - 34</li> <li>▪ WM deprived areas - 29</li> <li>▪ Birmingham - 31</li> <li>▪ Low up take of R&amp;D by local firms</li> <li>▪ See Zone Environmental Economy Report 2004</li> <li>▪ No of Social Enterprises (Co-Enterprise)</li> <li>▪ Current business survival rates</li> </ul>	<p>VAT registrations per 10,000 residents:-</p> <ul style="list-style-type: none"> <li>▪ Zone equal to Birmingham average VAT registrations</li> <li>▪ Zone social enterprise creation to be equivalent to City average</li> <li>▪ Zone business survival rates at 12 months and beyond equivalent to Birmingham average</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supporting businesses, particularly micro-businesses and small/medium enterprises (start-up and developing businesses) – generalised and tailor-made support on business techniques, quality standards, competitiveness, diversification, market identification and growth, legislation/regulations, access to finance, employment etc.; - building technologies, environmental technologies, screen, image, sound and business &amp; professional services may feature for additional support</li> <li>▪ Promoting business ICT and e-trading;</li> <li>▪ Supporting the retention and development of existing Zone businesses and attracting new businesses to the Zone – e.g. business systems and equipment, supporting the development of appropriate business space and improving the environment</li> <li>▪ Improving social enterprise access to public sector procurement</li> </ul>	<ul style="list-style-type: none"> <li>▪ UK Trade and Investment - most delivered locally by Chamber and Business Link</li> <li>▪ InPartnership Programme SMBC</li> <li>▪ Workforce development programmes, FE and HE</li> <li>▪ Mainstream Business Link Support</li> <li>▪ LAA/LEGI</li> <li>▪ Range of Business Link and AWM cluster services</li> <li>▪ AWM Regional Investment Fund</li> <li>▪ Rover Task Force</li> <li>▪ EU Framework VII</li> <li>▪ Birmingham Venture, Birmingham Enterprise, CDFIs</li> <li>▪ Prince's Trust</li> <li>▪ IMI Witton Development</li> <li>▪ Fort Dunlop Development</li> <li>▪ Business Link Mustard Project</li> <li>▪ Accelerate, diversification programmes, cluster / sector activities</li> <li>▪ Eastside Initiative</li> <li>▪ Creative Industries ERDF</li> <li>▪ AWM Technology Corridor Programme</li> <li>▪ Accelerate</li> <li>▪ Aston Science Park</li> </ul>

## Thriving People and Communities – Skills Development and Community Economic Development

Strategic Objective – to enhance residents’ employment prospects through training and development and to increase economic and social inclusion in all local communities

Outcome – Improved pool of skills levels and increased employment rates

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
<b>Improved economic participation rates with consequent reduction in unemployment and worklessness</b>	<ul style="list-style-type: none"> <li>▪ <b>Differential in unemployment and work related benefits between Zone and Birmingham averages</b></li> <li>▪ Relative overall position of Zone in terms of IMD scores to be improved</li> <li>▪ Improved economic participation rates for ethnic minority young people, asylum seekers and refugees</li> </ul>	<ul style="list-style-type: none"> <li>▪ High relative and absolute levels of unemployment in most parts of the Zone, coupled with social deprivation, including young lone parents and teenage pregnancy</li> <li>▪ Unemployment <ul style="list-style-type: none"> <li>❖ Zone 6%<sup>4</sup></li> <li>❖ Birmingham 5%<sup>4</sup></li> </ul> </li> <li>▪ High unemployment rates in specific wards. JSA Claimant Aug 2004 <ul style="list-style-type: none"> <li>❖ Nechells 8.1%</li> <li>❖ Small Heath 7.0%</li> <li>❖ Sparkbrook 10.2%</li> <li>❖ Sparkhill 6.6%</li> <li>❖ Washwood Heath 8.8%</li> </ul> </li> <li>▪ Worklessness <ul style="list-style-type: none"> <li>❖ Zone 23.6%<sup>5</sup></li> <li>❖ Birmingham 20%<sup>5</sup></li> </ul> </li> <li>▪ IMD Scores - Nearly entire Zone in worst 20% of all wards nationally, of which two-thirds of Zone wards are in worst 10% of wards nationally</li> </ul>	<ul style="list-style-type: none"> <li>▪ Differential in unemployment and work related benefits between Zone and Birmingham averages to be reduced by 50%</li> <li>▪ Differential for unemployment / worklessness between worst performing wards and Zone average to be reduced by 50%</li> <li>▪ Relative overall position of Zone in terms of IMD scores to be improved – no more than 50% of wards to be in the worst 10%.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improving access to jobs <ul style="list-style-type: none"> <li>❖ Intermediate labour markets;</li> <li>❖ Developing sector specific pathways into employment in health/ Construction/ finance and business services/ public service;</li> <li>❖ Promoting self-employment and placement programmes for unemployed graduates and others;</li> <li>❖ Access to employment group action plan priorities;</li> <li>❖ Support for development of Hubs and strategic sites</li> </ul> </li> <li>▪ Reducing barriers to employment <ul style="list-style-type: none"> <li>❖ Childcare support;</li> <li>❖ Tackling basic skills / ESOL;</li> <li>❖ Developing partnerships with Early Years partnerships;</li> <li>❖ Transport initiatives.</li> </ul> </li> <li>▪ Growing aspirations and attainment</li> <li>▪ Information, advice and guidance (IAG) and outreach engagement of excluded groups including ex offenders; drug abusers; people with disabilities; lone parents; IB claimants homeless people and emerging communities/refugees;</li> <li>▪ Working with target groups (e.g. BME communities) to re-enter labour market;</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSC – Local Inclusion Partnerships</li> <li>▪ LSC - Contracting of Adult IAG – Next Steps Programme’.</li> <li>▪ JCP – New Deal Programme</li> <li>▪ GOWM/BCC Surestart / Children’s Centres</li> <li>▪ IAG Network activities</li> <li>▪ Birmingham &amp; Solihull Employment Strategy Group</li> <li>▪ Access to Employment Groups</li> <li>▪ Fair Cities Initiative</li> <li>▪ LAA/PSA targeted activity</li> <li>▪ Eastside City Jobs (LSC / BCC / JCP)</li> <li>▪ AWM Cluster Development</li> <li>▪ AWM Technology Corridor</li> <li>▪ Rover Task Force</li> <li>▪ Business Link Programmes</li> <li>▪ LSC Co-financing Programme</li> <li>▪ BCC Co-financing Programme</li> <li>▪ WorkWise Phase II Centro / JCP / SMBC</li> <li>▪ BCC LTP Annex E Bid</li> <li>▪ North Solihull Regeneration</li> <li>▪ Construction Employment Alliance</li> <li>▪ Community Economic Regeneration Activity</li> <li>▪ Colebridge Trust</li> </ul>

<sup>4</sup> JSA Claimant Count 08/04,NOMIS

<sup>5</sup> Worklessness Count 08/04, NOMIS – figures to be confirmed

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
				<ul style="list-style-type: none"> <li>▪ Promoting access to learning and employment through the voluntary and community sector;</li> <li>▪ Links to cluster action plans for basic skills, older workers, working with employers.</li> </ul>	
<b>Reduction in skill shortages and skills gap experienced by businesses &amp; skills development to better meet the needs of the sub-regional and wider economy</b>	<ul style="list-style-type: none"> <li>▪ Level of skills shortages as identified by employers</li> </ul>	<p>2003 Employer's Needs Survey:-</p> <ul style="list-style-type: none"> <li>▪ Skill shortages - (46%) wood and paper industry, (38%) construction industry(35%) transport equipment industry</li> <li>▪ 15%, Employers described employees as incompetent in their current job due to skills gaps</li> <li>▪ Over 40% of employers surveyed had provided no training for staff over the previous 12 months</li> <li>▪ Key skills gaps in 2002 :- Engineering (metals, transport, electronics) Communication skills, customer handling, Team-working; Problem-solving</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant reduction in skills shortages as identified by employers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing the number of people with NVQ3 &amp;3+ qualifications (age 25 -55) <ul style="list-style-type: none"> <li>❖ Adult apprenticeships for unemployed residents in priority sectors;</li> <li>❖ Vocational learning programmes linked to job outcomes;</li> <li>❖ Developing apprenticeship routes for young people in under-represented sectors;</li> <li>❖ Working with voluntary and community groups on progression from entry-level provision;</li> <li>❖ Working with employers on vocational learning programmes.</li> <li>❖ Working with developers and employers to ensure skills development relates to business needs.</li> <li>❖ Developing vocational routes for young people through partnerships between schools and employers;</li> </ul> </li> <li>▪ Developing sector specific pathways into employment in health/ Construction/ finance and business services/ public service</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSC Co-financing Programme</li> <li>▪ JCP – New Deal Programme</li> <li>▪ BCC Co-financing Programme</li> <li>▪ Construction Employment Alliance</li> <li>▪ GOWM / BCC Surestart / Children's Centres</li> <li>▪ Eastside City Jobs (LSC / BCC / JCP)</li> <li>▪ Matthew Boulton College</li> <li>▪ Fair Cities Initiative</li> <li>▪ LAA/PSA targeted activity</li> <li>▪ Regional Skills Partnership</li> <li>▪ LAA/LEGI</li> <li>▪ SBC Construction Centre</li> <li>▪ Local District Partnerships</li> <li>▪ SMBC Neighbourhood Nurseries</li> <li>▪ LPSA Activity – Solihull</li> <li>▪ Employment Hubs – Birmingham &amp; Solihull</li> <li>▪ North Solihull Learning Village</li> <li>▪ The Grace Academy</li> <li>▪ Jobcentre Plus Co-Financing</li> </ul>

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
<p><b>Reduced numbers without qualifications (25+)</b></p> <p><b>Improved educational attainment, workforce skills, soft and language skills at NVQ3 and above (25+)</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Differential in NVQ3 achievement between Zone and Birmingham average</b></li> <li>▪ Improved graduate retention and attraction</li> <li>▪ Percentage of Zone population without qualifications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low educational attainment, workforce skills, soft and language skills, augmented by poor level of basic skills</li> <li>▪ % of Birmingham population with NVQ1 or no qualifications 30% (UK 25%)</li> <li>▪ % of Birmingham population with NVQ4 + 21% (UK 25%)</li> </ul>	<ul style="list-style-type: none"> <li>▪ By 2010 increasing the proportion of young people aged 19 years+ achieving a Level 3 or equivalent qualification</li> <li>▪ Differential in NVQ3 achievement between Zone and Birmingham average to be reduced by 50%</li> <li>▪ Reducing % of population with NVQ1 or no qualifications to UK average</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing the number of people with NVQ3 &amp;3+ qualifications (age 25 -55)</li> <li>▪ Reducing the number of people without qualifications (age 25-55) <ul style="list-style-type: none"> <li>❖ Entry level provision to engage learners;</li> <li>❖ Promoting access to learning and employment through the voluntary and community sector – Pathways to training and employment;</li> <li>❖ Information, advice and guidance (IAG) and outreach engagement of excluded groups including ex-offenders; drug abusers; people with disabilities; lone parents; IB claimants homeless people and emerging communities / refugees.</li> </ul> </li> <li>▪ Growing aspirations and attainment</li> <li>▪ Developing community infra-structure</li> <li>▪ Developing vocational routes for young people through partnerships between schools and employers</li> <li>▪ Promoting self-employment and placement programmes for unemployed graduates and others;</li> <li>▪ Developing high quality learning centres</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSC Co-financing Programme, including: -</li> <li>▪ Skills for life</li> <li>▪ ESOL for labour market</li> <li>▪ Supporting priority groups</li> <li>▪ Gateway/Pre-entry to employment</li> <li>▪ JCP – New Deal Programme</li> <li>▪ BCC Co-financing Programme</li> <li>▪ Construction Employment Alliance</li> <li>▪ GOWM/BCC Surestart/Children's Centres</li> <li>▪ Rover Task Force</li> <li>▪ InPartnership</li> <li>▪ SMBC – Skills for work</li> <li>▪ LAA/PSA</li> <li>▪ Enterprising Communities Programme – BCC</li> <li>▪ Eastern Corridor</li> <li>▪ BVSC</li> <li>▪ SCVS</li> <li>▪ Colebridge Trust, Solihull</li> <li>▪ PCT Lift Programme</li> <li>▪ AWM Graduate Programme</li> <li>▪ AWM Cluster Programme</li> <li>▪ AWM Technology Corridor Programme</li> <li>▪ DiverCity Initiative</li> <li>▪ Birmingham Forward</li> <li>▪ Eastern Corridor</li> <li>▪ LSC – National Employer Training Programme</li> <li>▪ Job Junction</li> <li>▪ Route To Work</li> <li>▪ Employment Hubs &amp; Access To Employment Groups</li> </ul>

## Thriving Environment & Infra-structure

Strategic Objective – to enhance economic competitiveness by facilitating physical development opportunities that support business development, expansion and inward investment. To ensure sustainable and energy efficient development and high quality innovative design

Outcome – Increased availability of appropriate premises for use together with an improved regeneration zone environment.

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
<b>Redevelopment/re- invigoration of key employment 'centres' to support a diverse &amp; growing business and employment base</b>	<ul style="list-style-type: none"> <li>▪ Viability of centres</li> <li>▪ Public perception of centres</li> <li>▪ Re-use of brownfield land – area of land reclaimed and / or developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor Environment and image, e.g. Chelmsley Wood Town Centre and Erdington Town Centre</li> <li>▪ Declining local centres</li> <li>▪ Lack of suitably modern industrial and commercial premises particularly for start-up and grow-on business</li> <li>▪ Unattractive commercial / industrial areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Re development of Chelmsley Wood Town Centre completed.</li> <li>▪ Re vitalisation Key local centres in Birmingham</li> <li>▪ Local commercial and industrial centres revitalised and refreshed and Business Improvement Districts established in a number of areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ creating economic prosperity through local employment centres.</li> <li>▪ Supporting the development of key centres within Birmingham e.g. Erdington, including possible Business Improvement Districts</li> <li>▪ Joint work with key partners, community/voluntary sector, Primary Care Trusts and LIFT.</li> <li>▪ Supporting the development of underused, unused sites for economic use</li> <li>▪ Redevelopment/regeneration in North Solihull</li> </ul>	<ul style="list-style-type: none"> <li>▪ SMBC / Fordgate Investments Ltd</li> <li>▪ BCC – BIDs development – Erdington</li> <li>▪ Groundwork Birmingham and Solihull</li> <li>▪ Business Link Programme</li> <li>▪ BCC Local Centres</li> <li>▪ BCC - Business Improvement Districts development</li> <li>▪ Solihull MBC</li> <li>▪ BCC Property Services</li> <li>▪ InPartnership</li> </ul>
<b>Increased levels of development investment leading to improved supply of suitably modern industrial, commercial and training premises</b>	<ul style="list-style-type: none"> <li>▪ <b>Levels of private sector investment</b></li> <li>▪ Level of development activity</li> <li>▪ <b>Area of new / refurbished business space produced</b></li> <li>▪ <b>Area of land reclaimed and / or developed</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Eastside Initiative - Masshouse completed</li> <li>▪ Eastside Masterplan completed</li> <li>▪ 90% acquisitions made in advance of redevelopment</li> <li>▪ Lack of suitably modern industrial and commercial premises particularly for start-up and grow-on business</li> <li>▪ Little new employment land available</li> <li>▪ Areas of brownfield land unattractive to commercial development</li> <li>▪ Many commercial premises in poor physical condition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Eastside/Digbeth Initiative completed including establishment of 'creative quarter'</li> <li>▪ Irish and Markets Quarter revitalised (including improvements to New Street Station and redeveloped Coach Station)</li> <li>▪ Reduced stock of brownfield land</li> <li>▪ Increased supply of employment land</li> <li>▪ Enhanced commercial environment in Digbeth supporting creative industry development</li> <li>▪ Enhanced and safeguarded commercial environment in inner city wards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing key strategic sites for economic purposes</li> <li>▪ Acquiring and developing sites for learning, employment links, community/health related activity, community enterprise</li> <li>▪ Eastside Acquisitions</li> <li>▪ Learning and Leisure Quarter &amp; Technology Park support</li> <li>▪ Supporting the development of underused, unused sites and buildings for economic use</li> <li>▪ Development of Eastside and Digbeth to provide a range of suitable business accommodation</li> <li>▪ Gap funding support for redevelopment of brownfield land for economic purposes</li> <li>▪ Continue to develop links with Eastern Corridor and Nth. Solihull Regeneration proposals regarding land use</li> </ul>	<ul style="list-style-type: none"> <li>▪ AWM / BCC Eastside Joint Venture Agreement</li> <li>▪ BCC Cultural Development Programme</li> <li>▪ BCC Irish Quarter Programme including Bus Station</li> <li>▪ AWM / Railtrack / Private Sector Redevelopment of New Street Station</li> <li>▪ UCE- Technology Innovation Centre</li> <li>▪ Matthew Boulton College</li> <li>▪ Aston University Business School Extension</li> <li>▪ BCC Property Services</li> <li>▪ Private Sector</li> <li>▪ Solihull MBC Property Services</li> <li>▪ AWM/Urban Splash – Fort Dunlop</li> <li>▪ North Solihull Learning Village</li> </ul>
<b>Improved transport</b>	<ul style="list-style-type: none"> <li>▪ Public transport</li> </ul>	<ul style="list-style-type: none"> <li>▪ Zone – Mott MacDonald</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved public transport</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supporting transport initiatives to key</li> </ul>	<ul style="list-style-type: none"> <li>▪ WorkWise Phase II Centro / JCP /</li> </ul>

Sub-Outcome	Indicators	Baseline Position	2020 Target	Zone Actions	Partner Related Activity
<b>links to key employment sites including the NEC &amp; BIA</b>	access to key employment sites	Report 2004 <ul style="list-style-type: none"> <li>▪ Access Deprivation Rankings (State Of the Environment Report)</li> <li>▪ Poor transport links, particularly the inter-Zone and orbital network and to key employment sites such as the NEC, BIA and neighbouring business parks</li> </ul>	access to key employment sites <ul style="list-style-type: none"> <li>▪ Improved pedestrian and cycle routes to work e.g. Cole Valley and canal sides</li> </ul>	employment sites – Joint work with Transportation and influencing proposals of organisations such as Centro. <ul style="list-style-type: none"> <li>▪ Support to LTP Annex E Bid</li> </ul>	SMBC / BIA <ul style="list-style-type: none"> <li>▪ BCC LTP Annex E Bid</li> <li>▪ Centro</li> </ul>
<b>Improved and enhanced environment and image, including high quality design and sustainability of refurbished premises and new developments</b>	<ul style="list-style-type: none"> <li>▪ Perceptions of Zone environment / quality of life</li> <li>▪ Number of developments meeting very good or excellent BREEAM standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Large stock of outdated industrial and commercial buildings</li> <li>▪ Degraded urban environment and low levels of developable brownfield land</li> <li>▪ See Zone State of the Environment Report 2004</li> <li>▪ Historically poor image</li> </ul>	<ul style="list-style-type: none"> <li>▪ Eastside recognised as an exemplar of excellent design and sustainability</li> <li>▪ Spreading the standards of design sustainability throughout the wider Zone</li> <li>▪ Improved built and natural environment</li> <li>▪ Improved housing choice</li> <li>▪ Relative overall position of Zone in terms of IMD scores to be improved – no more that 50% of wards to be in the worst 10%.</li> <li>▪ Growth of environmental business through regulation and take-up of low environmental impact processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability key consideration of project assessment</li> <li>▪ Ensuring minimum very Good BREEAM / CABE quality standards to be applied to all Zone investments</li> <li>▪ Encouraging the development of wider housing choice, including strong links with the Eastern Corridor Housing Initiative &amp; In-Partnership</li> <li>▪ Providing an advisory service using Sustainable Eastside Advisors</li> <li>▪ Environmental Business Strategic Investment Plan</li> <li>▪ Encourage community involvement in image and environmental enhancement</li> </ul>	<ul style="list-style-type: none"> <li>▪ AWM/BCC Eastside Joint Venture Agreement</li> <li>▪ BCC / Regional Housing Board</li> <li>▪ BCC Local District Partnerships</li> <li>▪ BCC Cultural Development Programme</li> <li>▪ BCC Irish Quarter Programme including Bus Station</li> <li>▪ AWM/ Railtrack/ Private Sector Redevelopment of New Street Station</li> <li>▪ BCC Local Centres</li> <li>▪ BCC - Business Improvement Districts development</li> <li>▪ SMBC /Fordgate Investments Ltd</li> <li>▪ SMBC / InPartnership</li> <li>▪ Groundwork Birmingham and Solihull</li> <li>▪ Solihull Community Housing</li> </ul>

## Implementation – Strategic Investment Plans

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In developing its forward programme the Board is looking to focus its activities through defined strategic investment plans. These will form the template for commissioning and will be the basis for achieving transformational change. In process terms they will form the Outline Application stage against which individual project Full Applications will be submitted. The majority of these plans are in the very early stages of development but the Board has agreed that the following should be the priority for development.

1. Enterprising Communities;
2. Eastside & Digbeth Growth Through Enterprise;
3. North Solihull Job, Skills and Enterprise;
4. Creating Economic Prosperity Through Local Employment Centres;
5. Development of Employment Land;
6. Growth in the Environmental Business Sector
7. Skills Development for Employment in Growth Sectors

Within each plan appropriate thematic actions will be targeted to achieve strategic objectives. These actions will complement or enhance partner programmes so that Zone funding achieves complementarity and added value.

### Enterprising Communities

This is a socio-economic initiative focussed on the inner-city wards of the Zone – the former wards of Sparkhill, Sparkbrook, Small Heath, Nechells and Washwood Heath. It seeks to ensure that residents of the area are equipped with the skills and abilities to compete effectively in the labour market and participate in and contribute to reviving the local economy. Working in partnership with the private sector to encourage job creation and employment access will be an integral component of the approach taken. There are four key strategic objectives:-

- *Increasing employability and job readiness – to be actioned through developing the skills and qualifications of local people and enabling them to secure employment.*
- *Strengthening Community Infra-structure – to be achieved through supporting community development, ownership and partnership.*
- *Attracting new investment, strengthening local centres and diversifying business space – reducing barriers to investment, improvements to infra-structure and provision of facilities.*
- *Developing Vibrant Urban Villages*

<b>Funding Estimates (Provisional)</b>	
Zone (AWM)	£9m
Other Public Sector	£9.73m
Private Sector	£0.03m
Total	£18.76
Time Frame	2006-2011

## Outcomes

- Reducing unemployment differentials between the area and the Birmingham average from 8% to 7%;
- Raise the skills base of local residents;
- Reduce reliance on grant aid for the community and voluntary sectors;
- Promote entrepreneurship and regenerate 4 local centres.

## Outputs

▪	Jobs created or safeguarded	525
▪	Businesses Attracted or created	119
▪	Hectares of brownfield land reclaimed	2
▪	Skills assists	287
▪	Businesses assisted	528
▪	Community Enterprise initiatives	42

This proposal has been developed to Outline Stage and is currently undergoing formal appraisal.

## Eastside / Digbeth Growth through Enterprise

This encompasses the existing commitment to the development of the learning and leisure quarter and technology park as part of the Eastside Initiative and extends the focus of Zone investment into Digbeth and the Irish Quarter.

Digbeth, including the area around Bradford Street (the Irish Quarter) has long been a centre for small and medium sized enterprises in the manufacturing sector.

Demolition, reclamation, new build and renovation has already commenced in the Irish Quarter to provide new housing accommodation through 'straightforward' commercial development. This wider Digbeth area, however, offers real potential for developing enterprise and diversifying the business base, including expansion of the creative 'cluster' that has developed as a result of the Custard Factory.

Initial indications are of strong demand for affordable, quality start-up and grow-on business space in the areas but a general lack of supply. The commercial viability of developing appropriate accommodation in the area is a major consideration and support from the public sector on a gap funding basis may be a key component to realising the area's potential.

Although the capital contribution will form the major part of the investment from the Zone the strategy will encompass provision of targeted business support to ensure that new business and enterprises have the best chances of survival and growth over the longer-term. In addition, the potential for expanding connections with further and higher education will be explored and skills development programmes will be linked into the initiative.

<b>Funding Estimates (Provisional)</b>	
Zone (AWM)	£40m
Other Public Sector	£2m
Private Sector	£130m
Total	£172m
Time Frame	2006-2012

### **Outcomes (Provisional)**

Diversified business base with the Learning & Leisure Quarter and Technology Park extension nearing completion and Digbeth recognised as a centre for enterprise and creative industry on both a national and international scale.

### **Outputs (Broad Estimates)**

▪	Business space provided	300,000 sq ft
▪	Businesses created	750
▪	Businesses assisted	750
▪	Jobs created	750
▪	Skills assists - NVQ 3 and above	250
▪	Graduate retention/attraction	100

This strategy is at the very early stages of development but is recognised as a key priority for the Zone.

### **North Solihull Jobs, Skills and Enterprise**

The North Solihull area (Chelmsley Wood, Fordbridge, Kingshurst and Smiths Wood) is by far the most deprived area of Solihull.

In June 2004 there were 996 people claiming job seekers allowance which equates to almost 45% of the number of job seekers allowance claimants in Solihull as a whole. The situation for recipients of Income support and Incapacity Benefits points to a similar picture, where North Solihull accounted for 45% and 43% respectively of all the benefit claimants for Solihull in 2003.

46% of the residents of North Solihull aged 16-74 have no qualifications and only 9.6% are educated to NVQ level 3 and above – this compares to the Solihull average of 28% for no qualifications and 28% for NVQ 3 and above.

In recognition of this, and the need to provide greater housing choice, Solihull MBC has entered into a joint venture with InPartnership Ltd to regenerate the area over the next 15 - 20 years.

A set of key principles have been agreed which include to:

- Increase prosperity through improved education, training, employment and transport;
- Deliver sustainable development;
- Deliver regeneration that involves and has the commitment of local communities and that improves quality of life;

Proposals include interventions to the existing housing stock, opportunities for new house building, creation of community hubs, improvements to public open spaces and local environment and transport improvements. In terms of the Regeneration Zone objectives there will also be a range of community and economic development integrated with improvements to the social and economic well being of the local communities.

Zone investment will be focussed on the economic elements of the initiative, including:

- Developing a motivated and skilled workforce
- Support for employment generation
- Access to work and training
- Provision of facilities for local advice and guidance on employment training

<b>Funding Estimates (Provisional)</b>	
Zone (AWM)	£38.9m
Other Funding	£73.0m
Total	£111.9m
Time Frame	2006-2020

Outcome – the vision is of a Solihull where there is no gap of inequality, and where everyone has equality of access to education, health, employment, housing and other services.

Outputs will focus on:

- Business space provided;
- Businesses created;
- Businesses assisted;
- Jobs created/safeguarded;
- Skills assisted.

Although a detailed business plan for the initiative has been produced work is required to define clearly the strategic investments that will be supported through the Regeneration Zone.

### **Creating Economic Prosperity through Local Employment Centres**

The definition of local centres in this context is wider than just a local commercial centre. Although such may lay at the core of a targeted area a local centre in regeneration zone terms will have a much wider boundary to capture much broader regeneration opportunities.

Local commercial centres have a key role to play in community cohesion, providing essential local services, jobs and business opportunities. Although excluded from many initiatives, the retail sector has a crucial economic role in many parts of the city. Indeed the issue of the economic importance of retail and unintentional discrimination against some communities by excluding retail from financial support has been raised at the 2005 Labour Party Conference.

Across Birmingham there exists a network of commercial centres that range from regional significance to small local significance. In terms of economic performance / viability they can be categorised as strong, stable or weak.

The City Council has a commitment to create long-term viability of these centres through a programme of works for the upgrading of the public realm, redevelopment of derelict sites and improvement and refurbishment of property in private, City Council, and other public sector ownership.

There is a need to identify the key local employment centres where the Zone investment can produce the most effective economic benefit and where the most significant opportunities lie for joint work with key initiatives, for example: Primary Care Trusts and LIFT Programme, Children's Centres etc.

<b>Funding Estimates (Provisional)</b>	
Zone (AWM)	£15m
Other Public Sector	£30m
Total	£45m
Time Frame	2006-2011

Outcomes – creation of local jobs, local access to employment and training advice and improved business activity.

Outputs to include:

- Jobs created or safeguarded;
- Skills assists;
- Businesses assisted;
- Residents assisted into employment.

### **Development of Employment Land**

Although East Birmingham and North Solihull is not characterised by large tracts of developable land, there nevertheless exist some clear opportunities for reclamation and redevelopment that could create significant job opportunities. The redevelopment of Fort Dunlop and the surrounding land is a clear example of such an opportunity.

Many of these plots of land are contaminated and buildings are often in serious disrepair or perhaps have other constraints that make them unattractive to commercial developers. As such there is a danger that land and buildings will remain derelict/unused for long periods of time and this can provide a negative image of the regeneration zone.

Through joint work with the private sector and local authorities it may be possible to attract industry and commerce by bringing forward the redevelopment of a number of sites and buildings on a gap funding basis. Priority will be given to those sites where a clear end user can be identified so reducing risks involved and the likely public sector contribution. In addition, having an identified end user will enable skills development programmes to be linked in at an early stage and will allow time to build in established employee recruitment initiatives, so creating a better opportunity for local people to gain employment.

<b>Funding Estimates (Provisional)</b>	
Zone (AWM)	£15m
Other Funding	£60m
Total	£75m
Time Frame	2006-2011

Outcome: Improved image for Zone and significant employment secured for local people.

Outputs:

- Jobs created;
- People into employment;
- Skills assists;
- Brownfield land reclaimed;
- Business space provided.

### **Growth in the Environmental Business Sector**

The environmental economy is big business. It is estimated that there are as many as 145 predominantly small environmental businesses, including social enterprises, employing 4,300 people in the Zone with the majority of employees coming from the area.

Driven by legislative changes and an increasing realisation of the need for sustainability this is a sector that will experience continued growth. Nevertheless significant barriers to growth exist for many businesses including access to finance, training and technology transfer. To ensure this economy reaches its full potential in the Zone it is essential that partners in the public and private sector pull together.

The investment plan will seek to co-ordinate public and private sector activity to:

- Capitalise on growth opportunities provided by environmental market expansion;
- Better engage the local sector with available support activity for business and community development.

Proposed actions will be structured in three parts:

- Cross sector support;
- Not for profit/social enterprise sector actions;
- For profit sector actions.

The range of actions could include:

- An Environmental Sector Champion;
- Business seed fund;
- Strategic environmental market and technology development;
- Dedicated business planning and implementation support;
- Establishment of an Environmental Intermediate Labour Market;
- Support to establish an NVQ up to level 4;
- Improved success with public sector contract procurement;

- Dedicated labour market advice;
- Relocation advice and specific land reclamation activities.

<b>Funding Estimates (Provisional)</b>	
Zone (AWM)	£8m
Other Funding	£8m
Total	£16m
Time Frame	2006-2015

Outcomes: a vibrant, well networked and growing environmental economy.

Outputs could include:

- New social enterprises;
- New business start-ups;
- Expansion of existing businesses;
- Jobs created / safeguarded;
- Skills assists.

### **Skills Development for Employment in Growth Sectors**

Recognising the importance of developing skills appropriate to business needs the Zone will seek to support initiatives that equip local people with the skills and abilities that enable them to compete effectively in the jobs market. The focus will be on those sectors that are predicted to grow but may be expanded where intelligence indicates other significant skills gaps identified by employers. Support may also be available to enable employers to up-skill their existing workforce.

Zone funds will be targeted at the NVQ3 and NVQ3 plus levels although exceptions may be made where a clear business case exists. The Zone will seek to complement and enhance partner activities wherever possible and to link in with other key initiatives such as Fair Cities.

Consideration will also be given to programmes that seek to develop 'pathways to employment' initiatives and which target particularly disadvantaged groups as well as initiatives that break down barriers currently preventing access to training or employment.

Key growth sectors include:-

**Advisory and Professional Services** - The sector is expected to create an additional 56,000 jobs by 2010. Critical gaps relate to technical, marketing and selling skills, business planning, professional development and inter-personal skills such as communication and team working in the sub-region. Significant numbers of people from black and minority ethnic communities are qualified in professional services areas such as accountancy, business/marketing and finance but face barriers to employment that fail to make full use of their skills and qualifications. The barriers include lack of knowledge of the opportunities available, lack of inadequate advice and support and the reluctance of some employers to review and change their recruitment and retention practices. On the demand side, there is considerable challenge for companies ensuring the skills needs are matched to competitive structures. In particular: ensuring that firms have (and continue to have) access to people with the right skills required to deliver success in their business. Priority will be given to:

- Creating work placements leading to employment;
- Supporting under achieving groups to achieve qualifications at NVQ level 3 and above;
- Working with employers and networks to improve recruitment from diverse groups to meet the sector's employment needs.

**Construction** - The sector is experiencing unprecedented growth. Estimates from the Construction Industry Training Board suggest the building trade will need to recruit an extra 6,300 workers a year in the West Midlands to cope with on-going major construction projects in the region. 60% of firms cite difficulties in recruiting intermediate level skills (NVQ 2&3).

The sector's traditional recruitment target area - young males predominantly from white ethnic groups, is becoming increasingly hard to access as their numbers in the labour market declines. Only 13% of the workforce is from the rapidly growing black and ethnic minority communities, which account for a quarter of the available working age population. Technological advances will create need for people with Qualifications NVQ level 3 and above. Priority is to be given to:

- Extending recruitment, selection and retention initiatives into BME communities currently under represented in the workforce;
- Develop a network of outreach workers able to lead/link to Access to Employment Group Structures and Hub teams;
- Develop measures to enhance business /education links;
- Adult apprenticeships.

**Creative Industries** - The sector is highly skilled, with 48% made up of managerial, professional and technical staff. Organisations are demanding higher levels of skills from their workers and are experiencing difficulties in filling vacancies due to the shortage of appropriately skilled individuals. There are significant and growing opportunities in all areas of this sector with the opportunity for those local residents with IT and associated skills in particular to access this expanding sector. There are opportunities to link for example the work being done under ESF Objective 3 and clusters to the provision of learning materials for local centres. There are opportunities to build on current work within schools to encourage engagement with those young people who are alienated from the learning process. This could use interactive media / games technology to facilitate the learning process amongst this group. This is also reflected in the Creative Industries Cluster Action Plan 'Screening New Media'. In the next three years the cluster will establish a leading position in the emerging field of serious games; melding games technology and creative entertainment techniques for educational applications in fields such as medical technology, heritage and law and order.

There are also significant opportunities in this sector for residents in both employment and self-employment with appropriate FE and HE qualifications, particularly where they are members of excluded groups. Priority will be given to:

- Developing entrepreneurship and business support through skills development for owners, managers and freelancers;
- NVQ Level 3 qualifications in craft and technical skills;
- IT skills development for technicians in multi-media and graphics;
- Developing pathways into the sector via learning / business partnerships.

**Public Sector** - Many public sector organisations are facing severe recruitment difficulties and skill shortages as well as staff retention problems. Public sector organisations have a remit to diversify their workforces and many are already funding initiatives e.g. Birmingham and Solihull's Public Sector Compact.

We need to encourage:

- more effective engagement with the communities that they serve.
- Innovative and inclusive recruitment selection procedures.
- Enhancement of initiatives to ensure the retention and development of employees, especially from BME communities.

### **Health and Care Sector**

The Health Sector incorporates a range of public and private businesses. The provision of new and enhanced health care facilities in Birmingham e.g. at the Queen Elizabeth Hospital and at Heartlands Hospital Medi-Park will create increased and changed demand across all levels of health care professionals, technicians and ancillary workers in the Zone. We will work with partners to maximise these opportunities and address the following issues:

- Diversification of the sector's workforce, which is predominantly white at the lower and intermediate levels
- Investment in the training and development of staff on lower rungs of the skills ladder
- The lack or low level of qualifications among the workforce (25% of the workforce have no formal qualifications and 30% are qualified to NVQ levels 1 & 2)
- Developing a skills escalator to enable individuals to progress through the sector.

### **Manufacturing / Engineering**

This sector is still the bedrock of the sub regional economy as it employs 21% of the working adult population in Birmingham and Solihull. The manufacturing sector is continuing to experience difficulties with a rapidly ageing workforce and a relative decline in the more traditional metal forming sub sector and among sub contractors. However, the sector will continue to be a bedrock for the West Midlands and the Zone and opportunities remain in both the more traditional areas, the emerging hi-tech high value added engineering sub sector and specialist companies for people with both generic and specific skills. This is referred in the Cluster Action Plan for Manufacturing (Agile Economy) which seeks to embed knowledge from a number of key identified technology areas within the regional supply base, e.g. fuel cell technology. It also seeks to facilitate the generation and transfer of such knowledge through demand-led collaborations and develop regional support around the area of product design and innovation; e.g. the Product Innovation Consortium. Priority will be given to:

- Support to meet shortages in areas such as CAD/CNC and business improvement techniques;
- Working with Skills to Auto to support graduate recruitment into the sector;
- Increasing adult apprenticeships into the sector to replace the aging workforce and facilitate release for off site up-skilling;
- Developing ESOL provision for the transport and logistics sector;
- Qualifications to train individuals as skilled technicians.

<b>Funding Estimates</b>	<b>(Provisional)</b>
Zone (AWM)	£2.3 million
Other Funding	£2.5 million
Total	£4.8 million
Time Frame	2006-09

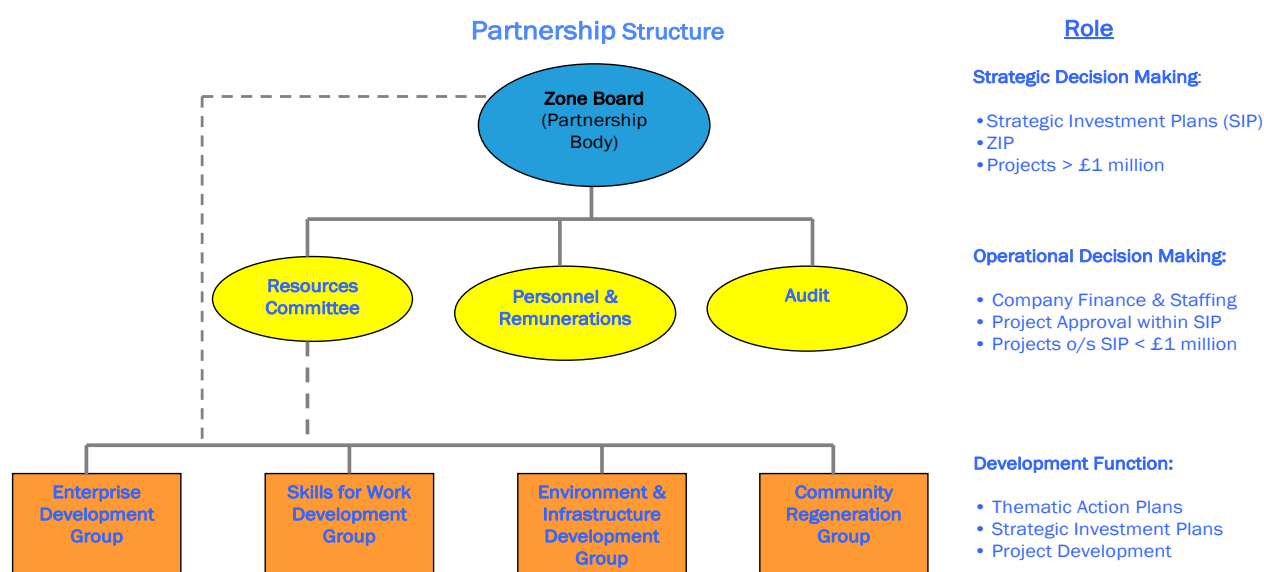
## **Outputs**

- Skills Assist
- Employment Support

## Management and Partnership Arrangements

This Zone partnership brings together public and private sector partners who collectively share the goals and objectives set out in this Plan. The partnership is a company limited by guarantee and has a Board composed of up to 21 Directors. Three committees of the Board have recently been established and its four development groups, which broaden the partnership base, have been reconstituted.

### Partnership Structure



The Board will continue to make the strategic decisions for the company and the Zone but will utilise its three committees – Resources, Audit, Personnel and Remunerations – for the operational elements of its business. The restructured development groups, which provide for a wider partnership base, will focus on support for strategy development and project development. Key partners will continue to lead these development groups:-

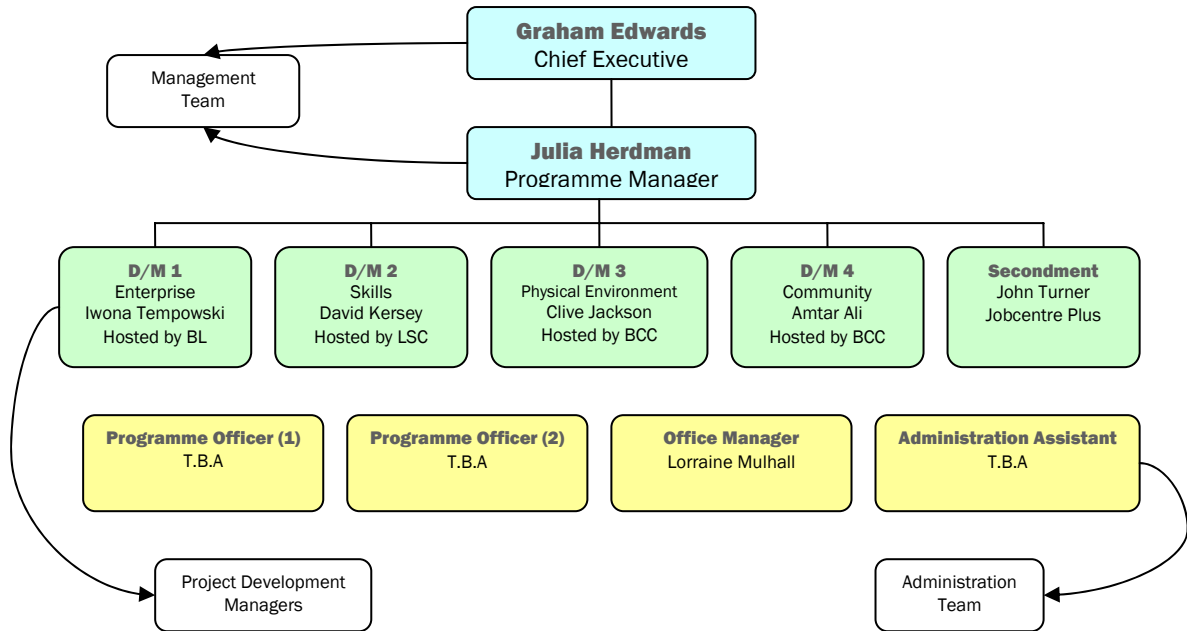
- Enterprise – Birmingham & Solihull Business Link
- Skills – Birmingham & Solihull Learning & Skills Council
- Environment & Infrastructure – Birmingham City Council and Solihull MBC
- Community Regeneration – Birmingham City Council

In the coming year the Board will develop a comprehensive communications strategy, develop ways of celebrating successes, and create a sense of shared ownership.

- ensuring a positive image and profile for the Zone;
- ensuring the governance structures are fit for purpose;
- adopting a set of shared values that promote transparency and integrity;
- enhancing the organisational knowledge and competencies;
- increasing community involvement and participation;
- increase private interest and public partner investment in the Zone

The Zone Company will also work towards achieving delegated responsibility for the programme through a staged process in partnership with AWM.

### Company Organisation Structure



During the three year period the Zone company will review its strategic plan in partnership with AWM which will inform the development of future implementation and action plans.

### Success Measures

- All key staff in place to address the Zone’s agenda;
- Key governance instruments in place and operating effectively;
- Adoption of shared values and objectives through the Zone Implementation Plan;
- Staff and Board training programme devised and implemented;
- Zone communications strategy, protocols and publicity materials in place;
- Strategic plan reviewed;
- Delegation in place;
- Mature Partnership Board;
- Clear synergy and commonality between Zone and partner strategies and objectives;

- Strategic Investment Plans written and agreed by Board. Key dates:-
  - ❖ Enterprising Communities – agreed by previous Board;
  - ❖ Eastside and Digbeth Growth Through Enterprise – April 2006;
  - ❖ North Solihull Jobs, Skills and Enterprise – April 2006;
  - ❖ Creating Economic Prosperity Through Local Employment Centres – September 2006;
  - ❖ Development of Employment Land – June 2006;
  - ❖ Growth In the Environmental Business Sector – September 2006;
  - ❖ Skills Development For Employment In Growth Sectors – June 2006.

## **Guiding Principles, Success Measures and Risk Management**

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The guiding principles for programme activity are:-

- ensuring equality of opportunity;
- continuing the bridges to success principle, linking those with need to opportunity;
- ensuring sustainability, not just in building design and energy conservation, but in future deliverability beyond 'grant funding';
- learning from best practice, being innovative and taking risks where appropriate.

### **Sustainable Development**

In Building For the Future (A National Plan of Action) the Government sets out its definition of a sustainable community as a place where people want to live and where they will continue to want to live because it is:-

- economically prosperous;
- safeguards the countryside;
- enjoys a well-designed, accessible and pleasant living and working environment;
- effectively and fairly represented and governed, with a strong sense of community;
- decent homes at a decent price that people can afford.

The Regional Action Plan – Sustainable Communities in the West Midlands sets out the specific strategic challenges for the region – Housing, Neighbourhood Renewal, Transport and the Economy, employment and skills. Within the Regeneration Zone our aim is to maintain or enhance economic opportunity and community well-being while protecting and restoring the environment. In particular we need to ensure that:-

- economic, environmental and social issues are seen as inter-related and that these issues are addressed “holistically”;
- equality and social inclusion is addressed (access for all to adequate and affordable basic services, e.g. education, employment, energy, health, housing choice, training, transport and leisure / cultural activity);
- the full environmental, economic and social impacts / costs of development are taken into account, and where possible local needs are met locally, from production to consumption and disposal and where needs cannot be met locally they are met in the most sustainable way possible;
- local skills and needs match with availability of employment and other facilities, in a way that poses minimum threat to natural resources and the environment;
- proposals minimise polluting and wasteful practices;
- proposals promote resource conservation and pollution prevention, and environmental protection (minimising use of natural resources and land, generation of waste and emission of pollutants, enhancing the bio-diversity);
- proposals maximise natural, cultural, historical and human assets and resources, and acts to protect and enhance them;

- We build on the cultural heritage / quality of the built environment (protection, preservation and rehabilitation of historic, cultural and architectural values, including buildings, monuments, events; enhancing and safeguarding attractiveness and functionality of spaces and buildings);
- we foster multi-stakeholder collaboration and citizen participation;
- we recognise the sensitive interface between the natural and built environments;
- whole life costings are used in the appraisal of new developments or renovations.

### Measuring Success

A series of Critical Success Factors will be used to monitor progress towards the broader outcomes and will support evaluation and impact assessment of our programme.

Availability of a range of data is currently being assessed in conjunction with Advantage West Midlands and the Regional Observatory to measure broad outcomes but the 7 critical success factors for measuring progress in the Zone will be:

- Increased employment rates - reduced differentials in unemployment and other benefit claims (worklessness) between the Zone and Birmingham average;
- Improved business formations including VAT registrations – reducing the differential between the Zone and Birmingham average;
- Improved business survival rates at 12 months and beyond – reducing the differential between the Zone and Birmingham average;
- Improved skills levels, particularly the proportion of residents with NVQ level 3 qualifications and above;
- Levels of private sector investment partnering Zone funds;
- Area of new/refurbished business space created;
- Area of brownfield land reclaimed and / or developed.

The budget profile and outputs to be achieved for the next three years is shown in the attached spreadsheet – Appendix 4. These figures represent the best estimate at this stage and clearly a lot will depend on the progress made with the Strategic Investment Plans. Additionally, a number of factors which could have a marked impact on performance remain outside our control and therefore close co-operation with Advantage West Midlands staff, partners and project deliverers will be essential.

Forecast expenditure and outputs can be summarised as:-

	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>Total</b>
Capital	16.15	15.5	16.5	48.15
Revenue	2.18	2.59	2.51	7.28
<b>Total</b>	<b>18.33</b>	<b>18.09</b>	<b>19.01</b>	<b>55.43</b>
Allocation	18.30	20.0	20.0	58.3
Over Prog	0.03	-	-	-
Headroom	-	1.91	0.99	2.87

**Capital** – some overprogramming is included for 2006-07. Requirements for 2007-08 and 2008-09 will become clearer as the Strategic Investment Plans are developed.

**Revenue** – the revenue allocation currently stands at £2.9 million per year. 2006-07 represents the first year of new revenue becoming available and it is expected that the full allocation for each of the years will be utilised.

Outputs over the three year period:-

Jobs Created	641
Jobs Safeguarded	833
Businesses Created	199
Businesses Assisted	703
Brownfield Land	9.04 Hectares
Skills Assists	1,126
Employment Support	972

### **Risk Management**

The Company is developing a comprehensive risk assessment and management process as part of its move towards delegated responsibility. It will seek to identify the scale and nature of risks, the bearer of those risks, uncertainties around projects and the likelihood of each risk occurring and the impact on project and programme outcomes.

Risks will form an important part of the appraisal process and risks will be identified in terms of internal, contextual, partners, stakeholders, organisational, process, cost, output, outcome and time. Each project will have a regularly updated risk register or log. In terms of risk management the Company will seek to manage its risks by consulting early on potential problems, avoiding irreversible decisions, carrying out pilot projects in advance of major commitments, assigning risk responsibilities appropriately with partner roles clearly defined, keeping a range of simple alternate actions in place for contingency and taking precautionary action where appropriate. Projects assessed as low risk will be monitored as normal, moderate risks will be addressed by contingency planning, high risk projects will be subject to all of the above and will be closely monitored to ensure early warning of emerging problems. The Resources Committee will play a key role in reviewing programme performance and risk management.

The major risks, options and contingency arrangements associated with the delivery of this Zone Implementation Plan are summarised on the matrix below:-

Internal Risks	Impact (0-10)	Probability (0-10)	Level of Risk (0- 100)	Comment
Inability to retain/appoint high calibre Board Members	9	4	36	Partner commitment remains high and move to Strategic Investment Plans provides clear strategic focus for Board.  High profile with partners to be maintained and positive publicity/celebrating success activity to be maintained/increased
Board Member conflict of interest/lack of transparency in decision making by <b>ebns</b>	9	4	36	Conflict of Interest Policy in place and member interests dealt with at each Board meeting supported by a formal annual update.  Role of Board, Committees and Development Groups well documented  Web site in production and all relevant documents to be made publicly available
Delays in reaching agreement on ZIP.	8	3	24	Timescales for the development of the ZIP have been constrained. However, The ZIP does not alter fundamental direction and is an evolution of the already agreed Action Plan - it moves the Zone towards specific investment plans and a commissioning approach.  The management team will continue to draw on its strong working relationship with officers at AWM to ensure a mutually acceptable ZIP.
Inability to gain the right level of commitment and co-operation from key partners leading to fragmentation and lack of co-ordination across Zone activities.	8	2	16	The continued successful operation of the partnership through the Zone Company has confirmed partners' high level of commitment to the Zone approach. Membership is at Board, Director and Cabinet member level  Partners continue to lead Development Groups (which have recently been reconstituted) ensuring commitment at an operational level  Secretariat will continue its positive dialogue and joint working with all key partners to ensure close co-operation continues.  Chief X continues to be a member of the B'ham & Solihull Employment Strategy Group ensuring further strong links on employment related initiatives
Difficulty in recruiting and retaining key staff is a major risk to the activities of the Zone Company at all levels.  Development Managers are embedded within partner organisations - this adds complexity to staff management.	7	6	42	Salary levels have been set at market rates and flexible systems of work are in operation.  Membership of the WMLGPS is being sought to increase the 'employee offer'  Agreement has been reached with key partners on the joint work-plan management of Development Managers.

Internal Risks	Impact (0-10)	Probability (0-10)	Level of Risk (0-100)	Comment
<p>Project process delays – appraisal, approval and contracting.</p> <p>Delays in appointing additional support for delegation activity</p>	9	7	63	<p>Agreed delivery schedule between Secretariat and AWM identifies possible issues at early stage</p> <p>Project quality will continue to improve with internal capacity growing to deliver the high quality 'appraisal ready' projects.</p> <p>Plans to 'buy in' specialist support on strategy development as a move towards commissioning. Specialist support will also be used to strengthen the 'shadow appraisal' process</p> <p>Development Managers will work closely with project applicants to improve project design and the quality of submissions.</p> <p>Following agreement to delegation self assessment seek to appoint additional Secretariat member to strengthen the Team .</p>
Lack of connectivity between projects and failure to spot cross-cutting issues	6	4	24	<p>Operation of shadow appraisal within the wider partnership helps identify key connections and cross-cutting issues</p> <p>Move to Strategic Investment Plans will provide the frameworks within which future projects will have to sit</p> <p>Development Managers meet as a group to discuss plans and establish synergy / complementarity with partner strategies</p>
Inability to progress with inclusion of Sustainable Development, Equalities and Community Safety issues as key themes in the Zone agenda.	6	3	18	<p>All new Zone projects will be asked to clearly identify how these cross-cutting issues are addressed and will form part of shadow appraisal.</p> <p>Sustainability and equality targets included where appropriate.</p>
Slippage on major project development.	8	8	64	<p>The Zone Programme is 90% capital and projects of this type are very often subject to delay.</p> <p>Projects will often be private sector led with public sector support hence many activities will be outside 'Zone management control'.</p> <p>Strategic Investment Plans will provide a sounder framework in which projects can be developed / commissioned but some delays are inevitable.</p> <p>A pool of projects will be developed to build up over programming of about 20%</p>
Over commitment.	7	2	14	<p>Projects will be approved in line with over programming guidance.</p> <p>Careful financial monitoring, by AWM and communicated to the Secretariat, will ensure that all financial commitments can be met and outputs delivered.</p>
Limited Single Pot Revenue Funding.	7	8	56	<p>Secretariat and partners will continue to seek alternative sources of revenue and link-in mainstream revenue activities to partner Zone capital funds. However, continued lack of significant direct revenue funds undermines the principle of the Zone in delivering/connecting need and opportunity.</p>

Internal Risks	Impact (0-10)	Probability (0-10)	Level of Risk (0-100)	Comment
Inability to develop projects that deliver outputs that will have significant impact on critical success factors	10	4	40	<p>Re-constituted Development Groups will have key focus on development of appropriate high quality, value for money projects.</p> <p>Strategic Investment Plans will provide the framework for direct commissioning.</p> <p>Key links will continue with partner mainstream revenue activity and contract conditions will be applied to ensure local people are linked to the opportunities created by Zone capital funds</p>

External Risks	Impact (0-10)	Probability (0-10)	Level of Risk (0- 100)	Comment
Rapid decline within the manufacturing sector.	9	3	27	Reassess priorities; work with partners, particularly AWM, BCC, LSC, Job Centre Plus, BL to mitigate effects and move people into new employment.
Continued slow decline of manufacturing sector.	7	7	49	To work with partners to ensure that Zone residents can benefit from new employment opportunities in Birmingham City Centre and other key employment centres including, NEC / Airport, Solihull with the potential to produce c. 45,000 new jobs.
Deterioration of housing stock, encouraging out-migration and neighbourhood decline.	7	7	49	Tackling widespread poor quality housing is a major task for landlords and owners. Housing is a statutory duty of the Local Authority and falls outside the remit of the Zone. However, the Zone will work with partners in the Eastern Corridor Proposals & Nth Solihull to help to develop workable solutions to these problems and provide funds for the re-vitalisation of local centres.
Emerging recruitment problems, particularly as a consequence of skills gaps and barriers.	7	7	49	The pace of technological change is increasing. It is likely that skills sets will change and gaps develop. The Zone will use its links with employers, trainers, LSC and its own evaluation and research to identify emerging gaps.  Actions on gaining higher level business required skills for Zone residents to be a priority.
Negative impact of increasing traffic pressures on arterial routes.	5	7	35	Many improvements to transport infrastructure are planned by statutory authorities. The Zone will use the expertise within the Transportation Thematic Group to assess the impact of such changes and advise on appropriate responses to ensure that Zone objectives are included in consultation and planning.  The Zone has contributed to a major transport infrastructure / accessibility study
Rising levels of pollution and environmental decay.	7	4	28	It is likely that levels of pollution will rise as economic activity increases. The Zone is active in advising on sustainability issues and will seek to continue with 'sustainability' advisers.  Investment in local centres, infrastructure and environmental works will make contributions to improving the image of the Zone.
Continued barriers to employment amongst large sections of the local population with skills shortages, poor public transport links and low educational attainment.	8	8	64	Access to work – skills development and removing barriers such as transport difficulties – remain a high priority for Zone activity.  Joint work with key partners, Centro, employers and new initiatives such as Fair Cities will seek to minimise all barriers to employment
Wrong mix of projects to meet objectives proposed by sponsors.	9	4	36	Zone Company will work with partners to elicit projects that fit strategic objectives. Zone Company will increasingly seek to commission work to fill strategic gaps.
Poor quality applications.	9	6	54	Some applications for Zone funding have suffered from poor project design, poor strategic fit and poor match funding.  The Zone will address these issues through its reconstituted development groups, close work with applicants, commissioning and operation of shadow appraisal systems

External Risks	Impact (0-10)	Probability (0-10)	Level of Risk (0- 100)	Comment
Under-spend on projects, especially slippage on capital based projects and pressure to spend European monies.	9	7	63	<p>Slippage on contracted major projects will have significant impact on the programme. Wherever possible, slippage on one project will be mitigated by enhanced activity on another but scope for this is reducing.</p> <p>Active project/contract management by AWM staff and close liaison with the Secretariat will be required to identify issues at an early stage. Regular reporting to the Board/Resources Cttee will be essential.</p> <p>As the Strategic Investment Plans develop over programming will be re-introduced. However, legal over-commitments are unlikely to be allowed and capital projects are difficult to move quickly from 'shelf' to implementation. Nevertheless, a pool of projects will be developed to build up an approved level of over programming of about 20%. To mitigate slippage, greater budget flexibility at year end would be a distinct advantage</p>
Lack of connectivity with other (national and regional) major initiatives and funding.	7	3	21	Strong partner links and links with other major funders – Lottery, GOWM – will ensure complementarity/synergy between programmes.
Inability of the Zone to engage key partners and therefore to have a clear impact.	7	5	35	The Zone already has support from key partners and will seek to strengthen this through continued dialogue and networking. .

**Appendix 1****Themes, Strategic Investment Plans and Current Project Relationships**

<b>Strategic Investment Plans</b>	<b>Thriving Enterprise</b>	<b>Thriving People &amp; Communities</b>	<b>Thriving Environment &amp; Infrastructure</b>
<b>Enterprising Communities</b>	<ul style="list-style-type: none"> <li>▪ Islamic Relief Centre Business Expansion</li> <li>▪ Regeneration Capital for Small Businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ B.I.E.T.T.E.C</li> <li>▪ Community Champions</li> <li>▪ Employment Through Sport</li> <li>▪ Youth Aspires</li> </ul>	
<b>North Solihull Jobs, Skills &amp; Enterprise</b>	<ul style="list-style-type: none"> <li>▪ Regeneration Capital for Small Businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ North Solihull Learning Village</li> <li>▪ North Solihull Community Nurseries</li> <li>▪ Excellence In the Community</li> <li>▪ Access To Employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chelmsley Wood Town Centre</li> </ul>
<b>Eastside &amp; Digbeth Growth Through Enterprise</b>	<ul style="list-style-type: none"> <li>▪ VIVID</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climbing Centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Innovation Centre (BIC)</li> <li>▪ Eastside Acquisitions</li> <li>▪ Learning &amp; Leisure Quarter &amp; Technology Park</li> </ul>
<b>Creating Economic Prosperity Through Local Employment Centres</b>	<ul style="list-style-type: none"> <li>▪ Regeneration Capital for Small Businesses</li> <li>▪ Bangla-Town</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shard End Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bangla-Town</li> </ul>
<b>Growth In the Environmental Business Sector</b>	<ul style="list-style-type: none"> <li>▪ Business Regeneration Capital</li> </ul>		<ul style="list-style-type: none"> <li>▪ Aston Church Road</li> </ul>
<b>Skills Development For Employment In Growth Sectors</b>		<ul style="list-style-type: none"> <li>▪ North Solihull Learning Village</li> <li>▪ Construction Centre Of Excellence</li> <li>▪ Nechells Baths</li> <li>▪ 666 Washwood Heath Road</li> <li>▪ Bordesley Centre</li> <li>▪ Engaging Communities In Learning</li> <li>▪ Small Heath Academy</li> <li>▪ QE Hospital Hub</li> </ul>	
<b>Development of Employment Land</b>	<ul style="list-style-type: none"> <li>▪ Cole River Park</li> <li>▪ Aston Church Road</li> <li>▪ Heartlands Medi-Park</li> </ul>		<ul style="list-style-type: none"> <li>▪ Cole River Park</li> <li>▪ Aston Church Road</li> <li>▪ Heartlands Medi-Park</li> </ul>

<b>Environmental Economy</b>			
<b>Thriving Enterprise</b>	<b>Thriving People &amp; Communities</b>	<b>Thriving Environment and Infrastructure</b>	<b>Partner Activity</b>
Regeneration Capital for Small Businesses	Construction Centre of Excellence	Sustainable Eastside Advisors	EU Framework VII
		Aston Church Rd Project	Mainstream Business Link Support
			AWM Manufacturing Cluster
			AWM Regional Investment Fund
			AWM Environment Cluster Programme
			Groundwork Birmingham and Solihull
			AWM Technology Corridor
			AWM Graduate Programme
			Dti Phoenix Fund
			Accelerate Programme Birmingham Venture, Birmingham Enterprise, CDFIs
			Private Sector
			BCC Property Services
			Rover Task Force

<b>Digbeth Growth Through Enterprise</b>			
<b>Thriving Enterprise</b>	<b>Thriving People &amp; Communities</b>	<b>Thriving Environment and Infrastructure</b>	<b>Partner Activity</b>
Regeneration Capital for Small Businesses	Climbing Centre	Business Innovation Centre	AWM Tourism Cluster
VIVID		Eastside Acquisitions: LLQ / Technology Park	LSC - Innovation Centre
			City Gate Development
			BCC - Tourism Development Programme
			AWM Regional marketing programme
			AWM / BCC Eastside Joint Venture Agreement
			Locate Birmingham
			LSC - Matthew Boulton College
			AWM New Media Cluster Programme
			Marketing Birmingham
			BCC Creative Business Project
			Business Link Mustard Project
			Lord Chancellor's Dept - Magistrates Court Building
			Aston University Business School building
			Business Link "ERDF / Zone capital swap programme - Creative Industries
			<ul style="list-style-type: none"> <li>▪ UK Trade and Investment - most delivered locally by Chamber and Business Link</li> </ul>
			<ul style="list-style-type: none"> <li>▪ BCC Cultural Development Programme</li> </ul>
			<ul style="list-style-type: none"> <li>▪ BCC Irish Quarter Programme including Bus Station</li> </ul>

<b>Enterprising Communities</b>			
<b>Thriving Enterprise</b>	<b>Thriving People &amp; Communities</b>	<b>Thriving Environment and Infrastructure</b>	<b>Partner Activity</b>
Islamic Relief Centre	BIETTEC	LTP Annex E-Bid	LAA/LEGI
Regeneration Capital for Small Businesses	Community Champions		Business Link Standard programmes,
	Employment Through Sport		AWM Ethnic Minority Business Forum
	Youth Aspires		ERDF/BCC Enterprising Communities Programme
			Jobcentre Plus – New Deal Programme
			Business Link Women's Business Groups, Enterprise Awards
			Fair Cities Initiative
			LSC – Train to Gain programme
			Eastern Corridor Programme BCC
			LSC Co-financing Programme
			Business Link / BCC procurement portal
			AWM social enterprise strategy
			▪ Employment Construction Alliance
			▪ PCT Lift Programme
			▪ BVSC
			▪ SCVS
			▪ Birmingham Forward

<b>Creating Economic Prosperity Through Local Employment Centres</b>			
<b>Thriving Enterprise</b>	<b>Thriving People &amp; Communities</b>	<b>Thriving Environment and Infrastructure</b>	<b>Partner Activity</b>
Bangla-Town	Shard End Community Centre		<ul style="list-style-type: none"> <li>▪ Fort Dunlop Development</li> </ul>
Regeneration Capital for Small Businesses			<ul style="list-style-type: none"> <li>▪ Eastside City Jobs (LSC / BCC / JCP)</li> </ul>
			<ul style="list-style-type: none"> <li>▪ Princes Trust</li> </ul>
			<ul style="list-style-type: none"> <li>▪ IMI Witton Development</li> </ul>
			Workforce development programmes, FE and HE
			<ul style="list-style-type: none"> <li>▪ AWM Cluster Development</li> </ul>
			<ul style="list-style-type: none"> <li>▪ GOWM / BCC SureStart / Children's Centres</li> </ul>
			<ul style="list-style-type: none"> <li>▪ AWM / Railtrack / Private Sector Redevelopment of New Street Station</li> </ul>
			<ul style="list-style-type: none"> <li>▪ BCC Local Centres</li> </ul>
			<ul style="list-style-type: none"> <li>▪ BCC - Business Improvement Districts development</li> </ul>

### North Solihull : Jobs, Skills and Enterprise

Thriving Enterprise	Thriving People & Communities	Thriving Environment and Infrastructure	Partner Activity
Regeneration Capital for Small Businesses	North Solihull Community Nurseries	Chelmsley Wood Town Centre Re-development	<ul style="list-style-type: none"> <li>▪ SureStart / Children's Centres</li> </ul>
	North Solihull Learning Village		<ul style="list-style-type: none"> <li>▪ InPartnership, North Solihull</li> </ul>
	Excellence in the Community		<ul style="list-style-type: none"> <li>▪ Accelerate, diversification programmes, cluster / sector activities</li> </ul>
	Access to Employment		<ul style="list-style-type: none"> <li>▪ Colebridge Trust, Solihull</li> </ul>
			<ul style="list-style-type: none"> <li>▪ Private Sector</li> </ul>
			<ul style="list-style-type: none"> <li>▪ Solihull MBC Property Services</li> </ul>
			<ul style="list-style-type: none"> <li>▪ SMBC / Fordgate Investments Ltd</li> </ul>

### Development of Employment Land

Thriving Enterprise	Thriving People & Communities	Thriving Environment and Infrastructure	Partner Activity
Heartlands Medi-park		Cole River Project	<ul style="list-style-type: none"> <li>▪ AWM / BCC Eastside Joint Venture Agreement</li> </ul>
Aston Church Road		Aston Church Road	<ul style="list-style-type: none"> <li>▪ AWM / Railtrack / Private Sector Redevelopment of New Street Station</li> </ul>
Cole River Park		Heartlands Medi-park	<ul style="list-style-type: none"> <li>▪ AWM Medical Cluster</li> </ul>
			<ul style="list-style-type: none"> <li>▪ BCC Local Centres</li> </ul>
			<ul style="list-style-type: none"> <li>▪ BCC - Business Improvement Districts development</li> </ul>

**APPENDIX 2****East Birmingham North Solihull Regeneration Zone Project Summaries**

<b>Project Title</b>	<b>Regeneration Capital for Small Businesses</b>
<b>Project Description</b>	The provision of loan guarantees to enable CDFI (Community Development Finance Institutions) and other lenders to lend in the Regeneration Zone at high risk. Small grants to start-up businesses for purchase of capital equipment (Machinery, IT and vehicles) known as Enterprise Awards. This will allow new businesses excluded from commercial finance and the Small Firms Loan Guarantee Scheme time to establish a reliable market enabling them to afford loan repayments.
<b>Outcomes</b>	Improved business survival rates and employment growth. Improved local demand and marketplace. Improved levels of entrepreneurship particularly amongst women. Improved performance of ethnic minority businesses. Increased number of social enterprises through supply chain development particularly through public sector procurement.
<b>AWM Cost 2006 / 2009</b>	£2.4m
<b>Partner Leverage</b>	£3m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Enterprising Communities</b>
<b>Project Description</b>	A comprehensive programme of community-led infrastructure building and economic regeneration to enhance and promote the economic and social fabric of some of the most disadvantaged communities in Birmingham. Zone funding will complement and expand the range of activity that will be supported by European Structural funding.
<b>Outcomes</b>	Conversion of unused or underused buildings to business space. Improved business survival rates and employment growth. Improved local demand and marketplace. Improved levels of entrepreneurship particularly amongst women. Improved performance of ethnic minority businesses. Reduction in skills shortages and skills gaps experienced by businesses. Increased number of social enterprises through supply chain development, particularly through public sector procurement.
<b>AWM Cost 2006 / 2011</b>	£9m
<b>Partner Leverage</b>	£10m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Chelmsley Wood Town Centre Re-development</b>
<b>Project Description</b>	Re-development of Chelmsley Wood Shopping Centre together with highway infrastructure improvements, re-modelling of transport interchange and local public services.
<b>Outcomes</b>	Improved local demand and marketplace. Improved balance between public sector and private sector employment and wealth creation.
<b>AWM Cost 2006 / 2009</b>	£4m
<b>Partner Leverage</b>	£70m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Islamic Relief Centre</b>
<b>Project Description</b>	Renovation / refurbishment of buildings at Sampson Road North, Sparkbrook to provide a new head office plus training and conference facilities.
<b>Outcomes</b>	Reduce dependence on traditional sectors, particularly the automotive sector. Growth in tourism and tourism related businesses. Conversion of unused or underused buildings to business space. Improved local demand and marketplace. Improved levels of entrepreneurship, particularly amongst women. Improved performance of ethnic minority businesses. Reduction in skills shortages and skills gap experienced by businesses. Increased number of social enterprises through supply chain development, particularly through public sector procurement. Improved graduate retention.
<b>AWM Cost 2006 / 2009</b>	£1,000,000
<b>Partner Leverage</b>	£1m cash, £1m in kind
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Bangla-Town</b>
<b>Project Description</b>	The site is on Coventry Road, Hay Mills and is approximately one acre in size. It consists of a number of unused retail premises, an empty public house and open ground / storage to the rear. A number of local businessmen have established a company for the purposes of redeveloping the site with a distinctive Bengali cultural theme. This is likely to include the acquisition and renovation of the Plough & Harrow, a disused public house as a Bangladeshi family restaurant; redevelopment of rear site to develop small business units and market area which could foster the emerging social enterprise culture; The development of a multicultural community facility; Environmental and image improvements especially along Coventry Road.
<b>Outcomes</b>	Reduce dependence on traditional sectors, particularly the automotive sector. Growth in tourism and tourism related businesses. Conversion of unused or underused buildings to business space. Improved business survival rates and employment growth. Improved local demand and marketplace. Improved performance of ethnic minority businesses. Improved balance between public sector and private sector in employment and wealth creation in the Zone.
<b>AWM Cost 2006 / 2009</b>	£1m
<b>Partner Leverage</b>	£3m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>BIETEC</b>
<b>Project Description</b>	Refurbishment / rebuilding of 3,000 sq meters of premises adjacent to the existing premises on Whitmore Road, Small Heath. The project is divided into two phases and funding was not sought for Phase 1. The funding will specifically pay for the provision of seven start-up units and 20 nursery places in the crèche.
<b>Outcomes</b>	Reduction in skills shortages and skills gap experienced by businesses. Increased number of social enterprises through supply chain development, particularly through public sector procurement.
<b>AWM Cost 2006 / 2009</b>	£500,000
<b>Partner Leverage</b>	£1.1m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Eastside Acquisitions Technology Park</b>
<b>Project Description</b>	A long term investment strategy led by AWM, in partnership with BCC and Aston Science Park Ltd to facilitate the provision of sites, their assembly and development for economic purposes, particularly in respect of developing high-tech, high added value developments, improving graduate retention and technology transfer from higher education to the business sector.
<b>Outcomes</b>	Reduced dependence on traditional sectors, particularly the automotive sector. Redevelopment of Birmingham City Centre Eastside and growth in inward investment. Increased knowledge based sectors, e.g. creative and media, medical and high-tech, engineering and environmental businesses. Growth in the exploitation and implementation of high-tech, low environmental impact industrial process to improve competitiveness. Conversion of unused or underused buildings to business space. Improved business survival rates and employment growth. Improved local demand and marketplace. Improved balance between public sector and private sector employment and wealth creation in the Zone.
<b>AWM Cost 2000 / 2010</b>	£25m
<b>Partner Leverage</b>	£10m (Acquisition phase)
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Heartlands Medi-park</b>
<b>Project Description</b>	Proposal by Aston Science Park to develop a multi-million pound science park at the hospital for research and development of drugs and other medical processes.
<b>Outcomes</b>	Reduced dependence on traditional sectors, particularly the automotive sector. Increased knowledge based sectors, e.g. creative and media, medical and high-tech, engineering and environmental businesses.
<b>AWM Cost 2006 / 2009</b>	To be confirmed
<b>Partner Leverage</b>	To be confirmed
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Queen Elizabeth Hospital Employment and Training Hub</b>
<b>Project Description</b>	The Hub aims to provide quality training, employment and robust careers for disadvantaged communities within sustainable employment sectors of the economy. Particular emphasis will be on the construction and health & social care sectors, both of which are under-represented in minority ethnic communities.
<b>Outcomes</b>	Reduction in the relative and absolute levels of unemployment and worklessness in the Zone. Reduction in skills shortages and skills gap experienced by businesses. Improved household incomes. Reduced numbers without qualifications (25+). Improved educational attainment, workforce skills, soft and language skills, at NVQ 3 and above (25+). Improved co-ordination and alignment of regeneration activity.
<b>AWM Cost 2006 / 2009</b>	£420,000
<b>Partner Leverage</b>	£1.15m
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>Aston Church Road</b>
<b>Project Description</b>	The project will involve the demolition of existing structures and reclamation of a 2.5 ha. site in the Nechells area of the Zone. The reclaimed site will be on two levels to be occupied by two distinct uses:- Upper Level – industrial estate, comprising eight units; Lower Level – state of the art recycling centre
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>▪ provision of employment opportunities for Zone residents;</li> <li>▪ provision of unit accommodation for businesses which will be located in the Zone;</li> <li>▪ significant regional asset in terms of enabling regeneration activity;</li> <li>▪ environmental and economic benefits of less transportation to and deposition of waste materials in landfill sites;</li> <li>▪ environmental improvements which benefit local residents;</li> <li>▪ positive image of being exemplar in reclamation / remediation technology;</li> </ul>
<b>AWM Cost 2006 / 2009</b>	£1,566,905
<b>Partner Leverage</b>	£6,878,616
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Business Innovation Centre – Aston Science Park</b>
<b>Project Description</b>	<p>Following the recent crisis at MG Rover, a number of partners have investigated ways to support the Company's former employees and suppliers to find new forms of employment.</p> <p>The office block and the existing reception building on Dartmouth Middleway and adjacent foundry can be demolished/refurbished to provide new offices. The estimated scheme cost of the refurbished offices and the demolition and remediation of the foundry is £1.4m. The office block can be refurbished within 4-6 months of a start on site. The demolition and remediation would take about 6 months from start on site.</p>
<b>Outcomes</b>	<p>The BIC scheme will provide a range of small units totalling 14,209 square feet to meet the immediate need of ex-MG Rover employees and their suppliers, with on-site business support. The space can also be made available for other such small business start-ups, which, together with the ex-MG Rover start-ups, could well be businesses that take up larger space on the Science Park and within the Technology area of Eastside.</p> <p>The area of the remediated foundry will be counted as brownfield land reclaimed</p>
<b>AWM Cost 2006 / 2009</b>	£450,000
<b>Partner Leverage</b>	£1m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Cole River Park</b>
<b>Project Description</b>	<p>The site for this proposal is the former Warwick Road Trading Estate, located on the southern side of the A41 Warwick Road in the Sparkhill area of Birmingham. The current owners have demolished the former trading estate units to enable comprehensive redevelopment of the site.</p> <p>Planning permission has been obtained for the provision of three units comprising 66,400 sq. ft. net of B1, B2 and ancillary B8 accommodation. One unit of 40,000 sq. ft. will front Warwick Road and there will be two further units totalling 26,400 sq. ft. which are capable of further sub-division.</p>
<b>Outcomes</b>	2 ha. brownfield land back into productive use; Provision of 66,400 sq. ft. of employment floor space; 182 jobs. Increase the attractiveness of the Warwick Road as a place for further private sector investment; Provide an enhanced environment for employees and local residents through improvements to overall environment.
<b>AWM Cost 2006 / 2009</b>	£1.87m
<b>Partner Leverage</b>	£6.59m
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Learning and Leisure Quarter</b>
<b>Project Description</b>	Encourage the physical regeneration of the area, integrating Millennium Point, the inclusion of a City Park, the extension of the City Centre and the creation of the Learning Quarter. The location for part of the proposed Library for Birmingham and Conservatoire at Eastside will underline the importance of this area and the City's ambition to host the European City of Culture in 2008.
<b>Outcomes</b>	Improved co-ordination and alignment of regeneration activity. Improved graduate retention and commercialisation and knowledge transfer through improved university business linkages.
<b>AWM Cost 2000 / 2010</b>	£25m
<b>Partner Leverage</b>	£10m (Acquisitions Phase)
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>Employment Through Sport</b>
<b>Project Description</b>	The project will use sport and sport based training as a mechanism to engage young people of school age to promote community cohesion locally between different faith and geographic communities. The project will in the main be delivered by adults living in the community who are currently not in work but are interested in pursuing opportunities through sport and sports coaching. The project will build on existing service provisions by local leagues in the Saltley and Small Heath areas. The project will use existing local resources like schools and community and leisure centres to carry out extra-curricular activities engaging local people to improve their skills to enable them to enter employment. The successful adult beneficiaries will gain qualifications from nationally and internationally recognised sports governing bodies such as the Football Association, English Cricket Board, National Basketball Association and other such professional sports governing bodies. The courses will also incorporate other transferable skills, e.g., communication, time management, team-working and leadership. The delivery of these activities will be provided in partnership with a number of other colleges such as Joseph Chamberlain College, South Birmingham College and other voluntary sector organisations.
<b>Outcomes</b>	Improved individual and community aspirations. Improved economic participation rates for ethnic, young asylum seekers and refugees.
<b>AWM Cost 2006 / 2009</b>	£276,000.00
<b>Partner Leverage</b>	£159,000.00
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>Community Champions</b>
<b>Project Description</b>	The project aims to develop further and implement the success of the Community Consultants Project in the extended Saltley & Small Heath Regeneration Area. The project demonstrates how Zone funding can be joined up with NRF funds to realise holistic regeneration in deprived communities and also adds value to activity that is being delivered or currently being configured by a number of key strategic service agencies.
<b>Outcomes</b>	Improved individual and community aspirations.
<b>AWM Cost 2006 / 2009</b>	£150,000
<b>Partner Leverage</b>	To be confirmed
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>Youth Aspires</b>
<b>Project Description</b>	The project aims to address labour market disparities by providing support to disengaged young people to enter the labour market. The key elements of the project are outreach through sport and youth work; involvement of Youth Service, Connexions and Adult Education in delivery of specific modules; delivery within local communities; holistic support to participants including confidence building, pre-vocational tasters with local FE colleges, IT training, job application skills, potential for placements within the local social economies; individual mentorship.
<b>Outcomes</b>	Improved individual and community aspirations.
<b>AWM Cost 2006 / 2009</b>	£110,000
<b>Partner Leverage</b>	To be confirmed
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>Shard End Community Centre</b>
<b>Project Description</b>	Creation of a personal development centre for and by the young people of Shard End, including the construction of a building of lasting beauty and appeal, utilising best ecological, environmental and architectural building practice. This will accommodate a range of uses based around training, education, employment, statutory service provision and social and recreational themes. The construction of the building will form an integral part of the concept being a construction industry training programme in itself.
<b>Outcomes</b>	Reduced numbers without qualifications (25+). Improved educational attainment, workforce skills, soft and language skills, at NVQ 3 and above (25+). Improved individual and community aspirations.
<b>AWM Cost 2006 / 2009</b>	£0.25m
<b>Partner Leverage</b>	£1.6m
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>North Solihull Learning Village</b>
<b>Project Description</b>	To establish a new purpose built Learning Village within Chelmsley Wood and North Solihull which will provide an integrated range of training and support services designed to enhance the economic potential and support the regeneration of the area. The project will involve construction and equipping of a new building and provide practical training facilities required for a major expansion in vocational training provision and learning opportunities to meet the needs of both unemployed people and SME employees who need to upgrade or broaden their skills to safeguard their future employability, as well as the skills and recruitment needs of employers within the Zone. Programmes will be offered up to and beyond NVQ Level 3 covering vocational areas directly relevant to priority sectors, e.g. retail, health and social care.
<b>Outcomes</b>	Reduction in skills shortages and skills gap experienced by businesses. Improved household incomes. Reduced numbers without qualifications (25+). Improved educational attainment, workforce skills, soft and language skills, at NVQ 3 and above (25+). Improved co-ordination and alignment of regeneration activity.
<b>AWM Cost 2006 / 2009</b>	
<b>Partner Leverage</b>	£10.3m
<b>Milestones</b>	See Implementation Plan - Outputs

<b>Project Title</b>	<b>Small Heath Academy</b>
<b>Project Description</b>	Development of a new community centre in the Small Heath area of Birmingham to help local residents access the employment opportunities that are being created in the City, through a package of targeted employment training provision. Fill gaps in service provision for learning, careers advice & employment opportunities; learning and employment opportunities supported with childcare facilities; culturally sensitive female only provision; progression on to learning at NVQ level 3 or above; a greater range and more appropriate learning provision targeting employment growth areas.
<b>Outcomes</b>	Reduction in the relative and absolute levels of unemployment and worklessness in the Zone. Reduction in skills shortages and skills gap experienced by businesses. Improved household incomes. Reduced numbers without qualifications (25+). Improved educational attainment, workforce skills, soft and language skills, at NVQ 3 and above (25+). Improved economic participation rates for ethnic, young asylum seekers and refugees.
<b>AWM Cost 2006 / 2009</b>	
<b>Partner Leverage</b>	£2.7m
<b>Milestones</b>	See Implementation Plan - Outputs

<b>Project Title</b>	<b>Excellence in the Community</b>
<b>Project Description</b>	Targeting those currently disadvantaged and excluded from economic and community life, the project is designed to facilitate the creation of 16 Satellite Training Centres across infant, junior and secondary schools, using wherever possible, existing school premises by adapting their surplus capacity for use by the community. They are designed to support regeneration by providing a focal point for community activity, including a range of positive intervention:- education and training, and forging closer links with community providers like Police, colleges, health care professionals and job centres.
<b>Outcomes</b>	Reduction in skills shortages and skills gap experienced by businesses. Reduced numbers without qualifications (25+). Improved educational attainment, workforce skills, soft and language skills, at NVQ 3 and above (25+).
<b>AWM Cost 2006 / 2009</b>	To be confirmed
<b>Partner Leverage</b>	£850,000
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>North Solihull Community Nurseries</b>
<b>Project Description</b>	The aim of the project is to facilitate the regeneration of CED / Regeneration Zone eligible areas via the creation of specific provision targeted at those who are currently excluded from economic and community life. Achieved via the provision of 270 full day care places at six new 'Neighbourhood Nurseries', these new facilities are part of a National Childcare Strategy targeted at the most disadvantaged communities.
<b>Outcomes</b>	Reduction in the relative and absolute levels of unemployment and worklessness in the Zone. Improved household incomes. Reduced numbers without qualifications (25+). Improved co-ordination and alignment of regeneration activity.
<b>AWM Cost 2006 / 2009</b>	
<b>Partner Leverage</b>	£1.7m
<b>Milestones</b>	See Implementation Plan

<b>Project Title</b>	<b>666 Washwood Heath Road</b>
<b>Project Description</b>	The project is an extension to an existing facility which works with partner organisations to develop services that; improve access to information, assist in developing skills and employability (such as I.T), provide careers advice, deliver precursor and taster learning programmes.
<b>Outcomes</b>	Improved individual and community aspirations.
<b>AWM Cost 2006 / 2009</b>	
<b>Partner Leverage</b>	£70,000
<b>Milestones</b>	See Implementation Plan - Outputs

<b>Project Title</b>	<b>VIVID – The Garage</b>
<b>Project Description</b>	Creation of new gallery space for the display of electronic media exhibits in Digbeth adding to the creative industries cluster around the Custard Factory development.
<b>Outcomes</b>	Reduce dependence on traditional sectors, particularly the automotive sector. Growth in tourism and tourism related businesses. Increased knowledge based sectors, e.g. creative and media, medical and high-tech, engineering and environmental businesses. Improved business survival rates and employment growth.
<b>AWM Cost 2005 / 2008</b>	£77K
<b>Partner Leverage</b>	£20k
<b>Milestones</b>	See Implementation Table

<b>Project Title</b>	<b>Climbing Centre</b>
<b>Project Description</b>	The recreation of a premier climbing facility within the wider Eastside area by converting an existing disused building into a new modern climbing centre. The building is located adjacent to the Custard Factory in Birmingham. The proposal includes the building and installation of a number of climbing walls. Zone funds will be used to enhance the climbing provision which will support job creation but more particularly will increase the potential for training and wider school and community engagement.
<b>Outcomes</b>	Growth in tourism and tourism related business.
<b>AWM Cost 2005 / 2008</b>	£70,500
<b>Partner Leverage</b>	£300,000
<b>Milestones</b>	See Implementation Table

**Appendix 3**

<b>Tier 2 : Regional Targets</b>	<b>Zone Contribution</b>
<b>Sustainable Economic Performance</b>	The Zone itself is a catalyst for additional activities and investment that contributes to an increase in regional value added and productivity. For example, the former Connecting Business to Opportunities Project, investment in the Eastside Initiative and the various additional training opportunities provided by through the Skills Development Group.
<b>Regeneration</b>	The Zone covers 18 <sup>6</sup> wards, 14 in Birmingham and 4 <sup>6</sup> in North Solihull. This ZIP complements and adds value to various regional and local strategies. For example, the Zone will link with the Objective II Enterprising Communities project to tackle deprivation and social exclusion in the Zone's most deprived wards.
<b>Urban</b>	The Zone itself will be a strategic framework that will contribute to the Urban Tier 2 targets. In addition, current levels of public and private investment within the Zone area will increase its attractiveness and competitiveness. The Eastside Initiative is the most significant Zone investment at present and in the future. Through this initiative the Zone will contribute the re-modelling of the city centre and the development of the Aston Science and Technology Park. Significant funds are also likely to be invested in the re-development of Chelmsley Wood Town Centre
<b>Rural</b>	The Zone does not impact directly on rural areas and vice versa, however there are linkages and dependencies between firms (e.g. food and drink) and residents in the urban heartland and rural hinterland. For example, there are potential benefits for Zone residents and businesses through supply chain opportunities and job creation from the development of the Balti Academy.
<b>Physical Development</b>	The Eastside Initiative is the most significant Zone investment at present and in the future. Through this initiative the Zone will contribute the re-modelling of the city centre and the development of the Aston Science and Technology Park. Significant funds are also likely to be invested in the re-development of Chelmsley Wood Town Centre and in the development of employment land.
<b>Employment</b>	The Zone provides a multi-faceted strategy across all four Pillars that will stimulate the creation of employment.

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1.7.1. <sup>6</sup> Pre 2004 Wards