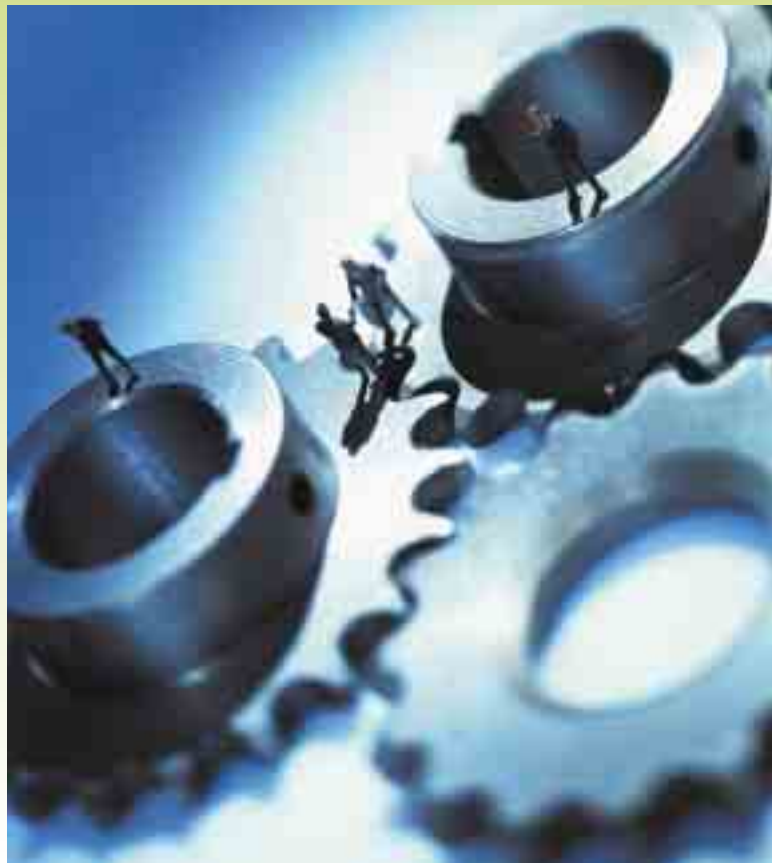


# |An Engine of Growth|

The Economic Regeneration Strategy for the Coventry, Solihull and Warwickshire Sub-region

October 2002



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## | Executive Summary |

The Economic Regeneration Strategy brings together a wide range of policies and initiatives that aim to achieve our vision of an economically successful Sub-region of Coventry Solihull and Warwickshire:

“Working in partnership and building on its strengths, to secure a sustainable prosperity and quality of life to which every local person will have the opportunity to contribute, and, from which, derive benefit”.



### The Strategic Priorities for the Sub-region

- **The CSW partners are determined that the Sub-region should fulfil its role as an 'Engine of Growth' for the Region, as acknowledged in the Draft Regional Planning Guidance.** Chapter 2
- **Tackling the transport problem** is a major concern for the Sub-region. This is reflected in the local transport plans for the area, but it is the responsibility of Government and national agencies to address these problems. The Coventry, Solihull & Warwickshire Partnership will work with Regional Partners to influence transport policy at a National level. Chapter 2 Paragraph 2.2
- The Strategy recognises that the **continued prosperity of the manufacturing industry** and, in particular, the automotive sector is vital to the Sub-region's economic well-being. Chapter 3 Paragraph 3.1
- **The experience of structural change underlines the need to diversify and modernise the economy.** The development of the CSW 'corridor' of High Technology industry in partnership with Advantage West Midlands is a major Sub-regional initiative to that end together with the promotion of certain other growth sectors identified in the Regional Economic Strategy. Chapter 3
- **Prosperity and opportunity are unevenly distributed** within the Sub-region. A central objective of the Strategy is to address disparities within the area by using the Sub-region's two Advantage West Midlands backed Regeneration Zones (RZs) and European Objective 2 funding to promote measures (including environmental enhancement) to spread market confidence North; address the problems of communities of need and localised pockets of disadvantage; and regenerate the rural areas. Chapter 4
- **A well-educated and skilled workforce** is fundamental to the economic success of the Sub-region, and access to training and jobs is a key to social inclusion. Promoting the area as a learning and skilful Sub-region is therefore a key objective and one of the most important of the 'bridges to success' which the Strategy aims to build in order to link the opportunities in the Sub-region with those most in need. Chapter 5



## Regional Economic Strategy

Advantage West Midlands, the Regional Development Agency has adopted a Regional Economic Strategy with four themes or "pillars"

"Creating the conditions for growth"  
 "Developing a diverse and dynamic business base"  
 "Regenerating communities"  
 "Promoting a learning and skilful region".

Working within the framework of these pillars, the Economic Regeneration Strategy for Coventry, Solihull and Warwickshire has been developed to take economic development in the area forward over the next five to ten years.

## Creating the conditions for growth

We must be able to provide readily available **employment sites and premises** to assist the growth of employment. Priority will be given to the development of previously used "brownfield" sites and to development in the Regeneration Zones. Green belt land, and in particular the "Meriden Gap" will be maintained as a local amenity. The **regeneration of town and city centres** is also central to the competitiveness and economic well being of the area.

The Strategy aims to improve **transport** in a sustainable manner, as congestion and environmental pollution from traffic are major problems. In particular it aims to improve public transport along selected corridors, and link employment opportunities with areas of need.

A comprehensive **Information and Communications Technology (ICT) infrastructure** is central to the success of the area in attracting and retaining businesses. Action will be taken to ensure improvement through the accelerated deployment of broadband network access across the area and beyond, together with the necessary support structures.

The Strategy recognises that through the **positive promotion of the image of the Sub-region**, the creation of a climate of confidence and success is essential to attract investment and securing the commitment of people to the area. All relevant agencies will be brought together to undertake a marketing and image-building strategy to raise the profile of the whole area, both to its own citizens, and to the outside world.

With the help of grant aid, **environmental enhancement** measures will be undertaken, particularly in the more run-down areas and in the Regeneration Zones. These will provide the opportunity for businesses and local communities to develop a shared agenda of community regeneration initiatives.

## Developing a diverse and dynamic business base

The Sub-region has an excellent record of attracting **inward investment**. It is vital that this continues in order to promote diversification and modernisation of the local economy. The inward investment agencies in the area will work together with Advantage West Midlands to develop a joint marketing programme.

**Developing a high technology corridor** is a core part of the Strategy, in an area bounded by Solihull, Ansty and Warwick, including Coventry.

The competitiveness of local business is vital for the area's future, and **business support** measures are a key tool in ensuring the success of local business. The CSWP partners will actively support the modernisation and diversifying of firms, particularly small and medium sized enterprises. The recent growth in the number of businesses in the area shows the excellent base being built upon. A range of support initiatives is in place and will be developed further and will be particularly aimed at emerging and growing industries as well as traditional ones.

**The active promotion and support of culture, sport, and tourism** enhances the quality of life for local people and enhance the perception of the area. They are also important industries in their own right. With some of the most popular visitors sites in the country and some world-class venues, there is tremendous potential for growth in this field.

It is a fundamental objective of the Strategy to promote **education and training, linked with the needs of the Sub-region**. Measures to strengthen and diversify the economy can only be successful if the skill base is developed to ensure that businesses can secure staff to enable them to compete successfully.

It is also a fundamental objective of the Strategy to ensure that opportunities are accessible to all. Active steps will be taken to link opportunity with need by removing barriers to employment through a range of community regeneration measures such as training, provision of transport and encouraging firms to locate in, and recruit from areas and communities of need.



## Regenerating communities

The Coventry, Solihull and Warwickshire Partnership, with Advantage West Midlands, is determined to close the economic gap between the north and south of the Sub-region. It will do this through a wide range of regeneration initiatives to spread market confidence north and develop the linkage between new job opportunities and those most in need.

**Community Planning**, through the development of local partnerships and the implementation of regeneration plans throughout the Sub-region, is key to the success of this objective.

The **Regeneration Zone** programme is an important part of the West Midlands Regional Economic Strategy. The Zones identify those parts of the West Midlands that are most in need of a programme of investment in economic, social and environmental measures to remove disparities between these areas and the rest of the West Midlands. There are two zones within the Sub-region, the Coventry and Nuneaton Regeneration Zone and the East Birmingham/North Solihull Regeneration Zone.

While there are no designated "Rural Regeneration Zones" in the Sub-region, **rural regeneration** is an important part of the Regional Economic Strategy and of this Strategy. The problems faced by the farming industry and the decline in rural services has had a great impact on the rural community, particularly the less well-off. The aim of the rural regeneration element of this Strategy is to improve and diversify the rural economy and improve access to services in rural areas.

## Promoting a learning and skilful region

**Maintaining competitiveness** in a fast changing economy places a premium on the education, skills and adaptability of the work force and the willingness of management to innovate. All employers have a responsibility to **create a culture of lifelong learning** in their organisations. The success of regeneration in disadvantaged areas depends upon access to learning and training facilities and people using them. It is also important that the skills base of the area matches its aspirations. The Strategy provides for the **needs of businesses and communities** in terms of skills and learning opportunities.

## Purpose of the Strategy

The strategy brings together the range of recent important economic regeneration policy work developed through multi-sectoral and cross boundary working within the Sub-region much of which has been facilitated by CSWP Ltd.

It provides a comprehensive and coherent strategic framework of aims and priorities for the Sub-region as a whole within which to coordinate economic regeneration activities and support bids for resources

and lobbying activities on behalf of the area. It shows how the Sub-regional partners are taking forward the 'Agenda for Action', set by the Regional Development Agency – Advantage West Midlands (AWM) – and agreed between Advantage West Midlands and the Regional Assembly, within the context of the Draft Regional Planning Guidelines.

## Context

Whilst no specific outlook period is set for the Strategy, a realistic prospect is up to 10 years for some of the major elements to be implemented. The Strategy will be monitored and kept under review and it is anticipated that it will be revised within the next 3 to 4 years.

It is a Strategy for the Sub-region rather than a Strategy for CSWP Ltd. As such, it reflects the priorities and responsibilities of the various partner organisations involved. These will be set out later as a Sub-regional Agenda for Action in a companion document to this Strategy. The implementation of that Agenda will depend on the commitment of those Partner organisations.



# | 'An Engine of Growth' |

The Economic Regeneration Strategy for the Coventry, Solihull and Warwickshire Sub-region.

Executive Summary	Page I-III
Contents	Page 1
Chapter One Introduction to the Strategy	Page 2
Chapter Two Creating the Conditions for Growth Maintaining the Sub-region's role as an 'Engine of Growth for the Region'	Page 3-5
Chapter Three Developing a Diverse and Dynamic Business Base Modernising the economy and developing the High Technology Potential of the Sub-region.	Page 6-8
Chapter Four Regenerating Communities Spreading Market Confidence North and Regenerating Communities	Page 9-12
Chapter Five Promoting a Learning and Skilful Region Promoting a Learning and Skilful Sub-region	Page 13
Chapter Six Building Bridges to Success – Linking Opportunity with Need	Page 14
Chapter Seven The Partnership approach to delivery	Page 15
Chapter Eight Monitoring, Evaluation and Review	Page 16
Appendix One The Economic and Wider Policy Context	Page 17-20
Appendix Two Key Statistics for the Sub-region	Page 21-23
Appendix Three List of key strategy documents	Page 24
Appendix Four Main Implementation Organisations, Partnerships and Task Groups	Page 25-27
Appendix Five CSWP Ltd information – Background and Contacts	Page 28
Appendix Six Assisted Area, European Funding and Regeneration Zone maps	Page 29-30

# | Introduction to the Strategy |

- 1.1 A review of the economic and wider policy context is contained in Appendix 1. It identifies the key priorities for the Sub-region in its role as a Regional wealth creator. However it is also an area in which special measures are required to effect the regeneration of those communities most in need. Addressing these priorities requires a holistic approach which weaves together the threads of social, economic and environmental policy and secures well-informed and cooperative action between partner organisations from all sectors at local, sub-regional and regional level.
- 1.2 Within the framework of the four Pillars of the Regional Economic Strategy the foci for the Sub-regional Strategy are:
- 1.2.1 **Creating the conditions for growth**
- Maintaining the Sub-region's role as an 'Engine of Growth' for the Region.
  - Raising the profile, and promoting the image, of the Sub-region as an attractive, successful, progressive and outward-looking area.
  - Improving the transport system within the area and its external links
  - Providing a ready supply of appropriate employment sites and premises
  - Regenerating the town and City centres
  - Developing the Information and Communications Technology (ICT) infrastructure.
  - Enhancing the environment in deprived and run-down areas.
- 1.2.2 **Developing a diverse and dynamic economic base**
- Modernising the economy and developing the High technology potential of the Sub-region.
  - Undertaking a joint marketing programme to promote the Sub-region's priority neighbourhoods and sites for development and as locations for inward investment.
  - Supporting and developing the cultural, tourism and sporting potential of the area.
  - Encouraging the development of the business growth clusters identified in the West Midlands Regional Economic Strategy.
  - Supporting the Generating Rural Opportunities in Warwickshire and Solihull (GROWS), project to develop sustainable business clusters in rural areas.
  - Improving the competitiveness of local business and promoting entrepreneurship through improving the quality of, and providing local access to, business support, so as to raise the take up by Small and Medium sized Enterprises (SMEs), micro and start-up businesses.
- Developing the potential of the Solihull, Coventry and Warwickshire corridor for the clustering of High Technology businesses. Enabling established High-tech firms throughout the Sub-region, including those in the Regeneration Zones, to benefit from this activity.
- 1.2.3 **Regenerating Communities**
- Spreading market confidence northwards within the Sub-region.
  - Targeting internal and external public sector resources and securing private sector investment to implement the economic, social and environmental Regeneration Zone programmes for those parts of the Sub-region within the East Birmingham/North Solihull Regeneration Zone (EBNS/Regeneration Zone) and the Coventry/Nuneaton Regeneration Zone (CN/Regeneration Zone).
  - Taking action to modernise the economy of these areas and enabling them to benefit from the High Technology Corridor initiative.
  - Engaging the business community with the regeneration process and the broader corporate social responsibility agenda.
  - Regenerating Rural Communities
  - Diversifying the Rural economy
  - Building on the Market Towns initiative.
  - Responding to the opportunities in the English Rural Development Programme.
  - Improving access to services and transport and economic links with the urban areas.
  - Tackling localised pockets of need.
  - Recognising pockets of need in urban and rural localities throughout the Sub-region and improving local conditions within the framework of the Local Strategic Partnerships' (LSPs) Community Plans and Regeneration Zone Plans.
- 1.2.4 **Promoting a Learning and Skilful Region**
- To raise the aspirations, participation and achievement of young people.
  - To raise achievement and increase the demand for learning by adults.
  - To raise skill levels to improve employer competitiveness and aid inward investment.
  - To improve the quality, effectiveness and efficiency of guidance, education and training delivery.
  - To ensure engagement and participation of under-represented groups and equalise opportunities through the availability and provision of guidance, education and training.
- 1.3 Running through all of these Pillars of the Strategy is the need to take deliberate action to include all those sections of the community who, for a variety of reasons, find it difficult to benefit from and contribute to the economy. This cross-cutting theme is called 'Building Bridges to Success'. It involves a whole variety of measures to link need with opportunity including:
- 1.3.1 Working with employers through job link partnerships to implement the New Deal For Employment, identify and address skill needs and promote best practice in the balance between home life and work
- 1.3.2 Providing transport solutions and social measures, including the provision of childcare and encouraging family friendly employment practices so as to link opportunity with need.
- 1.3.3 Focusing on geographical and social communities of need within which to promote awareness of opportunities and provide enterprise (including community enterprise) support and access to employment through training in basic skills and opportunities for more specific training.
- 1.4 The successful implementation of this strategy requires a commitment to Partnership working at all levels. It also requires a proactive and coordinated approach to identifying the opportunities available to the Sub-region from, and helping to shape and influence the policies and programmes of, the Regional institutions such as Advantage West Midlands, The Regional Assembly and the West Midlands Local Government Association (WMLGA). Government and national agencies, such as the Strategic Rail Authority, and the European Commission (EC). There is a key role for the Coventry, Solihull and Warwickshire Partnership (CSWP) in facilitating this. An Action Plan for the delivery of the Strategy is being prepared as a separate but complementary document to this publication. It will identify the principal activities, targets, timescales and lead responsibilities.



## | Creating the Conditions for Growth |

### Maintaining the Sub-region's role as an 'Engine of Growth for the Region'



2.1 Over the last twenty years the Sub-region has proved itself to be the most dynamic economy in the Region. This is demonstrated by the success of the new business parks at Hams Hall, Bermuda, Westwood, Birmingham Business Park, Warwick Technology Park and the University of Warwick Science Park. These have attracted new and continued investment by companies such as Oracle, Peugeot, BMW and Ford's Premier Automotive Group, Conoco, National Grid and Barclays Bank International. This achievement is due to a variety of environmental and historical factors and the Sub-region's strategic transport links with the rest of the country, especially with the South-East of England and mainland Europe. The continued high performance of the Sub-region's economy is essential to the success of the Regional Economic Strategy in closing the gap between the West Midlands and other regions in Europe. The very location of key facilities such as Birmingham International Airport, the National Exhibition Centre, and the transport infrastructure of the Sub-region, which are so necessary to the Region's economy, serve to underline the role of the area as the engine of growth for the Region. Whilst the prospects for the future are good, with an expectation of some 30,000 new jobs in Solihull alone over the next ten years, they will only be realised if positive action is taken to 'create the conditions for growth'.

2.1.1 The two universities within the Sub-region have played very important roles in the development of the dynamic local economy:

- Coventry University plays a major role in the sub-region adding over £129M to the local economic output. The University provides a wide range of educational and commercial services to both large and small companies. With 17,000 students on campus and nearly 2000 employees Coventry

University is the ninth largest employer. The University provides a number of support services to SMEs in the Sub-region and is also an active participant in community organisations. Whilst seeking to have levels of national excellence in all that it offers nevertheless the University seeks to achieve international excellence in design, automotive engineering and health.

- The University of Warwick has been an engine of growth and development in South-west Coventry and Warwickshire. The University straddles the Coventry Warwickshire boundary, and from being farmland in the early 1960's is now a leading international university with some 19,000 students, a substantial proportion being postgraduates, and a turnover of £200m. Its regional impact includes education and training through the Open Studies Programme and a range of part-time degrees, collaborative work with industry particularly through the Warwick Manufacturing Group and the Warwick Business School, cultural impact via the Warwick Arts Centre and as a major employer in the sub-region. The University employs 4,000 staff in a range of jobs covering education, catering and conferences. Additionally a further 2,000 are employed at the University of Warwick Science Park, and with the later development of the Westwood Business Park, the employment pattern of South-west Coventry and South Warwickshire had been transformed. The University aims to strengthen its international profile, whilst ensuring that its development continues to benefit the Coventry, Solihull and Warwickshire Sub-region.

#### 2.2 Strategic Priorities - Transport

2.2.1 **Improving the transport system within the area**  
Congestion and environmental pollution from traffic is a major problem. The Regional Assembly's Regional Transport Priorities Statement has acknowledged this at regional level in the Regional Transport Strategy, and its solution is essential to the achievement of sustainable economic growth. The local transport authorities are resolved to solve this problem by improved demand management in parallel with improvements in public transport. Public transport improvements will be concentrated on selected Corridors and will also be designed to link employment opportunities with areas of need.

2.2.2 **Key features will include:**

- N-S corridor linking Nuneaton through Coventry to Leamington and Warwick.

- N-S corridor linking North Solihull and Northern Warwickshire with employment opportunities in the M42 corridor.
- E-W corridor linking opportunities in the M42 corridor with the Coventry and Nuneaton Regeneration Zone.

#### 2.2.3 Public transport priorities include:

- Bus showcase routes.
- Improving the links between Solihull and the Airport and NEC including the extension of the metro services in the Solihull area and the link along the A45 to Birmingham International Airport.
- Improved rail services along the Coventry - Warwickshire corridor and new stations at Kenilworth and Hams Hall.
- Strategic park and ride with rail and bus facilities.

2.2.4 Sustainable transport routes for cyclists and pedestrians will also be developed. They have an important part to play in reducing the need for motor transport and therefore reduce the impact on pollution levels and congestion.

2.3 Improving the regional infrastructure and inter-regional links. There are major bottlenecks on the motorway and trunk road system within the Sub-region which affect both local traffic and that generated externally. There is also the need to cater for the continued growth in air traffic.

#### 2.3.1 Key projects to implement and problems to address include:

- Highway congestion at Tollbar End, Baginton, and Longbridge, Warwick.
- Upgrading the A5 along the Warwickshire border.
- Building the Rugby Western Relief Road.
- Widening of the M42 to ease the congestion in the vicinity of the NEC and Birmingham International Airport.
- Providing for the impact of the Birmingham Northern Relief Road on Junction 4 of the M6
- Addressing the problems of rail capacity, and the modernisation of the West Coast Main Line including the 4-tracking of the Coventry/Wolverhampton section.
- The requirements of the Premier Automotive Group (PAG) for a railhead to transfer significant production from road to rail is an important priority to meet their competitiveness needs as well as contributing to the Strategic Rail Authority's (SRA) targets for shifting freight from road to rail.
- Accommodating the forecast growth in services and passenger numbers at Birmingham International Airport.

2.4 The main bodies and mechanisms for giving effect to these policies are the Local Transport Authorities, Government agencies and the Department of Transport, Local Government and the Regions, Centro and other local transport providers and the Local Planning Authorities. External funding for transport projects will be sought wherever possible. The strategic planning documents are the Local Transport Plans, the Regional Transport Strategy contained within the Regional Planning Guidance and the Transport Priorities for the West Midlands paper published by the Regional Assembly. The recent West Midlands Multi-Modal Study has important implications for the Sub-region including the extension of the metro network in the Solihull area. Backed by its multi-sectoral Transport Policy Forum, and in partnership with the West Midlands Regional Transport Forum, the CSWP can and will champion the transport interests on behalf of the Sub-region.

2.5 Providing a ready supply of employment sites and premises. The provision of an appropriate range of readily available sites and premises is a pre-requisite of employment growth. The sub-region needs them to accommodate inward investment and the growth of local businesses so as to fulfil its role as the 'engine of growth'. Priority will be given to the development of brownfield sites. The maintenance of the Green Belt and the Meriden Gap is of prime concern to the Local Planning Authorities for its amenity value and in order to focus investment in the development of the brownfield sites and the Regeneration Zones. Indeed the quality of the Sub-region's environment is a major attraction for businesses investing in the area. Extensions to existing sites into, and new sites on green fields will therefore only be supported in certain circumstances as set out in the Regional Planning Guidance. Where necessary the public sector will intervene directly in the market, particularly in respect of brownfield sites, where site constraints are inhibiting their development, and in the Regeneration Zones in order to create confidence and catalyse private investment.

2.6 Sites.

- Brown field developments, particularly in the Regeneration Zones and other areas of need.
- Major new schemes such as the Arena and the completion of Prologis Park.
- Town/city centre sites near public transport links to promote brownfield and mixed use development and support urban regeneration.
- A range of smaller sites including, Foleshill, Electric Wharf and the Central Depot sites in Coventry.

- The development of new sites for High Technology use such as at Jaguar Whitley.
- Identification of, and bringing forward for development, Major and Regional investment sites including that at Ansty owned by Advantage West Midlands and the Rugby Aerials site at Hillmorton.
- Proposed extensions to premium sites such as Birmingham Business Park and Blythe Valley Park in line with the current Regional Planning Guidance strategic approach to corridor/cluster development, with opportunities for science park/incubator units, and linked with Regeneration Zones.
- The development of the land south of Coventry Airport will be a crucial employment site for the Sub-region within the next five years.
- Other sites will be released through the medium of the local plans for the Warwickshire Districts in the context of the Warwickshire Structure Plan.

#### 2.7 Premises

- Provision of incubator and grow on space for High Technology businesses.
- Provision of starter units for micro businesses
- Provision of high quality premises in key locations, such as the office development at Bermuda Park Bedworth to improve the range of jobs in Regeneration Zones and help bridge the gap between the Regeneration Zones and the High Technology corridor.
- Conversion and redevelopment of redundant industrial buildings in urban areas.

#### 2.8 Provision and Protection of Employment Sites and Premises in Rural Areas.

- Conversion of redundant agricultural buildings
- Re-use of previously developed land.
- Employment provision in Market Towns

2.9 The main players in this activity will be Private Sector developers and landowners, the Local/Unitary Authorities, the University of Warwick Science Park and Coventry University Technology Park Companies and the Royal Agricultural Society of England (RASE) and Advantage West Midlands.

2.10 Regeneration of Town and City Centres  
The regeneration of the town and city centres is central to the regeneration and competitiveness of the area. These centres portray the essential image of the locality to the wider world and provide the natural and accessible location for its range of local employment opportunities and the commercial, public, cultural and

leisure services which are part and parcel of the quality of life for the community. Solihull with its new Touchwood Centre provides a model of regeneration and illustrates the standard yet to be met in the other commercial centres in Coventry and Warwickshire if they are to hold their own in the face of competition from accessible centres in neighbouring regions.

2.11 Coventry City Centre is the principal service hub for the Sub-region. Whilst it was completely rebuilt during the 1950s and '60s, it is now undergoing large scale redevelopment to provide the standard and range of retail, leisure and commercial facilities expected in a major centre serving a catchment area of up to one million people. The early completion of this ambitious modernisation programme is essential to the sustained regeneration and success of the Sub-region.

2.12 Priorities for regeneration, which should take into account local community needs and aspirations, include:

- Completion of, and further investment in, the redevelopment of Coventry City Centre.
- Redevelopment of Chelmsley Wood as a hub for the whole of North Solihull.
- Investment in Nuneaton and Bedworth Town Centres and in Leamington including Old Town.
- Supporting Town Centre Management Partnerships throughout the Sub-region
- Promotion of community safety and the 'evening' economy in Town and City centres.
- Support for the development of business improvement districts.

The Local Authorities and the private sector working in partnership are key to this activity.

#### 2.13 Developing the ICT infrastructure

2.13.1 An all-encompassing ICT infrastructure provides the facilitating mechanics of service delivery both within and beyond the Sub-region and the means to deliver core applications vital to economic prosperity. The continuous improvement of the ICT infrastructure is central to the success of the Sub-region in attracting and retaining new investment and new businesses, as well as maintaining and developing the competitiveness of existing businesses. Positive action will be taken to secure this improvement through accelerated deployment of broadband network access across the whole Sub-region together with the support structures necessary to ensure its effective exploitation through learning in its broadest sense – awareness, education and skills development.



2.13.2 The nature and scale of providing a pervasive infrastructure will require determined and coherent collaboration from the wider Partnership driven by clear implementation strategies.

2.13.3 The key project priority for the development of the ICT infrastructure is to build on the success of the CW2000 Project in bringing broadband to the area through initiatives which extend access to the infrastructure, and the capacity to exploit it, across the whole of the Sub-region. Phase 2 of CW2000 and related initiatives will provide the focal point for this development.

2.13.4 The lead bodies are Advantage West Midlands, Warwick and Coventry Universities and Further Education Colleges, the Local Authorities, the Learning and Skills Councils (LSCs), Business Link and the CSWP Ltd. Close engagement of private sector partners, particularly telecommunications carriers, will be essential. Such an example is the collaboration between Coventry University Technology Park and BT, which has designated the site as an e-location thus giving enhanced access to broadband facilities.

2.14 **Environmental enhancement**  
In order to attract private investment to the more run-down and deprived areas, particularly the Regeneration Zones, measures to enhance the environment will be undertaken with the help of grant aid. These will also improve the quality of life and provide the opportunity for businesses and their local communities to develop a shared agenda of local community regeneration initiatives. These activities provide scope for business involvement and local training and employment opportunities. Maintaining environmental quality throughout the Sub-region will be essential to the continuing success of the local economy. The Local Authorities will be the prime movers in this activity together with organisations such as Groundwork.

2.15 **Promoting the Image of the Region**  
Creating a climate of confidence and success is essential to attracting investment and securing the commitment of people from all walks of life to the future of the area. The Sub-region has a good story to tell, but to date has not set about this in a consistent and coordinated way. To this end CSWP Ltd will join with Advantage West Midlands, the Local Authorities, Tourism organisations, Town Centre partnerships and other bodies to undertake a sustained programme of action, within the framework of a regional marketing and image building strategy, to raise the profile and project a positive and vibrant image of the Sub-region to both the outside world and its own citizens.



## | Developing a Diverse and Dynamic Business Base |

### Modernising the economy and developing the High Technology Potential of the Sub-region.

3.1 Modernising the traditional industries in the economy and developing the high technology potential of the Sub-region is the key to its continued prosperity and success as the 'Engine of Growth' for the Region. Whilst the motor vehicle industry has been, and remains a key driver of the local economy, its fortunes in the global market place depend on sustained increases in productivity – with a consequent reduction in traditional shop floor jobs – and moving forward in the development of new products and automotive and transport design technology. The economy is always in a state of flux and structural change as a result of external factors and this requires coordinated action to help communities and businesses to adjust, remain competitive, to innovate, and to make the most of new opportunities in the world market. The Sub-regional strategy will support these processes, foster development in the growth 'clusters' identified in the Regional Economic Strategy and attract inward investment by companies in those sectors.

3.1.1 The Regional Economic Strategy identified ten 'clusters', but for this Sub-region the most appropriate appear to be:

- Information and communications technology
- Transport technologies
- Culture and Tourism
- Food and drink
- Specialist professional services.

3.1.2 Other potential growth sectors include Creative industries and Educational/Entertainment media (linked to ICT), Biomedical and Environmental Technology (possibly linked to transport technology). Support will also be given to the rural business growth cluster identified by the Generating Rural Opportunities in Warwickshire & Solihull (GROWS) project, the important opportunities offered by the growing concentration of Rural Science and Technology organisations, and those linked to the administration and development of education and training technology and policy.

3.2 **Strategic Priorities - Attracting Inward Investment to Strengthen and Diversify the Economy**

3.2.1 The Sub-region has a first class record in attracting inward investment. The continuation of this is crucial to the diversification and modernisation of its economy and its role as an 'Engine of Growth'. The Sub-region's Inward Investment agencies in Solihull, the Coventry Centre for Investment and the Warwickshire Investment Partnership

will work with each other and Advantage West Midlands to develop joint marketing programmes to attract new businesses to, and encourage investment by established companies in, appropriate locations in the area. Joint working with Advantage West Midlands on other initiatives such as the Cluster Action Plans, the development of the High Technology Corridors and research activities, will be essential to achieving the objectives in respect of strengthening and diversifying the Sub-regional economy.

3.3 **Developing the Solihull, Coventry and Warwick High Technology Cluster**

3.3.1 The Task Force set up by Advantage West Midlands, in the wake of the withdrawal of BMW from its involvement in the Rover Group, proposed the establishment of three Corridors to help modernise the Region's economy. Within the Sub-region the 'corridor' of land roughly bounded by Solihull, Ansty and Warwick - and including Coventry, was identified as having proven potential for the development of ICT, transport technology and engineering product development. The sub-region's corridor plan, which will support the development of indigenous businesses over the wider Sub-region around the 'corridor', has been accepted and will benefit from substantial grant aid from the Department of Trade and Industry via Advantage West Midlands. An additional opportunity within the corridor is the Royal Agricultural Society of England's intention to develop the National Centre for Rural Enterprise – to include a Rural Science and Technology Park – at Stoneleigh Park

3.3.2 Key features of the action plan include mobilising the experience of the University Science Parks, the Business Links and the Local Authorities to help:

- Improve the rate of technology transfer and business innovation.
- The development of specialised business space.
- Improve access to venture capital.
- The development of training programmes and best practice through collaborative networks of local employers, business support agencies, the Universities and Research and Development establishments.

3.3.3 An important objective in the development of this cluster will be measures to develop the links between the High Technology Corridor initiatives and the Regeneration Zones so that the people and businesses residing there can benefit from access to training and job opportunities and new business investment.



3.3.4 The emphasis on transport technology and engineering product development will help support the ongoing competitive advantage (whilst also facing up to fierce global competition) of concerns such as Peugeot and Ford's Premier Automotive Group (PAG) which are based in the Sub-region.

3.4 **Promoting and Supporting Culture, Sport and Tourism.**

3.4.1 These industries and activities contribute to the quality of life and are key determinants of the external perception of the area. They play an important part in the area's ability to attract and retain investment and skilled and managerial staff. They are also very important Sub-regional business sectors in their own right. The Sub-region has a rich historic heritage including the castles at Warwick and Kenilworth, eight stately homes, and the Cathedral quarter in Coventry. Literary connections extend beyond Shakespeare to include George Eliot (Nuneaton and Coventry), and Rupert Brook (Rugby). The National Exhibition Centre and Stoneleigh Park are world-class venues for all sorts of commercial, cultural and sporting events, while the Stratford theatres and the University of Warwick Arts Centre are major cultural venues.

3.4.2 Based on these assets there is a range of lucrative markets. Business tourism stemming from the proximity of Birmingham and the International Convention Centre, together with the National Exhibition Centre and the Birmingham International Airport and the conference market, has enormous potential. Leisure tourism including day trips and short breaks linked to the heritage, cultural and environmental attractions and recreational activities, such as golf, has scope for further development in the international market and has an important part to play in rural regeneration is important.

## 3.4.3 Key actions include:

- Establishing firm links between the Sub-regional Economic Regeneration Strategy, the West Midlands Regional Cultural Strategy and the Warwickshire, Coventry and Solihull Local Cultural Strategies and supporting Action Plans.
- Investing in the facilities and attractiveness of the Town and City centres.
- Providing venues for major cultural and sporting events, including the development of the Coventry Arena.
- Investing in the enhancement of our World Class heritage which includes Coventry Cathedral, Warwick Castle, the Shakespeare attractions and, in particular, the redevelopment of the Royal Shakespeare Theatre and its environs in Stratford-upon-Avon – a project of Regional and National significance.
- Developing the cultural and tourism potential of the wider Sub-region including its cultural venues (such as the University of Warwick Arts Centre), historic, literary and sporting connections and environmental assets including the River Avon and its inland waterways.
- Promoting and supporting the role and future development of the NEC in Solihull and Stoneleigh Park as venues for major exhibitions, conventions, and sporting and cultural events.
- Building on the tourism industry potential of Birmingham International Airport as a gateway to the Nation as well as to the Region.
- Taking full advantage of the hospitality and retail market opportunities arising from both business and leisure tourism so as to strengthen the sector.
- Supporting the development of centres of cultural training such as the Centre for Performing Arts at Coventry University.
- Encouraging the development of the tourism infrastructure by extending and improving the range of accommodation, conference and leisure facilities in the area.

- Capitalising on the sports heritage and facilities in the Sub-region including Rugby as the Home of Rugby Football and the Belfry near Coleshill as a venue for World-Class golfing events such as the Ryder Cup in 2002 as well as the attractive range of golf courses in the area.

## 3.5 Business Support

- 3.5.1 The competitiveness of local businesses is vital to the area's future. The Sub-regional partners are determined to actively support firms, particularly Small and Medium Enterprises, in their quest to modernise and diversify. A range of initiatives is in place and will be further developed for this purpose with particular attention to the 'growth clusters' and their availability in the Regeneration Zones. Growth must be encouraged in both new and traditional industries. The recent growth in the number of businesses operating within the Sub-region shows a degree of dynamism which the partners are aiming to encourage. Business support and assistance will be directed at emerging and growing industries such as engineering design, medical technologies, tourism and leisure and the creative industries as well as traditional industries such as motor vehicles, construction and engineering.
- 3.5.2 The support offered by business support and other economic development agencies includes:
- The Business Links and the Local Authorities.
  - Support for businesses to develop environmental technologies, products and services; environmental management improvements; and the environmental enhancement of business sites.
  - Promotion of international trade to new exporters and in targeted clusters.
  - The provision of specialist services to support innovative businesses by the Universities of Coventry and Warwick and the Further Education Colleges.

- Support for ethnic minority owned businesses.
- Local provision of support for new enterprises and Micro-businesses.
- Regeneration Zone training and enterprise initiatives.
- The emerging Advantage West Midlands Cluster Action Plans.
- The development of business networks, such as the World Class Group, in growth sectors/clusters to encourage innovation and to identify and address matters of common interest, such as training needs, to enhance their competitiveness.
- Improving access to finance including maximising the use of the range of Regional funds such as the Regional Venture Capital Fund, Creative Advantage Fund etc.

3.5.3 The importance of the rural economy in the Sub-region is recognised and every effort will be made to help both the agricultural and rural business growth sectors to innovate and compete successfully. The success of the Farm Business Advisory Service together with other initiatives (such as the Single Regeneration Budget supported 'Vital Villages' project) will be used to build an integrated approach to supporting rural based businesses, enabling them to seize opportunities for growth and diversification. The development of the National Centre for Rural Enterprise at Stoneleigh Park will be important in this respect.

3.5.4 Micro-businesses (those with 10 or fewer employees) account for over 80% of local businesses and are of growing significance in the local economy. They have very specific support needs and many are not linked into business support networks. It is important that business support agencies collaborate to support this sector. For example Business Link Coventry and Warwickshire is working as part of the Business Support Consortium, and partnerships such as Promoting Inclusion in Enterprise (PIE), and the New Deal for Communities to provide the necessary support. Business Link Birmingham and Solihull is involved in a project, with a number of other key partners including the Local Authorities, to promote entrepreneurship among disadvantaged groups. The European Commission, under the EQUAL programme initiative, funds this.

3.5.5 Other major areas for development include support for business start-ups; women entrepreneurs; ethnic minority businesses; and community enterprises. In all of these areas the aim is to ensure that the mechanisms and expertise are in place within the Sub-region to ensure that these sectors have access to good quality business support and advice that will enable them to maximise their contribution to the creation of jobs in the local economy.

## 3.6 Education and Training and Linking Opportunity with need

- 3.6.1 These measures to strengthen and diversify the economy will only be successful if the education and skills base of the Sub-region is developed to ensure that businesses can secure the staff to enable them to compete successfully in the global economy. The strategy for this is set out in Chapter 5 - 'Promoting a Learning and Skilful Region'.
- 3.6.2 It is also a fundamental objective of the Sub-regional Strategy to ensure that the opportunities arising from the improvement and growth of the economy are accessible to all. Consequently active steps will be taken to link opportunity with need by removing the barriers to employment and 'Building Bridges to Success' through a range of measures to regenerate communities through training, transport provision and encouraging firms to locate in and recruit from areas and communities in need.
- 3.7 Lead Bodies
- 3.7.1 A wide range of organisations are involved in this work and a number of them have come together as a Wider Small Business Support Partnership (Coventry and Warwickshire) and the Solihull Business Partnership to improve cooperation and the coordination of their activities.

3.7.2 The lead bodies, working together in partnership, include:

- The Local Authorities' Inward Investment and Business Support units
- CV One - Coventry City Centre and Tourism Company
- South Warwickshire Tourism
- Advantage West Midlands
- Coventry Solihull and Warwickshire Partnership Ltd
- The Coventry Solihull and Warwickshire Corridor Alliance.
- The University of Warwick Science Park Ltd.
- Coventry University Techno-Centre
- Business Link Organisations
- The Chambers of Commerce
- Local Learning & Skills Councils (Coventry & Warwickshire and Birmingham & Solihull)
- The Universities of Warwick and Coventry
- The Royal Agricultural Society of England (RASE)
- Groundwork.



## Regenerating Communities |

### Spreading Market Confidence North and Regenerating Communities

#### 4.1 Regeneration

4.1.1 Despite the overall prosperity of the Sub-region, the economic disparities between the North and South have remained stubbornly persistent for the last 30 years. During that time the Local Authorities and the private sector with the support of grant aid have made very substantial investments partly funded by the United Kingdom Government and the European Commission under successive Regional Policy initiatives. This has had considerable success as evidenced by the new businesses that have located in the Northern sector of the Sub-region: the BMW Engine plant at Hams Hall for example and the companies at Prologs Park and the Bermuda Park developments in the Coventry and Nuneaton Regeneration Zone. Nevertheless the relative disparities remain. The Coventry, Solihull and Warwickshire Partnership is determined to work together with Advantage West Midlands on a sustained programme of action to close the differential between the North and South. This will be done through a programme of regeneration initiatives to spread market confidence North and develop the linkage between the new job opportunities and those most in need.

4.1.2 This will be spearheaded through the two Regeneration Zone programmes which will apply the measures identified under the 'Creating Conditions for Growth', 'Developing a Diverse and Dynamic Business Base' and 'Promoting a Learning and Skilful Sub-region' pillars to the Regeneration Zones. This will be supported through the targeting of the European Commission Objective 2 funds available under the Single Programming Document (SPD) for the West Midlands Region to the Regeneration Zones together with measures to enable them to benefit from the 'corridor' initiatives. The work will be complemented by that initiated by the Local Strategic Partnerships (LSPs) and



Community Plans. Joint working between the Local Strategic Partnerships and Regeneration Zone Boards will be especially important where, as in Coventry, substantial funding is also available under the New Deal for Communities Programme and the Neighbourhood Renewal Fund.

4.1.3 There are serious problems of isolated pockets of deprivation in the rural areas, and amongst particular minority groups and sections of the community. These will also be addressed.

4.1.4 Successful regeneration means lifting standards across the whole Sub-region whilst at the same time having a significant impact on those most disadvantaged groups and areas. Social inclusion is primarily about reducing inequalities of many sorts – income, access to employment, housing, health, educational attainment, crime etc. Many of these inequalities are concentrated in particular areas, but some groups who face exclusion and deprivation are dispersed across the Sub-region including some minority ethnic groups, disabled people, older people, and 'looked after children'.

4.1.5 An integrated approach to regeneration can ensure sustainable prosperity from which all can benefit. This means that policies for education, housing, the environment, crime, social action and health must be deliberately and more effectively 'joined-up'. It also requires partnership working at both local and strategic levels. At the local level this means involving those who live in and work with disadvantaged communities in identifying opportunities and needs, and in designing, developing, implementing, monitoring and evaluating regeneration activities. Strategic level partnership working is needed to allocate additional resources, the aligning of mainstream funding and activities towards disadvantaged communities, to help sustain the benefits of regeneration projects and to share good practice.

4.1.6 External resources for regeneration include not only the European Commission grant and the money channelled into the 'Corridors' and Regeneration Zones via Advantage West Midlands, but also a number of existing Single Regeneration Budget programmes which have some years to run. It is also important to bear in mind that Advantage West Midlands will be spending 30% of its growing pool of resources to support economic regeneration outside the Regeneration Zones.

4.1.7 In all of these Regeneration programmes measures to link opportunity with geographical and minority communities

of need – 'Building Bridges to Success' – are an essential feature. Some of these are dealt with below and appropriate references are made under the Transport section of the Creating Conditions for Growth pillar and in the Promoting a Learning and Skilful Region Pillar.

#### 4.2 Community Planning

4.2.1 Local Strategic Planning Partnerships are developing and implementing regeneration initiatives throughout the Sub-region.

#### 4.2.2 Coventry Neighbourhood Renewal Strategy

This involves actions to narrow the gap between Coventry's thirty-one priority neighbourhoods and disadvantaged communities of interest, and the rest of the city. An award of £12million in Neighbourhood Renewal Funding will be used to improve services for disadvantaged communities. Priorities for Years One and Two include six priority neighbourhoods - Willenhall / Willenhall Wood, Stoke Aldermoor, Canley, Hillfields, North Holbrooks and Longford – and three city wide communities of interest – 'looked after children', pupils from disadvantaged minority ethnic backgrounds with low educational attainment, and Coventry's African Caribbean community.

#### 4.2.3 Coventry Community Plan

Coventry's first Community Plan is a partnership oriented initiative with a strategic focus. It aims to make measurable improvements in economic, social and physical conditions in the City by 2003. The plan includes six priority themes each with specific targets:

- Create more jobs for Coventry people
- Tackle crime, make communities safer
- Tackle poverty
- Invest in young people
- Create an exciting vibrant city centre
- Meet the needs and aspirations of older people

A Local Strategic Partnership (The Coventry Partnership) has now been set up and a key role will be to develop and roll forward a local Neighbourhood Renewal Strategy and the next Community Plan.

#### 4.2.4 Warwickshire County Strategic Framework

A range of public agencies working together has produced the County Strategic Plan for 2002-5 - the community strategy for Warwickshire. Detailed local priorities across the county have been established in the recent Community Planning process, which has taken place in the county's five Districts and Boroughs. The County Strategic Plan complements the five local community plans and focuses on those things best done at county level.

Key Warwickshire County Council aims for regenerating Warwickshire's communities are:

- To improve their prosperity both relatively and absolutely and in so doing to contribute to the well being of the Sub-region, the Region and the Nation.
- To promote access to opportunity and prosperity for disadvantaged groups and locations.
- To achieve this within the context of social, economic and environmental sustainability.

4.2.5 The following priorities have been highlighted in the five Warwickshire District Community and Action Plans:

- Warwick District is prosperous overall but some parts face the challenges of serious deprivation in both urban and rural areas. The Warwick Community Plan focuses on the desire to improve the quality of life for everyone. It seeks to address a large range of issues but the underlying principle is one of extending the benefits enjoyed by the area to everyone, not just the few. In community terms, this means that there is an emphasis on the regeneration of Leamington Old Town (with community projects such as Regenesis) and on other smaller pockets of deprivation such as the Crown ward in Lillington, Sydenham, parts of Warwick and the deprivation experienced by people scattered throughout the rural area. It also means addressing the issues faced by the Black and Minority Ethnic communities.

#### 4.2.6 Solihull Community Plan

- The Local Strategic Partnership for Solihull is developing the Community Plan. The priorities for Solihull are in the Council's Vision and Values Statement and will form the starting point for the work on the Community Plan.
- The vision for Solihull is for it to be 'A Place where Well-Being, Pride and Quality of Life is Enjoyed by All'.
- Community leadership represents and respects what is said and is an effective voice nationally and within the Region.
- The diverse needs of groups within our community that make up the Borough are met, protecting those that are most vulnerable and in greatest need.
- All communities have the opportunity to share in and shape the wealth, well being and growth of the Borough, closing the gap of inequality.
- Lifelong opportunities for all who live work and learn here to achieve their potential and to increase their prosperity.
- Sustainable development is achieved through the effective balance between economic, social and environmental factors.
- Our customers will be able to access advice and information on all public services when and where they want them.
- Everyone values themselves and each other, living together as one Borough.'

also disappeared. The long-term vision looks for a more varied economy founded on higher levels of educational attainment and training.

- Several areas within Nuneaton and Bedworth Borough are targeted for improvement and have been incorporated within the Coventry and Nuneaton Regeneration Zone. These include the Pride in Camp Hill local regeneration initiative, Nuneaton and Bedworth town centres, Bedworth Heath, and Keresley Village. Projects such as integrated jobs brokerage and transport development aim to link disadvantaged communities in the Borough to employment and training opportunities. The Community Plan also focuses on social inclusion and measures to improve the quality of life.
- Stratford District is the least deprived district in the County, but does have pockets of rural deprivation - particularly in relation to access to services. The Community Plan identified six key areas for improvement namely: making it easier to get to services and information; community safety; the environment; health; community involvement and business and employment.



#### 4.2.7 Solihull Best Value Performance Plan – 'Shaping a Better Solihull'

This plan reflects the priorities of the Solihull Community Plan, and is themed around:

- Social - Opportunity and Inclusion.
- Economic - Employability and Prosperity.
- Environmental - Balance and Sustainability.

#### 4.3 The Regeneration Zones

4.3.1 The Regeneration Zone programme is one of the main initiatives of Advantage West Midlands' Regional Economic Strategy. The Zones identify, geographically, those parts of the West Midlands Region which are most in need of a sustained programme of public and private investment in economic, social and environmental measures to secure their sustained regeneration and remove the economic and social disparities between those areas and the rest of the Region. The Zones do not take account of administrative boundaries, instead, they reflect the real geography of deprivation. It is recognised that a holistic approach, involving long-term multi-sectoral partnership working and the engagement of all sections of the community, including the business sector, is essential for their success.

4.3.2 Within the Coventry, Solihull and Warwickshire Sub-region there are two urban Regeneration Zones both of which were defined by Advantage West Midlands, in consultation with local people and organisations including the Coventry, Solihull and Warwickshire Partnership Ltd, on the basis of statistics indicating areas of need. The boundaries of these Zones contain or run close to substantial areas of economic opportunity. The Coventry & Nuneaton Regeneration Zone lies wholly within the sub-region whilst only the North Solihull part of the East Birmingham & North Solihull Regeneration Zone falls within the Sub-region. This links the Sub-region to major regeneration projects in Birmingham – particularly Eastside.



#### 4.4 Coventry Nuneaton Regeneration Zone

4.4.1 The Coventry & Nuneaton Regeneration Zone covers the North-Eastern half of Coventry with a population of about 150,000, and a substantial portion of the Borough of Nuneaton and Bedworth containing about 50,000 people. The area is shown by the map in Appendix 6. The Regeneration Zone Stage Three Prospectus sets out key priorities and projects for the Regeneration Zone for the period April 2002 – March 2005. The Implementation Plan for 2002 - 2003 gives detail of targets and spend for the first year. The Action Plan illustrates that Advantage West Midlands has provided an indicative allocation of £3.25m to support project activity in the first year of the Coventry & Nuneaton Regeneration Zone, and £20.8m to support project activity over the first three years of operation. The Implementation Plan identifies the proposed distribution of funding across the strategic objectives and themes developed in the Prospectus and the Action Plan, as well as across the four pillars detailed in 'Creating Advantage', the West Midlands Regional Economic Strategy, and the subsequent 'Agenda for Action'.

4.4.2 The strategic priorities for the Regeneration Zone include:

- Sure Start – aims to improve the health and well being of families with young children. There are currently three programmes in Coventry, in the South East, the South West and in Foleshill.
- Children's Fund – will plan and develop preventative services for children, young people and their families. Coventry is currently developing projects serving the Foleshill ward and two priority neighbourhoods in Radford.
- New Deal for Communities – will access £54million over a ten-year period to regenerate the Wood End, Henley Green, Manor Farm and Deedmore priority neighbourhood in Coventry. A community led programme of activities aims to transform the area through projects that centre on improving education, housing, environment, health, access to jobs and tackling crime.

- Pride in Camp Hill and the Urban Village Project.
- Improvements at Bedworth Heath.
- Regeneration of the Nuneaton and Bedworth Town Centres.
- Business Support initiatives.
- Bringing employment sites and premises, including the Foleshill Gas Works area, back into economic use.
- Environmental improvement on the Bayton Road Industrial Estate.
- Building Bridges to Success' through a variety of training and access to employment projects run in cooperation with employers and the New Deal Welfare to Work programmes.

4.4.3 Links to the Advantage West Midlands Single Programming Document European funding is of vital importance to the regeneration of disadvantaged areas and groups in the sub-region. The whole of the Coventry & Nuneaton Regeneration Zone currently falls within the area eligible for Objective 2 funding, but some of the most needy areas of Nuneaton and Bedworth Borough will cease to qualify after 2003. This is a matter of concern to the Coventry Solihull & Warwickshire Partnership.

4.4.4 The European funding strategic regeneration package (Priority 2) for Coventry and Warwickshire provides £16.5 million of grant over the period up to 2006, which complements the Implementation Plan for the Coventry and Nuneaton Regeneration Zone, and this Strategy. Many key projects listed in these documents are due to receive funding from both European sources and the Regeneration Zone. The European funding package concentrates on the 'creating the conditions for growth' Pillar of the Regional (and this Sub-regional) Strategy. Capital is sought to help bring forward brownfield sites, create new business parks and industrial units, new tourism facilities, and environmental improvements which will improve the image of the area and increase investment and jobs. To complement this, the package includes £7m for business support programmes. These will focus on established sectors such as the engineering and automotive businesses and their supply chains and the growth sectors identified in the Regional Economic Strategy.

#### 4.5 East Birmingham/North Solihull Regeneration Zone - North Solihull Priorities

4.5.1 The overall context for the North Solihull part of the zone is access to opportunity through investment and employment growth along the M42 corridor, the Bormford corridor (Heartlands), Birmingham City Centre – particularly Eastside,

Birmingham International Airport, the NEC and Solihull Town Centre. The aim is to ensure that local people and businesses are able to benefit from the planned investment and growth. The East Birmingham/North Solihull Regeneration Zone strategy is based on a number of themes: Access to jobs; Business competitiveness; Transport; Health; Environment; Employment sites/development; Community safety; Housing; and Community regeneration.

4.5.2 Within this framework the priorities for North Solihull are:

- Redevelopment of Chelmsley Wood town centre.
- Regeneration of local centres including Kingshurst and Smith's Wood.
- Creating a Community Development Trust and fostering the growth of social enterprise.
- Developing a range of commercial premises and employment sites to provide jobs within local communities.
- Developing links between the Regeneration Zone initiatives and the High Technology Corridor.
- Enhancing transport links between North Solihull and key employment growth sites, building on the successful bus route to Solihull Town Centre and Blythe Valley via the Airport and the National Exhibition Centre.
- The provision of a Healthy Living Centre.
- The local delivery of services tailored to community needs.
- Providing training in basic, specific and 'soft' skills.

#### 4.6 Regeneration Zone Boards and Links to other Strategic Partnerships and Initiatives

4.6.1 In both of the Regeneration Zones a multi-sectoral Board of Directors has been appointed to develop the strategy, ensure that European Funding in the zones is focused on the priorities in the Regeneration Zone Strategy, oversee the allocation of funding from Advantage West Midlands and the implementation of the Strategy. The Local Strategic Partnership has a key statutory responsibility for the regeneration of the City of Coventry. Similar arrangements are being made in Warwickshire and Solihull. These partnerships bring together the main public service providers, representatives of the private and voluntary sectors and the community. The Local Strategic Partnerships and Regeneration Zones will need to work together, and with their local business communities, to achieve their common aims through shared membership, special meetings, and conferences and, where appropriate, joint consultation and participation. The Local Strategic Partnerships, or other appropriate mechanisms, are also in a position to lead on community based economic development

issues but their role needs to be carefully balanced with that played by the communities themselves.

4.6.2 As already mentioned the key to the success of the Regeneration Zone programmes will be targeting the measures set out in those pillars of the Strategy relating to: 'Creating the Conditions for Growth'; 'Developing a Diverse and Dynamic Business Base'; 'Promoting a Learning and Skilful Sub-region'; and 'Regenerating Communities'.

#### 4.7 Rural Regeneration

4.7.1 Rural Regeneration is a theme in both the Regional Economic Strategy and the Regional Planning Guidance. Whilst not being designated as a Rural Regeneration Zone, the rural areas of the sub-region have their share of the problems arising from the crisis in farming and the decline in rural services. The decline in rural services impacts particularly on the less well off, including younger and elderly people in the community. The crisis in the farming industry stems from the restructuring of the Common Agricultural Policy of the European Union in the face of surplus production and the enlargement of the European Union. However the incidence of BSE and the disruption of the rural economy in general (including tourism and food processing for local markets), as a result of the movement restrictions and other measures to deal with the outbreak of Foot and Mouth Disease in 2001, placed an almost intolerable strain on the farming industry. The aim of this Strategy will be to improve and diversify the economy and access to services in the rural areas.

#### 4.7.2 Strategic Priorities

- Rural Transport: The Rural Transport Partnerships will support innovative, community-based solutions to link rural people to the services they need. Investment in rural public transport means that more rural communities will have access to a daily bus service and that dial-a-ride and flexibus services will reach more rural communities.
- The Market Towns Initiative: Market towns will become the foci for rural regeneration initiatives. Alcester, Atherstone and Polesworth together with Coleshill and Southam are the first to have set up local steering committees to work with Advantage West Midlands and the Local Authorities to carry out a 'health check', identify local needs and prepare action plans to regenerate their communities. On the basis of this work they will have the opportunity to access regional market town funding for economic, social and environmental improvements. Further towns will be added to the programme.

- The South Warwickshire Together Partnership: This body will promote social inclusion and enterprise initiatives in rural areas including training for diversification, support for new businesses, community enterprises and micro-enterprises, the development of ICT and support for local services.
- The Warwickshire and Worcestershire Vital Villages Programme will support the improvement of village shops, community shops and access to information points.
- The National Centre for Rural Enterprise at Stoneleigh Park – a £100m scheme, led by the Royal Agricultural Society of England, 'to operate as the national focus and catalyst for the development of a thriving and sustainable future for the countryside and its role within the general economy'.

#### 4.7.3 The Rural Forum

- The Rural Forum set up by CSWP Ltd will play a very significant role in rural regeneration. The Forum has an excellent track record in its work with public, private and business interests in promoting information and best-practice sharing events, facilitating collaborative action amongst farmers and rural businesses and in leading a Sub-regional response to rural policy consultations and opportunities for funding. In recognition of this the Forum is now represented on the newly formed West Midlands Rural Affairs Forum. Rural Forum events undertaken to date include:
- Warwickshire Rural Development Day.
  - Warwickshire Farm Business Development Day.
  - Market Towns in Warwickshire.
  - Diversifying into Rural Tourism and Leisure.
  - Profit from the Internet.
  - Planning for Successful Diversification.
  - A Guide to Farm and Rural Grants.
  - Planning for Agricultural and Rural Businesses.
  - The Food Supply Chain.

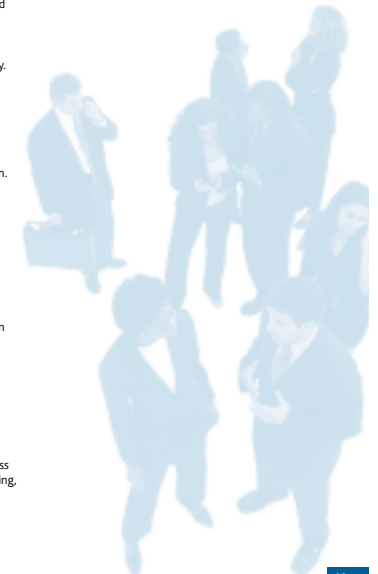
#### 4.7.4 The key activities to be taken forward now are:

- Stimulating rural enterprise in Warwickshire and Solihull – a three year project enabling the Rural Forum to become a co-ordinating group for Department of the Environment Food and Rural Affairs (DEFRA) to facilitate quality bids for Rural Enterprise Scheme grants.
- Generating Rural Opportunities in Warwickshire and Solihull (GROWS) – a one-year project providing farm and rural businesses with free business reviews, skills development and training, and the formation of sustainable business clusters. The employment

of a Rural Business Advisor by the Coventry & Warwickshire Chamber/Business Link to work in tandem with the fore-mentioned projects to enable a truly integrated approach to be developed. Cluster work will go to Rural Enterprise Scheme funding as appropriate.

- Working with the Royal Agricultural Society of England to develop the initiatives implicit in the Policy Commission Report (January 2002) – Farming and Food, a sustainable future.

4.7.5 The lead bodies involved in progressing the Rural Regeneration Strategy are: Warwickshire and Solihull Local Authorities, the Coventry, Solihull & Warwickshire Partnership Rural Forum led by the Royal Agricultural Society of England, the RASE itself, the West Midlands Market Towns Task Group set up to allocate the resources from Advantage West Midlands and the Countryside Agency, Department of Environment, Food and Rural Affairs, Business Link Coventry & Warwickshire & Skills Council, and the South Warwickshire Together Partnership.



## | Promoting a learning and Skilful Region |

### Promoting a Learning and Skilful Sub-region

- 5.1 Maintaining competitiveness in a fast changing economy based on global markets and rapid technological change places a premium on the education, skills and adaptability of the workforce and the willingness of management to innovate. Employers in the Private and Public Sectors have a responsibility to create and facilitate a culture of lifelong learning in their organisations.
- 5.2 The successful regeneration of disadvantaged communities, whether geographically or socially defined, depends upon access to, and take up of, learning and training facilities by individuals and businesses if they are to contribute to and benefit from the success of the local economy. It is equally important that the area has a skills base to match its aspirations to continue to be an 'Engine of Growth' for the Region.
- 5.3 The strategy of the Sub-region aims to bring forward measures to provide the necessary opportunities targeted to the specific needs of businesses and communities and where inequality of opportunity and barriers to access exist they will be identified and tackled by positive action. This is key to the 'Bridges to Success' theme - to link opportunity with need. Key delivery agencies to support this work are Connexions, Coventry and Warwickshire Guidance and the Adult Guidance Network (AGN). Connexions (young people) and Adult Guidance Network (adults) will aim to provide within the sub-region a universal information service to their clients and ensure that transition between different support agencies is as seamless as possible. It will be particularly important to incorporate these measures in the Regeneration Zones programmes, and to match the measures to diversify and strengthen the economy with appropriate action to ensure that the appropriate training programmes and skilled personnel are available. The key organisations in the Sub-region will work in partnership to this end and programmes of action will be incorporated in the various regeneration and community plans and programmes. They will be particularly orientated to those geographical areas and sections of the community most in need of support.
- 5.4 **Strategic Priorities**
- To raise the aspirations, participation and achievement of young people.
  - To raise achievement and increase the demand for learning by adults.
  - To raise skill levels to improve employer competitiveness and aid inward investment.
  - To improve the quality, effectiveness and efficiency of guidance, education and training delivery.
- To ensure the engagement and participation of under-represented groups and equalise opportunities through the availability and provision of guidance education and training.
- 5.5 **Key actions will include:**
- 5.5.1 Developing and promoting across the Sub-region, a culture of collaborative working amongst all agencies providing services to young people. Providing high quality, universal and coherent services that inspire young people and thereby reducing the problem of exclusions from schools and raising the levels of achievement in mainstream education and in training.
- 5.5.2 Co-ordination across the Sub-region of the collection and dissemination of comprehensive information to allow young people and adults to make informed choices about their future training and employment. A major part of this will be making available by sector and occupational area, an analysis of current and future skill needs that can be used by training and education providers, employers and other organisations to assist in their planning and decision-making.
- 5.5.3 To provide training opportunities to ensure a good supply of skilled workers for the priority sectors and clusters, and to take steps to see that these opportunities are available to and taken up by people in disadvantaged communities and areas.
- 5.5.4 Working with employers to support and encourage them to invest in and provide the training to their staff to meet current and future business needs. This will be supported through developing the quality and extent of support and guidance for students, trainees and adults undertaking learning in college, training provider and workplace settings.
- 5.5.5 Using the Education Business Links to motivate young people to learn and encourage a better understanding of the need and opportunities in, and prepare them for, the world of work.
- 5.5.6 Ensure that every young person and adult has access to good quality information, advice and guidance on career options and education and training opportunities.
- 5.5.7 Working with key Sub-regional agencies including local authorities, the Learning & Skills Councils, employers, schools, colleges and the voluntary and community sector, to collaborate to overcome barriers to learning and employment, and encourage a culture of Lifelong Learning.

## | Building Bridges to Success |

### Linking Opportunity with Need



- 6.1 In all of the regeneration initiatives, measures to link opportunities to needy communities of place and interest, 'Building Bridges to Success' is an essential feature. Such measures run through all of the pillars of this Strategy.

#### 6.2 Strategic Priorities

- 6.2.1 Job Link Partnerships, such as the Prologis Employment Partnership and the Jobs Junction initiative at Birmingham International Airport/National Exhibition Centre, which links the recruitment and skill needs of employers to those in need of jobs, and to the support available from the New Deal Programme.

- 6.2.2 New Deal Partnerships, such as the Jobs Strategy Group set up to co-ordinate a programme of action by the various agencies (e.g. intermediate labour market).

#### 6.3 Lead Bodies

- 6.3.1 Whilst the Regeneration Zone Boards clearly have a particular responsibility for this cross cutting objective which under-pins the Regeneration Zone concept, the idea of 'Building Bridges to Success', which links opportunities with need, is fundamental to the whole concept of Regeneration. It follows, that all of the private, public and voluntary sector bodies involved in the implementation of this Strategy bear a measure of responsibility for working in partnership with others to make the concept a reality.



## | The Partnership Approach to Delivery |



- 7.1 Multi-sectoral Partnership working is a key to successful regeneration, and the delivery of this Strategy depends on the individual and collective actions of the Sub-regional and Regional Partners. The value of working in partnership is well recognised in the Sub-region for the obvious benefits of influence, economies of scale and synergy. It is also the most effective means of developing the two-way channels of communication and initiative – top down and bottom up – which are needed in order to identify and articulate the real problems and needs of the community, and develop realistic and effective solutions to these problems. To aid this process a Sub-regional 'Agenda For Action' is being prepared which will identify the key actions, targets, timescales and, most importantly, lead responsibilities for the delivery of the Strategy.
- 7.2 The Coventry, Solihull & Warwickshire Partners are committed to agree priorities and undertake co-ordinated joint working at a strategic level and, where appropriate, operational levels both amongst themselves on matters of mutual interest and, either directly, or through CSWP Ltd and the CSW Forum, with partners at Regional level. They have demonstrated this by the very substantial amount of professional time which they are already committing to the work of the Corridors and Clusters and the Transport Fora in the Region.
- 7.3 At more local level, the Local Authorities and other partners within the Coventry, Solihull & Warwickshire Partnership have recognised the importance of deepening and extending their links within the community. This is clear from the multiplicity of local area-based and issuebased partnerships, and the Community Plan /Local Strategic Partnership approach to local policy-making and service provision. CSWP Ltd will facilitate and support the partnership approach to regeneration as necessary.

- 7.4 CSWP Ltd in particular will take a leading role for the Sub-region as follows:
- 7.4.1 Working with Advantage West Midlands and other Regional and Sub-regional partners to promote the image of the Sub-region as a vibrant, successful and progressive place in which to live, work, invest, and visit.
- 7.4.2 Coordinating Sub-regional Strategy and acting as the voice of the Sub-region in lobbying Government and other external bodies and, when appropriate, working with the Sub-regional Forum on such matters.
- 7.4.3 Shaping the Regional regeneration agenda with Advantage West Midlands and the Regional Assembly.
- 7.4.4 Working with Advantage West Midlands as the Strategic Partner in coordinating and monitoring the delivery of the Regional Agenda for Action in the Sub-region.
- 7.4.5 Engaging and communicating with the lead bodies responsible for the delivery of the Strategy in order to ensure, as far as possible, that duplication is avoided and gaps are filled.
- 7.4.6 Co-ordinating proposals and bids for, and, if required, managing external funding programmes.
- 7.4.7 Developing an understanding of the implications of European enlargement and European Union and National policies in respect of their impact on the Sub-region.
- 7.4.8 Lobbying in a pro-active and responsive way, on such matters as: industrial sector policy; regional and regeneration policies; transport policy.
- 7.4.9 Monitoring and evaluation of the Sub-regional Strategy.
- 7.4.10 Promoting the work of the Coventry, Solihull & Warwickshire Rural Forum.
- 7.4.11 Taking forward the views of the Coventry, Solihull & Warwickshire Transport Forum.
- 7.4.12 Integrating the activities of Connexions, Careers Guidance and Education Business Partnerships in to the Economic Regeneration Strategy for the Sub-region.
- 7.4.13 Supporting the Coventry & Nuneaton Regeneration Zone Board and the overall review and financial co-ordination of the programme.
- 7.4.14 Supporting the Coventry, Solihull & Warwickshire Steering Group to deliver the ICT Strategy and develop the ICT infrastructure in the Sub-region.

7.4.15 Providing the Secretariat for the High Technology Corridor Programme.

7.5 All of these activities will be reflected in the CSWP Ltd Business Plan.

## | Monitoring, Evaluation and Review |



- 8.1 The Coventry, Solihull & Warwickshire Partner organisations, with the support of the Researchers Forum, are developing monitoring and evaluation frameworks, which will be applicable across all of the Pillars of the Strategy. It is vitally important to assess the performance of the Strategy in order to demonstrate: the extent to which the overall vision, aims and objectives are being achieved; that delivery is cost effective; and that lessons are learned to inform and improve delivery. As a starting point, the monitoring and evaluation frameworks will provide a

baseline indication of the state of the Sub-region so that changing conditions can be monitored. This will take into account the various strategic and business plans of the Partners and other organisations, which are responsible for the delivery of the Sub-regional Strategy. A list of these documents, which give the detail of the various aspects of the Strategy, is given in Appendix 3. The Sub-regional 'Agenda for Action', reflecting the Strategy, is being prepared as a companion to this document, and will provide the basis for monitoring the progress on delivery. It will follow the four Pillar structure and identify the principle activities, timescales and lead responsibilities. Evaluation will focus on the beneficiaries of the Strategy (people and businesses), not only in terms of assessing how their needs have been met, but also in engaging them in the process itself.

- 8.2 Looking further ahead it is most important that sectoral trends in the economy are monitored, with a view to identifying the new strategic business development opportunities of the future. This will be part of the brief for the research input to the review of the Strategy.



## | The Economic and Wider Policy Context |

### A1.1 The Sub-region and its Economy

A1.1.1 The Sub-region has a population of just over 1million, of which 301,000 are in Coventry, 206,000 are in Solihull and 509,000 are in Warwickshire – mainly in the towns of Nuneaton, Bedworth, Rugby, Warwick, Leamington and Stratford-upon-Avon. It is an area of varied landscape and industrial and cultural heritage. Historically, the North of Coventry and Warwickshire was a coal mining area and this has left its mark on the landscape and the social and economic character of the area. However, only one mine remains open and the urban areas now house a mix of manufacturing and service activities. Solihull, Coventry and Rugby have established reputations in engineering and vehicle production. More recently Solihull, Coventry and the Warwick area have proved attractive to ICT businesses. Whilst the Sub-region may appear to be largely rural in character, farming accounts for less than 2% of employment, and manufacturing remains of major importance. The Sub-region is also an important cultural area and centre of learning with the two universities of Warwick and Coventry and the internationally famous attractions of the Shakespeare heritage and Warwick Castle.

A1.1.2 Whilst the sub-region has a well-developed and distinctive economy of its own it has strong and complex links with Birmingham, the regional centre for the West Midlands, and the West Midlands conurbation. These include commuting, provision of regional services and a long established network of commercial and supply chain linkages between the businesses of the Sub-region and the urban core of the Region.

A1.1.3 The Sub-region is at the centre of the nation's motorway and rail systems. Three motorways – the M6 and M40, linked by the M42, traverse the area. The M1 runs north/south close to its eastern border and is linked to the North of the area by the M6 and to the South by the M45/A45. Rugby is an important railway confluence, from whence the West Coast Main Line connects Coventry and Birmingham with London and the Northwest. Together, with the sheer size of the West Midlands Region and its economy, this has encouraged the development of Birmingham, with an international airport and the continued expansion of the National Exhibition Centre, as a premier European venue. Both of these facilities are in Solihull and underline the central role of the Sub-region in the Regional and National economy.

A1.1.4 The central location of the Sub-region and the motorway junctions, especially along the M6, have led to the development of a number of major freight distribution

facilities at Hams Hall near Coleshill, Bermuda Park Bedworth, Cross Point Coventry and in Rugby where the nearby 'DIRFT' (Davenport International Rail Freight Terminal) at Daventry in Northamptonshire, links road and rail. However, in common with other parts of the country, the transport infrastructure, and its management, is inadequate to deal with the volumes of surface traffic. This results in severe congestion on those parts of the M42 and M6 running through the sub-region as well as on the more local inter-urban routes, and in the built up areas. Rail routes are also under pressure and the capacity problems of the West Coast Main Line in the Birmingham area are of particular concern to the business community throughout the West Midlands Region. Tackling the transport problem is a major concern for the Sub-region and this is reflected in the Local Transport Plans for the area, although it is, in large measure, the responsibility of Government and National agencies.

A1.1.5 Taken as a whole, the Sub-region is the most prosperous part of the West Midlands, with Gross Domestic Product per head well above, and unemployment rates well below, Regional, National and European levels. This reflects the dynamism of the local economy which, together with the strategic facilities, described in the paragraphs above, has led to the recognition in the Draft Regional Planning Guidelines of the Sub-region as an 'Engine of Growth' for the Region. The Coventry, Solihull & Warwickshire Partnership is keen to see the Sub-region fulfil this role.

A1.1.6 However, as elsewhere, this general prosperity masks stark differences within the Sub-region. In particular, across the North of the Sub-region in North Solihull, and in the urban corridor stretching from the North-eastern half of Coventry into Nuneaton, a variety of social and economic indicators give evidence of levels of deprivation so severe that they have led to the areas being designated as urban Regeneration Zones in the Regional Economic Strategy. This contrasts with areas of marked prosperity such as south Solihull and parts of southern Warwickshire where incomes and property values are well above the Regional and National averages. This vindicates a long-standing and central objective of successive Sub-regional Economic Strategies – spreading market confidence north. Consequently this objective, combined with urban regeneration, is a major feature of the Sub-regional Strategy. Smaller pockets of deprivation in other parts of Coventry and the most prosperous of towns have also to be addressed. This Sub-regional Strategy also reflects the 'Quality of the

Environment' policies in the Regional Planning Guidance, which seek to enhance the environment in deprived areas, in order to improve their quality of life and make those areas more attractive to economic investment.

A1.1.7 In the countryside, the rural communities are experiencing the more general problems of the rural economy resulting from changes in the financial and marketing conditions in agriculture. These have been compounded by the incidence of BSE and Foot and Mouth Disease which has had a very serious knock-on effect on the local food industry supply chain - linking farms to local food manufacturers and markets - and on tourism in rural areas. These factors, together with the prospect of the enlargement of the European Union, and the re-casting of the Common Agricultural Policy, have made it clear that the agricultural and rural economy, as presently structured, is unsustainable. A range of social and economic issues need to be tackled. Rural regeneration is, therefore, a key objective of this Strategy.

A1.1.8 Historically, when compared with the country as a whole, the Sub-region has shown a relatively high dependence on manufacturing - especially the automotive sector. In employment terms this has been a continuing challenge for the last three decades, with the loss of thousands of jobs resulting from productivity growth through technological change, and the globalisation of the industry. These employment trends can be expected to continue in the motor vehicle and other traditional manufacturing industries. Since the 1970s, the industry has undergone a total transformation in management practices and industrial relations. New investment, much of it from overseas, the application of new technology, research and development and recognition of the global competitive context have combined to make the motor industry one of the of the Sub-region's major success stories. The success of Peugeot at Ryton has been underlined by the decision to concentrate the production of the new 206 model there. In spite of the problems of the BMW withdrawal from Rover, the assimilation of the Jaguar (Coventry) and Land Rover (Solihull) marques together with Aston Martin (which has confirmed that all of its high performance cars will be made in a new production plant at Gaydon) into the Ford Premier Automotive Group (now the largest car manufacturer in the UK) promises a secure base for the continued growth in production of these world famous vehicles and output is higher than ever before. The BMW investment in the engine plant at Hams Hall, Coleshill, is an important addition to the motor industry in the Sub-region. Many local suppliers of

components and commercial and professional services see these companies as their major customers. However they face the increasing challenge of global sourcing from cheaper suppliers as a result of the liberalisation of world trade and the imminent enlargement of the European Union. Continued prosperity of manufacturing industry, particularly the automotive sector, remains vital to the Sub-region's economic well-being and there is a clear need for it to move into the more innovative and knowledge-based end of the market.

A1.1.9 The experience of structural change has underlined the need to diversify and modernise the economy. In recent years the growth in public services, commercial and financial services, distribution, retailing and, notably, the Information Communications Technology (ICT) and Research & Development (R&D) sectors has, numerically, more than made up for the loss of jobs in manufacturing. At the same time the widespread application of ICT into many aspects of the day-to-day working of all kinds of businesses, has been a vital factor in enhancing the area's competitiveness. It has also been essential to the development of R&D and this has been especially important in the automotive industry. MIRA, the industry's research centre has a world-wide reputation. Ford Premier has two key engineering design centres in the UK at Jaguar Whitley in Coventry and Gaydon in Stratford on Avon District. Other companies such as Wagon, Arup, and Ricardo have major research and design capacity.

A1.1.10 A major driver in these ICT developments was IBM's move to Warwickshire. Subsequently the creation of the University of Warwick Science Park was a deliberate and highly successful initiative to develop the high technology and knowledge economy in the area. Alongside this the provision of high quality business space, with excellent communications links in locations such as Westwood and Binley in Coventry, Warwick Technology Park and Birmingham Business Park and Blythe Valley in Solihull has succeeded in attracting major High Technology and advanced commercial service and headquarters establishments to the area. This trend has been encouraged by the increased engagement of the Universities and the provision of incubator and grow-on space for high technology enterprises managed by the University of Warwick Science Park Company in Warwick, Coventry and Solihull and the Coventry University Techno-Centre. The Coventry University Technology Park has the benefit of being a 'BT e-location' which, through an on-going partnership with BT, gives enhanced access to broadband communication facilities.

A1.1.11 Today the Sub-region is home to some 1300 ICT and software firms employing upwards of 20,000 people. These include a number of major international companies – IBM, Fujitsu, Sun Microsystems and Oracle – attracted to the area (or choosing to stay here) because of the location, environment, skills-base and the Science Parks initiatives. This phenomenon has identified the area as a High Technology Corridor – a key strategic initiative in the Regional Economic Strategy. A key feature of this high-tech cluster is the number of small companies in the sector. Some 70% of these businesses employ 10 people or less. Supporting further investment and growth in this sector, developing links between the companies and with Higher Education, and professional services through business support networks are key priorities for the Sub-region.

A1.1.12 The Sub-regional economy also offers a range of other opportunities and challenges. The modernisation of public services, with increased private sector involvement, presents a challenge in respect of the training and skills required to undertake the massive programmes to modernise the housing stock and health service in particular. However these programmes provide a further opportunity to enhance the quality of life and the economy of the area.

A1.1.13 There is also the opportunity to develop a range of other business sectors within the framework of the Regional Development Agency's 'clusters' initiative. These include Food and Drink, Tourism and Culture, specialist commercial and professional services and Medical Technologies (the latter in response to the development of the Warwick University Medical School). Mention should also be made of the Royal Agricultural Society of England's £100 million project to transform the National Agricultural Centre at Stoneleigh Park into the National Centre for Rural Enterprise complete with its own Rural Science and Technology Park.

A1.1.14 Changes in the labour market reflect national trends – an ageing workforce, relative decline in full-time male employment, growth in full-time female employment and substantial growth in part-time employment for both males and females. Associated with these changes has been the need to re-skill in response to the needs of the employer as a result of innovation and changes in the market. This has highlighted the social problems resulting from the exclusion from the labour market of those with low educational attainment, those lacking basic skills and those without the opportunity or motivation to train or re-train. This is a major

problem for business and the community. A skilled workforce is fundamental to economic success, and a culture of lifelong learning and training needs to be embedded both with employers and with individuals. Furthermore, exclusion from the labour market is an underlying cause of deprivation and is concentrated both geographically and within certain social and ethnic groups. For these reasons a major thrust of the Sub-regional Strategy is to promote a Learning and Skilful Sub-region. The universities and colleges have acknowledged an important wider participation and social inclusion mission in this respect, and are engaged in pro-active initiatives to achieve this aim.

A1.1.15 In respect of all of the strategic priorities highlighted in the above paragraphs, an important cross-cutting theme is building the 'Bridges to Success' - to link the opportunities in the Sub-region with those most in need.

### A1.2 The Economic Outlook

A1.2.1 The economy of the Sub-region has experienced a turbulent history in recent years. Since the mid-1970s the coal mining industry has all but disappeared, and the manufacturing workforce has fallen dramatically. Unemployment rates have, in the past, reached well into double figures but are now around 3.5% - lower than at any time since the mid 1950s. Many famous company names have disappeared – some without trace, others absorbed into new market leaders. At the same time new names have appeared on the scene – Barclays International, National Grid, TRW, Oracle, Fujitsu, Marconi to name but a few. The Sub-region has, in the period since 1992, despite many individual contractions and closures, experienced almost uninterrupted expansion, both through the investments made by large employers, and the emergence of embryonic clusters. This has led to calls for selectivity and restraint. However the recent recession in the global economy was a sharp reminder that growth cannot be taken for granted. The explosive growth in ICT has been checked. Changes in the ownership of the motor vehicle industry have moved the seats of decision-making even further away, so that the global context is paramount. The state of international affairs, so important for international trade, suffered a major blow with the events of 11th September 2001. Also, the future of the United Kingdom within an expanded European Union is uncertain, pending a decision regarding the United Kingdom's adoption of the Euro, as its currency.

A1.2.2 These realities cannot be ignored when considering a strategy for the medium term. The uncertain economic outlook has implications for the speed with which these issues can be resolved, and the choices open to the Sub-region. Quite apart from the impact on jobs, major areas of land identified for specific projects risk sterilisation. This could prompt the need to reconsider their future in the wider context of employment land needs. Finally, the selective policy for inward investment based on attracting firms in specific 'clusters' will be all the more difficult to sustain in the face of slow growth or recession.

#### A1.3 The Wider Policy Context

A1.3.1 The strategy for the next few years will be conditioned by the circumstances outlined in the previous section and by Regional, National and European policy makers. As already acknowledged, there have been major developments in regeneration policy since the previous Sub-regional Strategy was published.

#### A1.4 Government Policy

A1.4.1 Assisted Area Policy  
Based on its 1998 Strategy, Coventry, Solihull & Warwickshire Partnership made representations to the Government on its review of the Assisted Areas. The significance of the Assisted Area Policy lies in the availability of grant aid from the Department of Trade and Industry, to companies seeking to invest or expand in the area, the availability of 'Tier Three' support for Small & Medium Enterprises, and its knock on effect on other public sector bodies when considering priorities. In this respect the effect on European Structural Fund policy is especially important as the Commission's preference is for their geographical priorities to be synonymous with those of National Governments. The Coventry, Solihull & Warwickshire Partnership was largely successful in its representations, despite the marked increase in the area's prosperity since the previous review. Unfortunately some very deprived areas such as Camp Hill in Nuneaton were not covered by these designations and have also been excluded from other national programmes (see below). Regional and local initiatives such as the Regeneration Zones have had to be introduced to address these problems. Maps showing the Assisted area and related designations in the Sub-region is included in the Appendix 6.

#### A1.4.2 Urban Regeneration Policy

Two important initiatives to emerge from the Government's National Neighbourhood Renewal Framework are the New Deal for Communities (NDC) and the Neighbourhood Renewal Strategy (NRF). The Framework sets out the Government's approach to reducing inequalities in health, education, housing, work and crime, and emphasises the need to adopt an integrated approach to regeneration. It also places an importance on inter-agency working and working with disadvantaged communities in developing information-led solutions. The Government has allocated funding to the most severely disadvantaged 88 local authority areas as defined by the Indices of Multiple Deprivation 2000. Within the Sub-region, only Coventry qualified and has secured £54 million NDC funding and £11.9 million from the Neighbourhood Renewal Fund. Within both Warwickshire and Solihull there are wards and groups of wards with ratings which place them amongst the 10% most deprived in the country. However NDC funding was based on Local Authority/Unitary Authority areas as a whole, and it is the responsibility of those LAs to determine their local geographical priorities. The development of a Local Strategic Partnership is a requirement for drawing down the NRF grant and the Coventry Partnership (Local Strategic Partnership) is now in place. With the encouragement of the Government, Local Strategic Partnerships have been set up to help shape Community Plans for the delivery of local services and regeneration activity in all eight Local/Unitary Authority Areas in the Sub-region, and their establishment is a pre-requisite for accessing NRF grant.

#### A1.4.3 Training and Skills

The creation of the Learning and Skills Councils and the Small Business Services, in place of the Training & Enterprise Councils, was achieved smoothly in the Coventry, Solihull & Warwickshire Sub-region. However their boundaries are not co-terminous with those of the Sub-region. These new bodies in Birmingham & Solihull and in Coventry & Warwickshire will work together to co-ordinate their activities in the Sub-region. The two new Connexions services, which provide the Careers Guidance and Young People's development service, and to oversee the Education Business Partnerships, will also work to co-ordinate their activities in the Sub-region. The policies and activities of these organisations are central to the success of the regeneration of the Sub-region.

#### A1.4.4 Rural Policy

The Government is still developing its policy in respect of rural areas and agriculture. This is linked to European Union enlargement and the reform of the Common Agricultural Policy. The Government's Rural White Paper introduced the concept of a 7-year England Rural Development Plan to diversify the economy of the rural areas. The problems of the rural areas were highlighted by the Foot and Mouth Disease outbreak and its impact on the food and tourism industries. The future direction of agricultural and rural policy is now indicated by the Policy Commission's report: Farming & Food – a sustainable future published in January 2002. Market towns will be promoted as the focus for rural regeneration initiatives.

#### A1.5 European Commission

A1.5.1 Review of Structural Funds  
In 1998 the European Commission embarked on a far-reaching review of the Structural Funds – the European Regional Development Fund and the European Social Fund. In view of the enlargement of the European Union, the European Commission made it clear that the review would involve a marked reduction in the population coverage of the Objective 2 funding for the restructuring of traditional industrial areas. The Sub-region's case to retain such funding, was made within the context of the case for the West Midlands Region. Whilst significant coverage was maintained for the Sub-region, the new map left some of the disadvantaged parts of Coventry and a large area of the most needy parts of Nuneaton and Bedworth, with 'transitional' status only. This has major implications for the funding of regeneration in that part of the Sub-region which will lose access to Objective 2 funding after 2003.

A1.5.2 Very substantial sums are available to the Region under the new Structural Funds programme which covers the period 2000-2006. The strategy for the use of these funds has been agreed with the European Commission, and is contained in the West Midlands Region Single Programming Document. The largest element of European Commission grant will be that given under Objective 2, but the Single Programming Document is seen as the framework for co-ordinating the use of all European Commission Funding including Objective 3, EQUAL and rural regeneration under Common Agricultural Policy funds. The Single Programming Document has been based on Advantage West Midlands's Regional Economic Strategy.

A1.5.3 The Objective 2 Action Plan for Coventry and Warwickshire entitled 'Moving Market Confidence North' has been allocated £16.5 million from the European Regional Development Fund over the period 2000-2006 to support this key objective (in particular the 'Creating Conditions for Growth' Pillar of this Sub-regional Economic Regeneration Strategy). Under Objective 3, £14.2 million of European Social Fund grant has been allocated via the Coventry & Warwickshire Learning & Skills Council to co-finance the learning and skills programmes, and measures to help those without jobs to enter the employment market. Appropriate allocations of European funds have been made in respect of Solihull via the Birmingham & Solihull Learning & Skills Council.

#### A1.6 Regional Development Agency

A1.6.1 The Regional Economic Strategy and subsequent 'Agenda For Action' provides the essential policy framework for the Sub-regional Strategy. It was produced in collaboration with Government Office for the West Midlands, the then Regional Chamber, and the West Midlands Local Government Association. The Sub-regional Partners all helped to shape the Regional Economic Strategy which fully reflects the concerns and objectives of this Sub-region. The two major initiatives of the Regional Economic Strategy are the Regeneration Zone programme to which 70% of Advantage West Midlands' resources will eventually be channelled and which will be the priority recipients of European Objective 2 funds, and the High Technology Corridor project. These initiatives feature prominently in the Strategy for the Coventry, Solihull & Warwickshire Sub-region which has an interest in two of the Regeneration Zones and the Coventry, Solihull & Warwickshire High Technology Corridor. The Regional Economic Strategy also identified ten 'growth clusters' or sectors of business development, of which at least five have particular potential for expansion in the Sub-region. This initiative, and regeneration measures elsewhere in the Region, will be financed from the remaining 30% of the Advantage West Midlands budget.

#### A1.7 Regional Planning Guidance and the Regional Transport Strategy.

A1.7.1 The Regional Planning Guidance in its current draft form was produced in consultation with Regional Partners under the leadership of the West Midlands Local Government Association – The Regional Planning Body. It provides the long-term spatial planning framework for the Regional Economic Strategy setting it in the context of the broader environmental planning

objectives of Government and the Local Planning Authorities. It also sets the scene for establishing a stronger relationship between economic development and house building in the sub-region. The Regional Planning Guidance sets out a long term (up to 20 year) perspective for the Region's development, although it recognises the need for monitoring and review every 4 or 5 years.

A1.7.2 The Regional Planning Guidance aims to provide a sustainable strategy by stemming the outward flow of population and employment from the major urban areas, through measures to secure their regeneration through investment in transport policy, environmental quality and the re-cycling of brown-field land. It embodies the key Regional Economic Strategy concepts of Regeneration Zones, promoting economic clusters and the objective of creating three Corridors of innovation to help modernise the economy. The Local Transport Plans, the emerging Unitary Development Plans and the Warwickshire Area Structure Plan provide further vehicles for both guiding and reflecting this Sub-regional Strategy.



## Key Statistics for the Sub-region |

### A2.1 Top 25 Private Employers

Companies	Area	Number of Full time equivalent workers
Land Rover	Solihull	12,000
Jaguar Cars	Coventry	6993
Peugeot Motor Company Plc	Warwickshire	4176
University of Warwick	Coventry	3802
Aston	Rugby	3090
Rover Group Ltd	Warwick	3046
Automotive Products Group	Leamington Spa	2240
Coventry University	Coventry	2145
Rolls Royce Plc	Rugby	2115
TNT Ltd	Various	2070
Barclays Bank	Coventry	2000
J Sainsbury's	Various	1893
Stayrite Windows	Coventry	1810
Agco	Coventry	1780
Tesco Stores	Various	1758
Exel	Various	1404
Heart of England Co-op Ltd	Various	1189
Whitbread Plc	Various	1127
British Telecom	Coventry	1120
ASDA Stores	Various	1064
National Exhibition Centre	Solihull	1,050
IBM UK Ltd	Warwick	1038
SITEL UK Ltd	Stratford-on-Avon	1036
Salvesen Logistics	Various	1033
Milward Brown (UK) Ltd	Warwick	997

### A2.2 Gross Domestic Product (1998)

	Coventry	Solihull	Warwickshire (Total)	West Midlands
GDP per person	12013	12,757	13,288	11,455
GDP (total £m)	3663	2625	6725	61,130

Source: Office for National Statistics

### A2.4 Employment Statistics

	Coventry	Solihull	Warwickshire (Total)	Warwickshire				Sub-Region	West Midlands	England	
				North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon				Warwick
<b>Employment</b>											
All aged 16 and over	241,000	162,000	408,000	48,000	94,000	71,000	95,000	101,000	811,000	4,175,000	39,203,000
Economically Active	145,000	106,000	288,000	30,000	60,000	44,000	66,000	68,000	519,000	2,605,000	24,867,000
Economically In-active	96,000	56,000	140,000	18,000	34,000	27,000	29,000	33,000	292,000	1,570,000	14,156,000
% of all 16+ that are economically active	60.2	65.4	65.7	62.5	63.8	61.9	69.5	67.3	63.9	62.4	63.4
% Activity rate of all 16-59/64 year olds	76.9	82.2	82.2	77.4	77.6	79.6	90.2	83.4	80.0	78.0	78.9

Source: Labour Force Survey Annual local area data March 2000 to February 2001

<b>Number employed (Total)</b>	140,398	91,626	217,914	26,109	34,297	40,688	48,586	68,234	449,938	2,285,859	21,833,786
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#### Percentage employed in each sector

	Coventry	Solihull	Warwickshire (Total)	North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon	Warwick	Sub-Region	West Midlands	England
Manufacturing	23.1	16.8	19.1	18.1	21.8	24.7	12.3	19.6	19.9	21.6	15.1
Construction	1.7	3.5	4.5	6.0	4.5	4.4	6.6	2.3	3.4	4.0	4.3
Distribution hotels etc.	20.2	21.6	27.0	23.3	25.9	27.9	28.6	27.2	23.8	23.4	24.1
Transport & Communications	5.2	8.5	6.6	13.4	8.4	6.8	4.3	4.6	6.5	5.7	6.2
Business Services	16.9	23.2	17.6	8.5	14.0	14.9	22.8	20.8	18.5	15.5	20.4
Pub Admin, Educ, Health	26.8	17.9	18.8	21.9	20.7	17.4	15.8	19.6	21.1	23.5	23.5
Other Services*	6.0	8.4	6.5	8.8	4.7	3.9	9.6	5.9	6.8	6.3	6.4

Source: Annual Business Inquiry 2000

### A2.5 Unemployment and Income Statistics

	Coventry	Solihull	Warwickshire (Total)	Warwickshire				Sub-Region	West Midlands	England	
				North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon				Warwick
<b>Unemployment Numbers</b>											
Apr-00	6,130	2,798	5,539	727	1,658	996	750	1,408	14,467	109,285	896,600
Apr-01	5,873	2,740	5,181	666	1,486	999	712	1,318	13,794	103,014	779,700
Apr-02	5,921	2,242	4,825	587	1,373	942	717	1,206	12,988	92,900	763,800

Source: ONS Claimant Count

#### Unemployment Rates

	Coventry	Solihull	Warwickshire (Total)	North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon	Warwick	Sub-Region	West Midlands	England
Apr-00	3.9	3.0	2.2	2.4	4.0	2.1	1.2	2.0	3.2	4.3	3.5
Apr-01	3.7	3.0	2.0	2.0	3.7	2.0	1.1	1.7	3.1	3.9	3.0
Apr-02	3.7	2.4	1.8	1.7	3.5	1.9	1.1	1.6	2.9	3.6	3.0

#### Income Data

	Coventry	Solihull	Warwickshire (Total)	North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon	Warwick	Sub-Region	West Midlands	England
Average Household Income	19,724	26,700	25,639	24,634	21,341	25,409	29,654	27,157	24,946	21,200	N/A
% of household incomes below 10,000	32%	N/A	22.2%	23.8%	27.7%	22.1%	18.6%	20.3%	N/A	N/A	N/A

Source: CACI Ltd.

#### Index of Deprivation data

Local Concentration rank*	51	88	N/A	251	154	212	344	224	N/A	N/A	N/A
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354 Local authorities. 1 = Most Deprived, 354 Least deprived

\* - Local Concentration is the population weighted average of the ranks of a district's most deprived wards that contain exactly 10% of the district's population.

### A2.3 Population Statistics

	Coventry	Solihull	Warwickshire (Total)	Warwickshire				Sub-Region	West Midlands	England	
				North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon				Warwick
<b>Area (Hectares)</b>	9,877	17,832	197,753	28,427	7,896	35,356	97,787	28,288	225,463	1,301,274	13,041,000

#### Population

Census 1991	294,387	199,859	484,247	60,747	117,052	84,563	105,586	116,299	978,493	5,150,187	47,055,204
Estimates 2000	301,869	204,829	509,959	61,829	118,249	88,548	115,998	125,735	1,016,657	5,335,361	49,997,089

Source: OPCS population estimates

#### Ethnic group (%)

	Coventry	Solihull	Warwickshire (Total)	North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon	Warwick	Sub-Region	West Midlands	England
White	88.1	97.1	96.6	99.2	96.1	95.0	99.3	94.3	94.1	91.8	93.8
Black Caribbean	1.1	0.8	0.3	0.1	0.2	1.0	0.1	0.3	0.6	1.5	1.1
Black African	0.1	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.1	0.1	0.4
Black other	0.4	0.3	0.1	0.1	0.1	0.3	0.1	0.2	0.2	0.4	0.4
Indian	7.3	1.0	2.2	0.3	2.9	2.6	0.1	4.2	3.5	3.1	1.8
Pakistani	1.3	0.2	0.1	0.0	0.2	0.3	0.0	0.1	0.5	1.9	1.0
Bangladeshi	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.4	0.3
Chinese	0.3	0.2	0.2	0.1	0.1	0.2	0.1	0.2	0.2	0.2	0.3
Other Asian	0.3	0.1	0.1	0.0	0.1	0.1	0.1	0.2	0.2	0.2	0.4
Other	0.6	0.3	0.3	0.1	0.2	0.4	0.2	0.4	0.4	0.5	0.6

Source: 1991 Census

## | List of key strategy documents |

## A2.6 Skills Statistics

	Warwickshire							Sub-Region	West Midlands	England
	Coventry	Solihull	Warwickshire (Total)	North Warks	Nuneaton & Bedworth	Rugby	Stratford on Avon			
<b>Basic Skills</b>										
% Of people who have lower or very low literacy skills*	11.3%	8.1%	8.0%	8.3%	10.0%	7.9%	6.3%	7.4%	9.0%	12.0%
% Of people who have lower or very low numeracy skills*	15.4%	11.1%	11.1%	11.4%	13.6%	10.7%	9.2%	10.4%	12.3%	16.0%
Source: Basic Skills Agency										
* Lower = The respondents have limited literacy and numeracy skills and would need directed assistance in order to reach national standards										
* Very Low = These people have severe literacy and numeracy problems and would need intensive assistance to reach national standards										
<b>Education - Key Stage 2 - % at level 4 and above</b>										
English	71%	82%	76%						71%	75%
Maths	65%	76%	72%						66%	71%
Science	85%	91%	89%						85%	87%
<b>Education - Key Stage 3 - % at level 5 and above</b>										
English	61%	74%	65%						59%	64%
Maths	63%	74%	70%						59%	66%
Science	61%	73%	72%						58%	66%
<b>Education - Key Stage 4</b>										
%5+ A*-C	42.6%	55.9%	50.5%						45.80%	47.2%
%1+ A*-G	92.3%	96.7%	95.6%						94.60%	94.6%
%5+A-C	85.5%	91.7%	90.8%						88.80%	86.7%
Average GCSE point score by pupil	34.6	41.7	39.8						37.5	38.1

Source: Department for Education and Skills

Organisation	Name of Document	Publication Date
Advantage West Midlands	Agenda for Action	Spring 2001
Advantage West Midlands	Agenda for Action - Roll Forward 2002-03 and 2003-04	May 2002
Advantage West Midlands	Creating Advantage - The West Midlands Economic Strategy	October 1999
Advantage West Midlands	The Framework for Learning and Skills	2000
Advantage West Midlands	West Midlands Regional Innovation Strategy	2000
Advantage West Midlands and the West Midlands Regional Chamber	Agenda for Action Summary - Spring 2001. A Regional Partnership to deliver the West Midlands Economic Strategy	2001
Connexions Coventry & Warwickshire	Business Plan	1 April 2002
Coventry & Warwickshire Chamber of Commerce	Coventry & Warwickshire Business Link Business Plan	Draft
Coventry & Warwickshire Guidance	Business Plan	1 April 2002
Coventry & Warwickshire Learning & Skills Council	Strategic plan 2002-2004	February 2002
Coventry City Council	Coventry Development Plan	2002
Coventry City Council	Crime and Disorder Reduction Strategy	2002-2005
Coventry City Council	Culture and Leisure Strategy	2002
Coventry City Council	Draft Coventry Housing Strategy	2003-2008
Coventry City Council	Draft Social Inclusion Action Plan	2002
Coventry City Council	Early Years Development Plan	2000
Coventry City Council	Local Agenda 21 Strategy	2000
Coventry City Council	Municipal Waste Management Strategy	2000
Coventry City Council	Neighbourhood Shopping Strategy	2001
Coventry City Council	Race Equality Action Plan	2002
Coventry City Council	Welfare to Work for Disabled People Joint Investment Programme	2001-2004
Coventry City Council / Area Co-ordination	Neighbourhood Plan	2002
Coventry City Forum	Community Plan 1 1998-2003	1998
Coventry Local Strategic Partnership	Papers leading to the Coventry Community Plan II (identifying new strategic policies and actions)	2001
Coventry Partnership for Youth	SRB Delivery Plan	1999-2006
Coventry University	Coventry University Corporate Plan 2001/02 - 2004/05	November 2001
CSWP Ltd	Coventry & Nuneaton Regeneration Zone, Action Plan: April 2002 to March 2005, Stage 3 Prospectus	October 2001
CSWP Ltd	Sub Regional Economic Strategy	1999
CV One	City Centre Strategy	2001
CW Objective 2 Sub - regional Partnership Group	Moving Market Confidence North/Coventry & Warwickshire Strategic Regeneration package	2002
EB/NS Regeneration Zone Board	East Birmingham / North Solihull Regeneration Zone Prospectus	September 2001
Education Business Consortium	Development Plan	1 April 2002
Foleshill Regeneration Board	Foleshill Regeneration Strategy 1997 - 2004	1997
Government Office West Midlands	West Midlands Objective 2 Single Programming Document, 2000-2005	1999
North Warwickshire Borough Council	North Warwickshire Community Plan, 2001/2002	2001
North Warwickshire Borough Council	North Warwickshire Tourism and Economic Development Plan, 2000-2002	1999
Nuneaton and Bedworth Borough Council	Shaping Our Future, Nuneaton and Bedworth Borough Community Plan, 2001-2004	2001
Rugby Borough Council	A Community Plan for Rugby, 2001-2002	2001
Rugby Borough Council	Economic Prosperity Strategy 1/4/02 - 31/3/03	2002
Solihull Metropolitan Borough Council	Solihull Best Value Plan	March 2001
Solihull Metropolitan Borough Council	Solihull Business Partnership Economic Development Strategy	March 2000
Solihull Metropolitan Borough Council	Solihull Metropolitan Borough Council Unitary Development Plan First Review	January 2002
Stratford on Avon District Council	A Community Plan for Stratford District	October 2001
Stratford on Avon District Council	Action Plan for the Economic Development Team 2001/2002	2001
The Coventry Partnership	Neighbourhood Renewal Strategy	2002
University of Warwick	Corporate Plan 2001-2004	2001
University of Warwick Science Park	Science Park Strategy	2001
Warwick District Council	Your Community Plan, 2001-2003	2001
Warwickshire County Council	A Strategic Plan for Warwickshire, 2002-2005	April 2002
Warwickshire County Council	Warwickshire Local Transport Plan	July 1999
Warwickshire County Council	Warwickshire Structure Plan, 1996-2011	Adopted 20th August 2001
West Midlands LIFE Regional Cultural Consortium	'Cultural Life in the West Midlands 2001-2006' the West Midlands Regional Cultural Strategy	29th January 2001
West Midlands Local Government Association	Regional Transport Strategy (Identified as part of the West Midlands Regional Planning Guidance Review, Draft Regional Planning Guidance, November 2001)	-
West Midlands Local Government Association	West Midlands Regional Planning Guidance Review, Draft Regional Planning Guidance, November 2001	-
West Midlands Passenger Transport Executive	West Midlands Local Transport Plan	2001
West Midlands Regional Assembly	The Transport Priorities for the West Midlands	June 2002
Wood End, Henley Green, Manor Farm and Deedmore NDC Partnership	New Deal for Communities 10 year Delivery Plan	2001

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#### A5.1 Historical Background to CSWP Ltd and the Sub-regional Economic Regeneration Strategy.

- A5.1.1 The Coventry, Solihull & Warwickshire Partnership was formed in 1994 and extended to take in the Solihull area in 2000. It is a strategic partnership of public, private, voluntary sector and educational bodies. Its purpose is to promote the economic regeneration of the area in a sustainable way and to ensure that everyone has the opportunity to contribute to and benefit from the success of that endeavour.
- A5.1.2 The coordination and alignment of the objectives and programmes of its members has been a source of strength, both in adding value to them, and in influencing the regional policies and programmes of the Regional Development Agency, National Government and the European Commission.
- A5.1.3 The setting up of the Regional Development Agency (Advantage West Midlands) underlined the importance and benefits to be derived from multi-sectoral partnership working at the strategic Sub-regional level. Experience shows that the Partnership carries substantial influence and has been able to ensure that the needs and aspirations of the Sub-region are reflected in the policies and programmes of Advantage West Midlands. At operational level the Coventry Solihull & Warwickshire Partnership has established itself as the body with which Advantage West Midlands and the Government Office for the West Midlands can work, to facilitate the development of major regeneration policy initiatives which cut across both geographical and sectoral boundaries.
- A5.1.4 This is the third version of the Sub-regional Economic Regeneration Strategy. The first was published in July 1995 and was followed in March 1998 by the second version, 'Regeneration Beyond 2000'. Whilst the vision and strategic aims of those earlier statements largely remain intact, this revision is set in the context not just of recent changes in the economy, but also in the context of a number of very important institutional developments:
- A5.1.5 In 2000 Solihull MBC joined the Board of the Partnership, which then became CSWP Ltd. This acknowledged the wider geographical community of interest recognised as long ago as 1970 when a Sub-regional study was commissioned by the Coventry, Solihull and Warwickshire Councils to work out a strategy for sustained population and economic growth in the context of the West Midlands Regional Study which was being undertaken at the same time.

- A5.1.6 In April 2001 the Coventry & Warwickshire Chamber of Commerce Training and Enterprise, and the Birmingham and Solihull Training and Enterprise Council were replaced by the Learning and Skills Councils and reconstituted Chambers of Commerce with responsibility for the Small Business Service – Business Link.
- A5.1.7 Also in April 2001 Connexions, the new combined Careers and Young Persons Development Service for Coventry & Warwickshire, was established and incorporated within the structure of CSWP Ltd.
- A5.1.8 In December 2000 Advantage West Midlands published its Regional Economic Strategy and followed this with the 'Agenda For Action' in Spring 2001.
- A5.1.9 In December 2001, as in early 1995, revised draft Regional Planning Guidance was published providing amongst other things the spatial policy framework for the Regional Economic Strategy.
- A5.1.10 During the winter of 2000/2001 Advantage West Midlands launched its Regeneration Zone initiative. This is a major long-term approach to regenerating the most needy areas of the Region and is the priority programme in the North Solihull and the Coventry/Nuneaton parts of the Sub-region.
- A5.1.11 In the Summer of 2001 the West Midlands Region Single Programming Document was agreed with the European Commission. This sets out the strategic allocations for spending the European Structural funds in the Region over the period 2000 – 2006.
- A5.2 This new Strategy reflects these and other important wider policy developments. In particular it embraces the interests of Solihull, and brings together and develops the inter-relationship between the various strands of regeneration policy. It is set within the context of the Regional 'Agenda For Action' and the Draft Regional Planning Guidelines, which look forward over a period of 20 years. No specific outlook period is set for this Sub-regional Strategy, but a realistic prospect would be to look at up to ten years hence, for some of the major elements of the strategy to be fully implemented. The strategy will be kept under review and it is anticipated that it will be revised within the next 3 to 4 years.



| Assisted Area, European Funding and Regeneration Zone Maps |

A6.1 Coventry, Solihull & Warwickshire Sub-region - Objective 2 and Assisted Areas



A6.2 Coventry, Solihull & Warwickshire Sub-region - Regeneration Zones



A6.3 Coventry, Solihull & Warwickshire Sub-Region





For more information on any aspect of the Economic Regeneration Strategy, please contact:  
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