

**ENTERPRISING COMMUNITIES
UNLOCKING POTENTIAL**

**A Process of Community Led Economic Regeneration in South East
Birmingham**

Action Plan

Prepared by

EDAW

and



for

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Sparkbrook, Sparkhill and Tyseley Area Regeneration Board

07.02.03

ENTERPRISING COMMUNITIES UNLOCKING POTENTIAL

Action Plan

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FOREWARD

The Enterprising Communities: Unlocking Potential Programme of actions is a comprehensive community-led infrastructure programme, which has been developed to enhance and promote the economic and social fabric of some of the most disadvantaged communities in Birmingham. This includes a comprehensive funding package to help combat deprivation in the target areas. A significant bid is being made for Objective 2, Priority 3 resources. This will be combined with other funding streams and activities, in order to maximise impact.

The programme will target areas of economic deprivation contained within the boundaries of the extended Saltley and Small Heath Regeneration Area and the Sparkbrook, Sparkhill and Tyseley Regeneration Area. These wards have long suffered from significant socio-economic disadvantage, much of which is well documented.

This document sets out the outline of a European funded programme, which will contribute to the regeneration of the aforementioned areas within Birmingham. The Plan has been prepared with and agreed by the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board. The Action Plan has two main roles:

1. To gain the support of the West Midlands Programme Monitoring Committee - who are responsible for making sure that European Structural Funds are properly administered.
2. To inform local people and businesses of our plans and actions, so that we can be held accountable for their implementation.

The Enterprising Communities target area has many needs, but has an active community with a strong desire to bring about the renewal of their area. This programme aims at tapping the latent strengths of the local community to support the regeneration of the area, and meet the needs of its people.

The Enterprising Communities Action Plan does not stand in isolation but is integrated with other programmes and actions that are taking shape in the city and in the local area. Of particular relevance are major redevelopment schemes and job creation programmes, which are underway in Eastside, the City Centre renaissance and the A38 Technology Corridor – all of which are easily accessible and immediately adjacent to the Enterprising Communities target area. The East Birmingham and North Solihull Regeneration Zone provides a longer-term context, which will further support and complement activity incorporated within the Enterprising Communities Action Plan. The underpinning rationale of the Plan is to bring added value to existing work and resource investment, which is targeted at the area and seek to tackle those areas of activity, which conventional regimes often miss.

The programme seeks to empower the local community but remains economic in its base, with the aim of achieving a self-sustaining community based on increased economic activity and wealth creation.

EXECUTIVE SUMMARY

OVERVIEW

The Enterprising Communities Action Plan represents the culmination of a consultative process to develop a community-led infrastructure improvement programme that seeks to enhance the economic and social fabric of South East Birmingham (specifically, the wards of Nechells, Washwood Heath, Small Heath, Sparkhill and Sparkbrook). These five wards are some of the most deprived in both Birmingham and England.

The Action Plan provided in the following pages outlines how economic and social exclusion will be tackled within the boundaries of the extended Saltley and Small Heath Regeneration Area and the Sparkbrook, Sparkhill and Tyseley Regeneration Area.

The key aim of the Enterprising Communities Action Plan is to create self-sustaining communities within the geographical boundaries outlined above through enhanced economic activity, improved wealth creation and greater social cohesion. While a number of specific measures will be implemented to directly create new employment and training opportunities, and support existing employment and training creation initiatives, the main thrust of the Action Plan is to ensure that local people have equitable access to employment and training opportunities generated at key sites within Birmingham and the wider region (for example, Eastside, the City Centre regeneration, the A38 technology corridor etc.).

The objectives of the Action Plan seek to build on previous regeneration activity in the five wards (such as SRB and European funding, in particular the Sparkbrook URBAN initiative). Its aims dovetail with the City Council's Community Strategy and Flourishing Neighbourhoods approach.

EVIDENCING THE NEED

- **Population and ethnicity** ~ Over 112,000 people live in the Enterprising Communities area. The communities contained in this area have one of the largest Black and Minority Ethnic (BME) populations in England (at 55 percent). Of these, 32 percent are Pakistani, 8 percent are African-Caribbean, 6 percent are Indian and 4 percent are Bangladeshi.
- **Multiple deprivation** ~ the five wards comprising South East Birmingham represent some of the most deprived communities in England. All five are within the 4 percent most deprived of 8,414 English wards¹. Three wards are within the 'worst' 2 percent. For the Employment Domain of the IMD 2000, all five wards are within the most deprived 4 percent nationally.

¹ Office of the Deputy Prime Minister – Index of Multiple Deprivation (IMD) 2000

All five are also within the ‘worst’ 3 percent for the Income Domain (Sparkbrook is 10th most deprived out of 8,414 English wards).

From a regional perspective, the wards contain around one third of the all deprived Enumeration Districts in the West Midlands region.

- **Economic deprivation** ~ The area has experienced significant economic restructuring in recent years. The employment base has shifted from the manufacturing sector to one that is more service focussed². Over the last ten years there has also been a net loss of 7,500 jobs within the area.

The Enterprising Communities area is characterized by high levels of unemployment and economic disadvantage. The unemployment rate is just under 16 percent, which is twice the Birmingham average and five times the UK figure. Youth unemployment is a particular problem (at 20 percent).

Specific barriers to employment for residents of the area, especially BME residents, have been identified³. Discrimination in the local labour market, too few local jobs and endemic low pay, have all been cited as key barriers.

- **Education and training** ~ Education and training levels remain poor in the area. It is estimated that around half of identified disadvantaged communities within the area (particularly Pakistani and Bangladeshi communities) have no formal qualifications⁴. There is major disaffection with local educational and training opportunities, and a reluctance to access such opportunities that exist.

ENTERPRISING COMMUNITIES: KEY AIMS AND OBJECTIVES

The Enterprising Communities Programme, outlined in the Action Plan, is a means to assist local economic and social development by improving the socio-economic position of the communities in the five wards, which comprise the target area. The Programme will achieve this aim by:

- promoting social enterprise and entrepreneurship;
- building community capacity, skills and training and access to employment, especially within growing and emerging sectors which will experience increasing employment potential through ongoing regeneration both within and outside the target area;

² There has been a loss of employment in manufacturing of 30 percent, with 27 percent of Birmingham’s total loss of manufacturing jobs occurring in the Enterprising Communities area

³ West Midlands Household Surveys 1996-2000 and Birmingham Inner City Survey 1998

⁴ The Birmingham Household Survey (1998)

- delivering economic change to complement the physical and infrastructural change brought about through previous and ongoing regeneration initiatives.

The Enterprising Communities Programme is built upon the four pillars of Priority 3, as detailed in the West Midlands Objective 2 Programme⁵. Such alignment is reflected in the four key objectives of the Action Plan. These are summarised as follows:

Developing Social Capital and Enabled Communities

Social capital will be developed within the area by targeting an integrated capacity-building programme. This will include:

- skills development within voluntary and community organizations to enable these organizations to play a major part in the economic and social regeneration of the area;
- supporting voluntary and community organizations to adopt an integral role in the City Council's devolution agenda;
- enabling voluntary and community organizations to develop schemes and projects within the Government's Neighbourhood Renewal Agenda and the City Council's Flourishing Neighbourhoods Strategy;
- enhancing community decision-making in the planning, development and delivery of schemes and programmes.

Developing New Employment Opportunities and Improving Access to Jobs

Overall, the approach will be to promote strategic sites in the area and attract new investment and employment opportunities, by:

- encouraging Access to Employment Groups (AEG), of which there are two in the area, to identify local labour market weaknesses, and give direction to the provision of new employment opportunities;

⁵ Regenerating Communities

- linking local economic development to opportunities in the wider City and region, especially the Eastside and City Centre developments, the A38 Technology Corridor, the Airport and NEC, and further opportunities in Solihull;
- developing links with growing employment sectors, particularly those associated with public, health and care services, and with engineering, manufacturing and construction;
- establishing Local Labour Agreements, including S106 Planning Agreements, with the private sector to ensure that new employment and training opportunities are accessible to local residents.

Building Sustainable and Connected Communities

The centrepiece of this objective will be to develop local community assets, in order to build connected communities in the area. This will be achieved by:

- bringing under-utilized and/or redundant buildings and land back into productive use to assist the growth of community-based organizations, enterprises and services;
- developing community infrastructure to create and assist entrepreneurial capacity, including social entrepreneurial activities;
- acquiring, refurbishing and redeveloping local premises and land to improve the local environment, making the area a more attractive place to live and work;

The Development of Enterprise within the Local Economy

This objective will be achieved by:

- focusing on small and micro-businesses, including development of new community enterprises;
- supporting existing enterprises to achieve long-term viability and financial sustainability, especially where such enterprises meet local demand and need;
- developing a 'business case' for existing local enterprises, which will include both economic and social considerations, to enhance delivery of local goods and services;
- improving the sustainability of local centres and commercial corridors through a comprehensive package of modernisation. This will include support to improve

physical infrastructure and the provision of bespoke business support and advice measures.

SUMMARY OF THE ENTERPRISING COMMUNITIES ACTION PLAN DELIVERY APPROACH

The aims and objective summarised above will be achieved via ongoing consultation with representative voluntary and community organisations, and with local people where possible.

The Enterprising Communities Action Plan has been developed following extensive consultation with the communities of South East Birmingham, and consultation and participation are core ethics within the Action Plan.

The Action Plan will be delivered using robust measures of performance, relevant to the economic and social needs of the area, which will be used to regularly monitor progress with meeting key aims and objectives. A comprehensive set of performance measures will be developed to measure all aspects of the Action Plan. Performance measures are likely to include:

- **increasing employability and job readiness** ~ by developing the skills and qualifications of local people, and enabling them to secure employment in employment growth sites and clusters;
- **strengthening community infrastructure** ~ by supporting community development, ownership and partnership;
- **attracting new investment, strengthening local centres and diversifying the business space of South East Birmingham** ~ by reducing barriers to investment, improvements to infrastructure and provision of facilities;
- **developing vibrant and flourishing neighbourhoods** ~ as viable and self – sustaining places to live and work.

The Enterprising Communities programme seeks to give local communities a stronger ‘voice’ in terms of driving both economic and social change, and to accelerate the growth and retention of new job opportunities within the area.

The approaches laid out in the Action Plan have been developed to ensure that the barriers that prevent adequate capacity within communities, physical access to learning and employment opportunities and inward investment are removed.

It is envisaged that the activities proposed in the Action Plan will contribute to the following indicators and impact for change:

- reducing unemployment differentials at ward level;
- improved levels of accredited learning among all communities;
- sustainability of community based voluntary organizations, not dependent on grant funding;
- an increasing stock of enterprises and new business formation rates;
- regenerated premises and sites by hectare.

FINANCE, KEY OUTPUTS, WORK PLAN AND MANAGEMENT

Finance

The Enterprising Communities Action Plan represents a £22.6million programme of activities that will be delivered over an 8-year period. It is expected that £10 million of ERDF/ESF capital and revenue grant will be sought from the 2000-2006 West Midlands Objective 2 programme, under Priority 3.

At the request of the GOWM, the City Council was asked to seek agreement from the Birmingham and Solihull Sub-Regional Group, in order to fund the Action Plan from its Sub-Regional allocation. At a meeting on 14 November 2002, the Birmingham and Solihull Sub-Regional Group endorsed the City Council's request for £10m to be allocated to the Enterprising Communities Action Plan.

Birmingham City Council as the accountable body for the Action Plan will work closely with the Saltley and Small Heath Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Regeneration Board who will be responsible for the management, monitoring and delivery of the activities in their specific areas.

Key Outputs

While the chief output of the Enterprising Communities Action Plan is to develop community capacity and infrastructure in the area, and so enable local people to access jobs in employment growth sites (such as Eastside, City Centre regeneration etc.) it also aims to meet a number of specific outputs. A summary of some of the key outputs is listed below. A full breakdown of these outputs can be seen on page 53.

- Create 150 new jobs, safeguard a further 150 and assist 574 jobless trainees obtain employment (including 345 CED residents);
- Train 861 jobless residents, including achievement of NVQ levels 1 to 4;
- Provide advice, guidance and counselling to 1,148 local people;
- Help to establish and support 70 community enterprises;
- Assist 49 existing businesses to achieve business innovation;
- Support 104 community projects and undertake 74 community capacity-building initiatives;
- Provide 850 square metres of community premises.

The Work Plan

The Work Plan and a full exploration of key indicators can be seen on page 52 of the Enterprising Communities Action Plan.

The Work Plan outlines the major milestones to be achieved until 2010, including an evaluation of previous programmes, linkage of the Programme to major employment growth sites and develop of community-based projects.

Management and Linkage

The Enterprising Communities Action Plan is designed around management by the two Regeneration Boards covering the Programme area (that is, extended Saltley and Small Heath, and Sparkbrook, Sparkhill and Tyseley). The two Boards will be responsible for Programme delivery and monitoring.

Birmingham City Council is the 'accountable body' and lead agency in the funding bid for ERDF/ESF and Regeneration Zone funding.

Consideration will also be given to the requirements of Advantage West Midlands and the GOWM, especially in terms of the objectives of the East Birmingham and North Solihull Regeneration Zone, and to the Birmingham and Solihull Local Strategic Partnership framework.

FORWARD STRATEGY

To ensure that the Enterprising Communities Programme has lasting impact on the economic and social well-being of the area, a Forward Strategy has been devised, linked to extensive consultation with local communities. The Forward Strategy has three distinct strands:

- **During the life of the Programme** ~ Most projects seeking funding as part of the Programme will have to demonstrate that they are sustainable beyond the life of the Programme. Projects will also have to demonstrate that they are building community capacity. Projects aiming to develop community assets will be linked to revenue streams that should provide opportunities for economic development of the area. Supported projects will need to dovetail their activities with the priorities of other regeneration schemes in the area.
- **On completion of the Programme** ~ Some specific projects will cease upon completion of the Programme, but capacity building projects will need to show that excluded local communities continue to be developed. Where projects have shown innovative methods they may be absorbed into mainstream service provision.
- **Beyond the life of the Programme** ~ It is envisaged that a key effect of the Programme, and one of its critical success factors, will be to enable local communities and organizations to take advantage of the wider economic regeneration within the City and the West Midlands, despite the termination of specific funding provided through the Programme.

CONCLUSION

The Enterprising Communities Programme represents a major opportunity for the regeneration drive across South East Birmingham to be maintained and further accelerated. The Action Plan will enable disadvantaged communities of South East Birmingham to improve their collective economic and social life chances.

The Programme will enable these communities to have a greater say in how their area is developed, both economically and socially, and to ensure that the economic and social benefits accruing in Birmingham overall, and to the wider region, from current and future investment, have a significant impact on their lives.

1. INTRODUCTION

The **Enterprising Communities: Unlocking Potential** programme of actions is a comprehensive community-led infrastructure programme, which has been developed to enhance and promote the economic and social fabric of some of the most disadvantaged communities in Birmingham. The Action Plan is an over-arching regeneration strategy across Southeast Birmingham. The programme of actions will effectively build upon the wide-ranging regeneration and community development work, which has already taken place across the area and will link to major re-development/job creation programmes at Eastside and within the wider Birmingham area.

The Action Plan represents a significant contribution to the implementation of the Enterprising Communities Strategy in South East Birmingham. The programme of actions seeks ERDF and ESF revenue and capital support to enable the **Saltley and Small Heath Area Regeneration Board** and the **Sparkbrook, Sparkhill and Tyseley Area Regeneration Board** (two area-based Regeneration Partnerships) to support and develop the Enterprising Communities Strategy, in their area. Birmingham City Council are leading this funding bid, on behalf of the two regeneration boards, utilising identified best practice from previous regeneration initiatives.

The programme will primarily target areas of economic deprivation contained within the boundaries of the extended Saltley and Small Heath Regeneration Area and the Sparkbrook, Sparkhill and Tyseley Regeneration Area. Service provision will extend to encompass EDs eligible under this measure and which fall within five of the most deprived wards both nationally and in Birmingham. Specifically, these wards comprise: Nechells, Washwood Heath, Small Heath, Sparkbrook and Sparkhill. This catchment area contains virtual blanket coverage of CED areas as identified in the Objective 2 Priority 3 Map.

Rationale

Enterprising Communities will seek to ensure that residents within the South East area of Birmingham are equipped with the skills and opportunities to compete in the labour market and participate in and contribute to reviving the local economy. The Action Plan incorporates a comprehensive package of measures. Through the medium of social economy development and the promotion of locally controlled and managed community assets, Enterprising Communities aims to resource and/or further promote within the area, those agencies that are identified as drivers of economic development.

The wards for which funds are being sought have long suffered from significant socio-economic disadvantage, much of which is well documented. As such, funds have been made available previously through a variety of sources. SRB Round 1 funding of £12.8million was available for the Saltley and Small Heath area, whereas the Sparkbrook and Sparkhill wards benefited from £23million of SRB 2 funds. In addition, funding of

£6million was successfully drawn down through the URBAN initiative, covering the Sparkbrook ward only. This is a total of £41million over a period of 7 years.

These funds have been successfully directed towards wide-ranging and significant regeneration initiatives in the area. However, analysis of the activities to which these funds were applied, shows that the main emphasis of these initiatives, was one of activities broadly associated with developing local physical infrastructure, a significant proportion of which was housing related. Actual spend on community based economic development of the type, which will be addressed through the Enterprising Communities Action Plan, was limited. In addition, it should be noted that these previous programmes targeted smaller geographies than the proposed Enterprising Communities initiative, which will address the needs of 112,000 residents of South East Birmingham.

It is therefore now appropriate to build on the achievements of these programmes and develop actions designed to enhance the social, community and economic fabric of the area, and enable communities themselves to develop their own economic development activities, through active participation. Crucially, the success of the programme will depend on the ability of communities and partnerships that deliver the action plan, being able to integrate activities and take advantage of major investment and regeneration programmes, such as Eastside and the East Birmingham and North Solihull Regeneration Zone.

The Programme of Actions

Enterprising Communities addresses Priority 3 of the West Midlands Objective 2 SPD (Regenerating Communities), and in particular, addresses the following measures:

- 3.1 Developing Social Capital and Enabled Communities
- 3.2 Developing Employment Opportunities
- 3.3 Building Connected and Sustainable Communities
- 3.4 Upskilling Communities

Enterprising Communities seeks to give local communities a stronger 'voice' in terms of driving both economic and social change, and to accelerate the growth and retention of new job opportunities within the area.

Targeted aid will enable grass-roots organisations that engage the most disadvantaged and disaffected sections of communities, in particular women and young people, to deliver activities that are designed to stimulate and/or support community-led economic regeneration more effectively and efficiently. This incorporates the provision of guidance, and/or other employment enhancing and work related measures.

Local and regional competitiveness requires creating integrated development strategies within all sectors of society. To realise this, all stakeholders need to be involved in managing the pace of change. They must acquire the skills necessary to exploit and benefit from identified economic growth sectors and/or markets. This is an integral part of Birmingham's approach to Lifelong Learning.

Currently, a range of complex structural **barriers** exist that impede and restrict the participation of disadvantaged and economically excluded communities in entrepreneurial activity. These barriers include lack of adequate capacity within communities, issues associated with physical access to learning and employment opportunities, as well as barriers associated with lack of care provision and adequate flexibility in the delivery of key services.

The Enterprising Communities programme seeks to redress and contribute to the removal of these barriers and contributes to the Strategic Objectives of **Priority Three; Regenerating Communities** by;

- **Developing Social Capital and Enabled Communities** - The development of social capital within the target areas will be secured through an integrated capacity building support package. This will include a skills development programme targeted at employees and volunteers of voluntary and community organisations, in order to raise achievement levels to NVQ Level 3, and enable the sector to have the skills and confidence to play an active role in the regeneration of its area. In particular, community groups will be encouraged to play an integral part in Birmingham's local devolution agenda, as well as the Government's Neighbourhood Renewal Programme, and develop schemes and activities for their own benefit. This will be achieved by facilitating **community decision making** in the planning, development and delivery of projects.
- **Developing New Employment Opportunities and Improving Access to Jobs.** Working with "Locate in Birmingham" (a part of BCC, who corporately attract new investors), will play a crucial role in promoting strategic sites in the area and attracting new investment and thereby new jobs for local people.

Through the recently established local Access to Employment Groups (AEG) across the area, there exists a local framework for improving planning, co-ordination and referral mechanisms to engage communities and support people into work. The Access to Employment Groups comprise representation from Job Centre Plus, Learning and Skills Council, Reed, Pertemps Employment Alliance, local Employment Resource Centres, Birmingham City Council and voluntary sector organisations. There are two AEGs, which have been established across the Enterprising Communities Action Plan area. These AEGs, together with other strategic partners, will play an important role at an early stage, in identifying weaknesses in the labour market and partner processes, and give direction to the development of this objective.

Further, it should be noted that there are significant employment opportunities arising in and around Birmingham, in particular through developments at Eastside, the City Centre, the A38 Technology Corridor, the Airport and NEC, and in Solihull. Most of such job opportunities will require skills and qualification levels that are accredited at NVQ Level 3 and above. It is therefore crucial that the educational and training infrastructure is utilised effectively, in order to deliver the type of programmes, which are required by employers and directly linked to the skills sets needed to access new jobs.

Alongside new employment opportunities, which will arise through major capital investment, there are also significant demographic changes anticipated for the local workforce. Specifically, intelligence has identified that key sectors such as public services, health and care, engineering / manufacturing, and construction, will all experience a lack of skilled employees, as the ageing workforce approaches retirement. Consequently, links with local employers in these sectors will be vital, if local people resident in the Enterprising Communities target area, are to access such jobs.

In order to facilitate the above, Local Labour Agreements - including the use of S106 Planning Agreements, will be established with private sector interests. Such agreements will ensure that new training and employment opportunities are transparent and accessible to local residents.

- **The Development of Enterprise within the Local Economy.** This action plan will complement the Business support programme being developed for the East Birmingham and North Solihull Regeneration zone. It will focus much more on small and micro-businesses, including the development of new community enterprises. In addition, existing organisations will be supported to become viable and financially sustainable, especially where their core business is based upon local need and where this need can be effectively established. As such, the delivery of services and/or manufacture of products locally will be based upon a business case, which includes both economic and social considerations. This activity will link to the work of the 'Birmingham Social Economy Consortium' and sit within the emerging 'Social Enterprise Development Strategy' being developed by Business Link, with support from the City Council.
- **Building Sustainable and Connected Neighbourhoods.** The further development of local infrastructure and community assets will bring under-utilised and/or redundant buildings/land back into productive use in order to facilitate the development of community organisations, enterprises and services. Developing community infrastructure to create and assist entrepreneurial capacity is fundamental in supporting sustainable communities. Through Enterprising Communities, we will examine the potential for acquiring, refurbishing and redeveloping land and premises and undertaking environmental improvements to create a local area, which is an attractive place to live and work. The newly acquired community assets will form the

hub from where the social economy strand of Enterprising Communities can be planned, implemented and managed.

The above activity will complement two major reports, the Treasury's crosscutting review of the voluntary sector and its subsequent proposal for a capital investment in the sector through the 'Future Builders' programme. In addition the Birmingham Voluntary Sector Commission recommends the establishment of 'local development agencies', which can act as a social and economic focal point in a local area. In response, The Learning and Skills Council has recently invited local voluntary sector organisations to submit proposals for taking on the role of a local development agency. Such proposals, which are due to be submitted in 2003/4, will provide useful information for supporting the Enterprising Communities Action Plan.

The development of 'local development agencies' will need to be informed by a through audit of existing provision. This will enable the creation of distinctive infrastructure, which is needed to support employment and economic regeneration, within the Enterprising Communities target area. A coherent and vibrant community and voluntary sector base within the area will strengthen and empower the diverse range of local communities, to effectively engage with mainstream society.

The strategic priorities and individual actions contained within the Enterprising Communities Action Plan are based on a number of factors. In particular, ongoing discussion with local community groups has been drawn upon substantially in the development of the Action Plan. The development of community-based forums is fundamental to the Enterprising Communities Programme of activity. This will enable local communities to not only shape specific actions, but also to contribute directly to the implementation and monitoring of impacts across South East Birmingham.

The development of robust performance indicators, which are relevant to the employment and economic needs, of local communities in the Enterprising Communities target area, is critical to evidencing the impact of the Action Plan. Such indicators will form the foundations against which the performance of the Enterprising Communities Action Plan will be measured, on a regular basis. Specific indicators include:

1. Reducing unemployment differentials at ward level.
2. Improved levels of accredited learning among all communities
3. Sustainability of community based voluntary organisations, not dependent on grant funding.
4. Increase stock of enterprises and new business formation rates
5. Regenerated premises and sites by hectare.

To further progress the Enterprising Communities Action Plan and as part of the decision making process, Birmingham City Council – on behalf of the two Area Regeneration Boards, was asked by Government Office West Midlands, to seek the approval of the Birmingham and Solihull SRG. The content of a Draft Action Plan was agreed by the SRG on 14th November 2002. Furthermore, at the afore-mentioned meeting, the Birmingham and Solihull SRG agreed the requested resource allocation of £10million from Objective 2, Priority 3 finances, in order to fund the Enterprising Communities Action Plan.

The West Midlands Programme Monitoring Committee is now requested to support the decision of the Birmingham and Solihull SRG and approve the Enterprising Communities Action Plan.

2. STRATEGIC AIM AND OBJECTIVES

Enterprising Communities is fundamentally a programme of local economic development. It seeks to improve the socio-economic position of communities in South East Birmingham through promoting social enterprise and entrepreneurship, community capacity, skills and training, and access to employment, especially within growing and emerging sectors, which will experience increasing employment potential through ongoing regeneration, both within and outside the target area. The programme will deliver economic change; to complement the physical and infrastructural change brought about through previous and ongoing regeneration.

Overall Aim

The overall aim of the Enterprising Communities Programme is:

“To improve the quality of life for communities within South East Birmingham by assisting local residents and voluntary & community organisations to participate more fully in both the economic and community life of their area”.

Fundamentally, this aim will be achieved by increasing the *capacity of residents* to participate in economic regeneration at all levels. Working in partnership with the private sector to encourage job creation and employment access, will be a vital component of the approach. The programme of actions will help to develop the existing social infrastructure serving the area and will enhance the skills of local beneficiaries to help them to become more involved in the delivery of the programme, as well as in local decision-making.

Programme Objectives

The strategic aim of the programme will be realised through meeting the following strategic objectives:

1	Increasing employability and job readiness , by developing the skills and qualifications of local people, and enabling them to secure employment in employment growth sites and clusters.
2	Strengthening Community Infrastructure , by supporting community development, ownership and partnership.
3	Attracting new investment, strengthening local centres and diversifying the business space of Southeast Birmingham , by reducing barriers to investment, improvements to infrastructure and provision of facilities.
4	Developing vibrant and flourishing neighbourhoods , as viable and self-sustaining places to live and work.

The choice of both the overall aim of the Enterprising Communities Programme, as well as the component strategic objectives, is driven by the ongoing socio-economic needs of the area, and actively seeks to build upon the significant regeneration efforts already undertaken by a range of agencies. Some detail will be given on the socio-economic conditions, characterising South East Birmingham communities, later on in the document.

Key Theme Strands

The delivery of the objectives above can be divided into a number of distinct, and yet interwoven strands.

The development of **social capital**, within the target areas, through an integrated **capacity building** support package, will enable the local community and voluntary sector and the disadvantaged communities they serve, to play an active and full role in the regeneration of local areas. This will enable community groups to play an integral part in the Government's Neighbourhood Renewal Programme, as well as the local devolution agenda in Birmingham.

A number of actions (to be outlined later) are geared towards **retaining wealth within local communities**. Community businesses aim to keep locally generated spending power within that community, for example through people shopping locally rather than elsewhere, and through local services like estates cleaning and caretaking, being provided by local people rather than workers brought in from outside. The starting point in each situation is that where £100 enters the local economy, if 80% of each £1 spent stays in the local economy, the total amount of spending that the £100 will generate is about £500 – a multiplier of 5⁶.

The very essence of many community enterprise operations is they are seeking a social return as well as a commercial one and in order to do this and survive, they need at least part of their finance on concessionary terms. Ultimately, social enterprises must generate a surplus, if they are to be self-sustaining in the longer term. An important role of the Enterprising Communities Action Plan, is helping a community enterprise assemble an initial funding package for the early stages of operation, consisting of a mix of grants and loans, some of which may be concessionary and some commercial. Further support in the form of ongoing research and business planning will be provided by local agencies. Community enterprises will be directed to specialist provision offered by agencies such as Business Link Birmingham – incorporating the Small Business Service and service provision afforded by the City Councils Economic Development Service. This specialist service provision is now co-ordinated by the Birmingham Social Economy Consortium and will form an important element of the emerging 'Social Enterprise Development Strategy'.

⁶ New Economic Foundation: Plugging the Leaks: 2000

Further, the Birmingham and Solihull Employment Strategy Group, aims to increase the number of residents in employment, particularly those from key geographical areas and communities of interest. To achieve this local 'Access to Employment Groups' have been established. These groups will co-ordinate activity related to the engagement of local residents; employment support programmes; and job match service provision. In relation to the Enterprising Communities target area; two specific 'Access to Employment Groups' have been established. This infrastructure will form an important component in the drive to reduce employment differentials across the target wards and to engage the most excluded and difficult to reach groups, within the communities. Often such groups include young people, women, members of Black and Minority Ethnic communities and people with disabilities.

To improve the effectiveness of this work, local communities and community-based organisations need to be engaged in the planning processes and empowered to deliver specific areas of employment support activity, within the area. This will aid local people to access sustainable employment and promote labour-force mobility within the Enterprising Communities target area.

Without positive action to involve the local community, they will achieve no significant or lasting benefit from new opportunities. The jobs and opportunities to create new business and influence the economic life of the area will be lost to them.

The development of **local infrastructure and community assets** will bring under-utilised and/or redundant buildings/land back into productive use and help develop and encourage Community Enterprises to become self sufficient. Developing community infrastructure to create and support entrepreneurial and social capacity is imperative in developing sustainable communities.

The Community Economic Development Framework for Birmingham stresses the importance of **community engagement** at a local level, in order to maximise the economic development of spatial areas. The CEDF identifies 8 activities that contribute to this objective. Enterprising Communities contributes to this process by the provision of an investment in economic and social development infrastructure that allows business to penetrate new markets, and provides employment support to excluded groups. Underpinning this process will be the **dissemination of information** that encourages and promotes partnership as a means of community development and capacity building. In addition, it addresses improvements in local security measures by linking businesses with the police.

At this point, we outline a number of key socio-economic baseline indicators and desired outcomes, which underpin the strategic objectives.

Strategic Objectives Schedule		
Strategic Objective	Baseline Position	Outcome
<p>(1) Increasing employability and job readiness, by developing the skills and qualifications of local people, and enabling them to secure employment in employment growth sites and clusters.</p>	<p>Generally low levels of take up of training and learning opportunities, especially amongst some ethnic groups and people with disabilities.</p> <p>Up to 51% of residents within some wards have no formal qualifications.</p> <p>The unemployment rate in the target area is 15% (twice that of Birmingham city). Unemployment rates are significantly above the national average in some wards (Nechells 16.2%, Washwood Heath 11.8%, Small Heath 12.7%, Sparkbrook 20%, Sparkhill 12.5%)</p> <p>Reliance on traditional and declining sectors (especially Manufacturing) in the target area. In Birmingham, a further 17% decline in Manufacturing is forecast between 2001 and 2010.</p> <p>Lower than average levels of employment in new and emerging sectors, as well as forecast growth sectors</p>	<p>Increasing take up of existing and new training/learning opportunities, through introduction of more flexible access arrangements;</p> <p>Reduction in proportion of those without formal qualifications below 50% in all wards.</p> <p>Increasing take up of higher level qualifications within target wards (NVQ levels 3 & 4)</p> <p>345 disadvantaged individuals taking up employment positions.</p> <p>Reduction in proportion of the workforce in traditional sectors (especially manufacturing) to the West Midlands average.</p> <p>Disadvantaged persons entering employment within new sectors.</p>

Strategic Objective	Baseline Position	Outcome
<p>(2) Strengthen Community Infrastructure, by supporting community development, ownership and partnership.</p>	<p>Low levels of social enterprise currently in the target areas, alongside insufficient supply of certain goods and services, which might be provided through social enterprise means.</p> <p>Issues associated with quality of goods and services. Lack of adequate capacity to develop sustainable social enterprises.</p> <p>Difficulty in accessing funds for establishment and development of enterprises, in particular social enterprises.</p>	<p>Requirement for actions to measure existing levels of social enterprise activity. Setting up of 22 new social enterprises, based on identification of established need.</p> <p>Develop a network of social enterprises that supports disadvantaged individuals, including people with disabilities, into training and jobs.</p> <p>Requirement for actions to fully establish current use of existing assets and development of more innovative use of existing community physical infrastructure. Development of 850 square metres of new community premises.</p> <p>Direct support for 70 community enterprises / businesses.</p>
<p>(3) Attracting new investment, strengthening local centres and diversifying the business space of Southeast Birmingham, by reducing barriers to investment, improvements to infrastructure and provision of facilities.</p>	<p>Few large private sector employers in the target area currently – continued reliance on declining sectors, as well as the public sector.</p> <p>Generally low levels of take up of training and learning opportunities, especially amongst some ethnic groups. Up to 51% of residents within some wards have no formal qualifications.</p> <p>Lower than average business survival rates. The unemployment rate in the target area is 15% (twice that of Birmingham city). Unemployment rates are significantly above the national average in some wards (Nechells 16.2%, Washwood Heath 11.8%, Small Heath 12.7%, Sparkbrook 20%, Sparkhill 12.5%)</p>	<p>Creation of 150 new jobs and 345 disadvantaged entering employment. Supporting individuals to enter employment in growth sectors or identified key clusters.</p> <p>49 businesses assisted (innovation).</p>

Strategic Objective	Baseline Position	Outcome
<p>(4) Developing vibrant and flourishing neighbourhoods, as viable and self-sustaining places to live and work.</p>	<p>Under-utilisation of existing community assets and requirement for new bespoke assets for the benefit of local communities</p>	<p>Development and implementation of 74 capacity building initiatives</p> <p>Provision of 850 sq m of additional community premises.</p> <p>104 community projects supported.</p>

Programme Actions

The individual strategic objectives and thus the overall aim of Enterprising Communities will be realised via a set of specific programme actions (as identified in the Programme Complement to the West Midlands Objective 2 Programme, 2000-06). These actions are set out below.

Strategic Objective 1

Increasing employability and job readiness, by developing the skills and qualifications of local people, and enabling them to secure employment in employment growth sites and clusters.

Actions:

- (1.1) **Remove barriers to employment.** This action is likely to include such activities as supporting SMEs to introduce better recruitment procedures and family friendly policies. This may involve provision and/or enhancement of childcare schemes/facilities and bespoke transport provision (if appropriate), which will contribute to the removal of such barriers. In addition, activities will include supporting individuals to make better use of tax credit and other benefits, which will reduce financial barriers to employment. (Priority 3, Measure 3.2 and 3.3)
- (1.2) Provision of **employment support/advice** and access to opportunities possibly through Intermediate Labour Markets (ILMs) and the Government's New Deal Programme framework. This work will enhance the existing activities being co-ordinated by the Local Access to Employment Groups. The development of a 'local jobs pool' may be appropriate in this context. The ability for Community enterprises to target those excluded from the conventional labour market, together with the contribution they can make to the other regeneration objectives, make them a useful tool in the regeneration arena. They can be very effective in providing experience, skills and the confidence to enable residents to enter the conventional job market for the first time, or after a long absence. (Measure 3.4)
- (1.3) Ensuring that new training and employment opportunities are **transparent and accessible to residents** through linkage with private sector business by working with local recruitment agencies and business intermediary Forums. Opening up job and training opportunities to individuals in those areas of greatest need and ensuring that, as far as possible, job opportunities are available to and taken up by local people. Individuals that progress to the stage of job readiness will be supported to access mainstream sustainable jobs. (Measures 3.2 & 3.4)
- (1.4) Support access to learning, training and employment through a variety of appropriate initiatives. This may involve supporting training and travel costs and other costs associated with access. Investigation of transport links in the target area and identification of areas where transport links are missing. (Measure 3.2 & 3.3)

- (1.5) Provision of **training** for local residents for additional specific local growth sectors and emerging technology sectors identified within the AWM cluster initiative. These sectors might possibly include packaging and horticultural activities. Review of **training infrastructure** and availability of training both within and outside the local area. Creation of greater consistency within the local training infrastructure and development of clearer training/employment progression routes. (Measure 3.4)
- (1.6) Make and/or strengthen **relationships with existing and new employers**, in order to put them in touch with local organisations and individuals to their mutual benefit (e.g. through 'job linking' activity). This action will support a variety of employers in the recruitment and training specifically of local people from the target area. For example, Heartlands Hospital Trust has a three-year capital investment programme that will provide employment in construction and related trades, as well as jobs in support services within the hospital.

In addition, through the Birmingham and Solihull Employment Strategy Group sponsored initiative, public sector organisations are investigating ways in which they can be more pro-active in offering employment and training opportunities. It is anticipated that in 2003/4 a Compact will be agreed with public agencies signed up and agreeing to a joint programme for diversifying their workforce and shaping services that reflect the needs of local communities. (Measure 3.2)

- (1.7) Facilitate and increase access to learning, training and employment for disadvantaged groups. Possible provision of additional, flexible, accessible and geographically distributed **care related services**. Assessment of potential for developing these services as social enterprises. (Measures 3.2 & 3.3)
- (1.8) Developing skills relating to **health improvement awareness** and supporting and encouraging employment in health related services. Actions may be related to: projects to improve access to and take up of public health services; awareness raising and promotion of healthy living activities; development of social businesses and training to support local people in accessing health care employment opportunities. Activities may also involve development of culturally sensitive health and welfare services.
- (1.9) Forge links with **knowledge based sectors** (e.g. environment related activities) within the Birmingham area. Examination of potential to develop small clusters of these activities in the South East of the city, with corresponding social enterprise activity and local training provision. (Measures 3.2 & 3.4)

Strategic Objective 2

Strengthening Community Infrastructure, by supporting community development, ownership and partnership.

Actions:

- (3.1) Development of new physical infrastructure, or refurbishment of existing infrastructure, principally for the benefit of **community enterprises**. Establishment of facilities/assets/infrastructure, which meets the needs of existing and emerging social enterprises. (Measure 3.3)
- (3.2) Encourage the most disadvantaged and excluded individuals and groups, to participate in economic and environmental regeneration, by **working within the community** and **engaging communities** in decision-making processes, possibly through positive action training programmes and extended work placements - as potential career routes. This may be achieved by encouraging the development of new and/or existing voluntary and community sector structures and community/residents fora, which address common areas of interest and employ multi-agency approaches and integrated models of delivery. In particular, additional local support structures such as development trusts, local forums and outreach services, will be encouraged. (Measure 3.1)
- (3.3) Share and/or exchange **experience and best practice** between stakeholders in regeneration. Consideration will be given to the possible development of new mechanisms for sharing experience/best practice. In particular, this might involve the development of **web sites** both for the community and for voluntary sector agencies and other local regeneration agencies. (Measure 3.3)
- (3.4) Sustain and resource **Neighbourhood Forums** to develop their own capacity, to assist in the delivery of Enterprising Communities and to take an active part in ongoing regeneration activities across the area. Provision of training in **ICT** related areas to improve organisations' capacity. (Measures 3.1 & 3.3)
- (3.5) Establish and/or support specific regeneration schemes to improve the local area, review/audit community assets, run capacity building schemes, improve sharing of experience, facilitate the rolling out of good practice and develop neighbourhood action plans. (Measures 3.1 & 3.3)
- (3.6) Enhancing **community development finance opportunities and availability**. Investigation of community finance and availability of non-mainstream financial services to local residents and local community businesses. Development of new initiatives to expand availability of financial services to local residents and social entrepreneurs. (Measure 3.1 & 3.2)

Strategic Objective 3

Attracting new investment, strengthening local centres and diversifying the business space of Southeast Birmingham, by reducing barriers to investment, improvements to infrastructure and provision of facilities.

Actions:

- (4.1) Advice and support related to **business planning**. Support aimed at improving the ability of both community organisations and enterprises to run and manage facilities and assets effectively, making best use of these assets and maximising efficiency and value for money. Provision of advice relating to managing accommodation, equipment and running costs for Neighbourhood Forums. (Measure 3.3)
- (4.2) Active development of **community enterprises**, where need can be established. Identification of goods and services which the market is not able to provide and investigation of potential for delivering these goods/services through social enterprise. Development of appropriate forms of support/guidance to initiate, develop and sustain these enterprises. Services might include security and crime prevention services, CCTV installation, drug related services, car crime prevention, home safety, care services, local transport, landscaping and environmental improvement, as well as culturally sensitive health and social welfare services. (Measures 3.1, 3.2 & 3.4)
- (4.3) Expand and diversify the local economies within the target areas, by promoting community-led initiatives in specific sectors e.g. **creative industries and tourism sectors**, which have particular potential for young people and disadvantaged communities. A key activity will be the provision of appropriate **training** to enhance the ability of local residents to take advantage of new opportunities emerging within these sectors. (Measure 3.2 & 3.4)
- (4.4) **Improving the sustainability of local centres**. Overseeing the strategic development of the local economy (in particular the social economy) via bespoke business support and advice measures. This measure will identify and develop local business groups/forums that operate across a range of sectors, in particular, the local retail sector.
- (4.5) **Improving the take up of business support services**. Investigation of schemes to improve the take up of existing and new business support services, address financial exclusion issues, encourage business involvement in the Enterprising Communities Action Plan process, support regional growth and cluster development and provide support to social enterprises.
- (4.5) To investigate a number of outdated industrial and retail areas and develop a programme of modernisation that will build market confidence for investment in the Enterprising Communities target areas.

Strategic Objective 4

Developing vibrant and flourishing neighbourhoods, as viable and self-sustaining places to live and work

Actions:

- (5.1) Promote involvement in **cultural, environmental and volunteering** activities to aid transition to employment, possibly linked to ILM mechanisms and the Government's New Deal Programme. (Measure 3.2)
- (5.2) Making better use of **community facilities**. Review existing research and audit material relating to community facilities, examining current levels of use and the range of activities currently taking place within individual facilities. Examine innovative ways of making more effective use of existing facilities and determine where completely new facilities are required to meet identified local need. Investigation of transport linkage to and between local centres and means of enhancing the robustness of transport linkage. Access to virtual media, principally the Internet, will also be assessed. (Measure 3.3)
- (5.3) Development of **local infrastructure and community assets** which will bring under-utilised and/or redundant buildings/land back into productive use and help develop and encourage **community organisations** to become active and self sufficient. This will be achieved through creating community assets by acquiring, refurbishing and redeveloping land and premises and undertaking environmental improvements to create a local area, which is an attractive place to live and invest. In addition, means of enhancing community access to the Internet and ICT infrastructure more generally, will also be explored. (Measure 3.3)
- (5.4) Provision of help and advice to **community organisations** wishing to develop or expand their activities. This activity will build upon existing and ongoing research to determine local need and create new forms of capacity building support for community organisations. Activities will link to issues relating to housing, crime prevention, health, lifelong learning, employment, environmental enhancement, culture and recreation etc. (Measure 3.1)
- (5.5) Promote projects that raise awareness of **community identity**, by bringing local groups and organisations together, to benefit from each other's activities and to increase their role and stake in the economic and environmental regeneration of the area. This will be achieved by supporting activities, which target the most disadvantaged and/or excluded communities and seek to raise their confidence in participation. (Measure 3.1)
- (5.6) Investigation of **Crime and Community Safety issues** affecting communities and community businesses. This action will build upon the findings of the business and crime study commissioned by the East Birmingham North Solihull Regeneration Zone board. Through close liaison with local agencies/initiatives, residents groups

and the police, a new strategy will be developed to tackle criminal activity affecting both residential and business communities. This may involve ‘target hardening’ measures, as well as advisory services to local groups and businesses on means of enhancing personal and business security, preventing crime and reducing the negative impacts of criminal activity. (Measures 3.1 & 3.3)

- (5.7) Schemes to improve access to specific facilities e.g. **cultural and sports** facilities. Development and enhancement of local facilities, alongside promotion of employment and training opportunities emerging within these sectors locally. The objective of this action is to encourage greater involvement in sports and cultural activities, while simultaneously supporting local people in accessing possible employment or training opportunities within these sectors. (Measures 3.2 & 3.4)
- (5.8) Promote schemes and initiatives to improve environmental aspects of the local area by addressing previously identified issues such as refuse, vermin, graffiti and energy efficiency. Examination of the potential for local social enterprises to deliver/contribute to these activities. Promotion of environmentally sound processes within businesses locally, especially recycling. (Measures 3.1 & 3.2)

In drawing up the action plan, the two Area Regeneration Boards and individual partners have worked with a wide range of local organisations and the communities, which are involved in the regeneration of the target areas. These include training organisations, service providers, local community and voluntary groups representing particular interests, business representatives, and public sector agencies working in the area.

Letters of support, which demonstrate the wide-ranging support for the Enterprising Communities Action Plan, and its development within the locality, will follow.

Contribution to Horizontal Themes

The Enterprising Communities Programme seeks to contribute directly to the horizontal theme areas specified by the Objective 2 SPD.

Environment

The Enterprising Communities programme will support the development of community-led environmental schemes and projects across the target area. To ensure that all projects are environmentally sensitive, Birmingham City Council's Environment Strategy and Corporate Green Action Plan will provide the framework by which all schemes can be assessed. The Programme will bring on board an environmental champion, from a relevant key agency, who would be tasked with ensuring that individual project selection and appraisal incorporates the need for environmentally sensitive activity. Project appraisal forms will incorporate specific sections requiring an outline of the environmental impacts of the project, as well as a statement from the project initiator addressing environmental issues. Baseline audits will be created at the inception of the programme; in order to measure progress towards achieving environment related standards.

The Project will enable local communities to improve their own economic position and that of future generations by providing the infrastructure for the formation of community driven enterprises and associated employment opportunities. As part of this infrastructure development, funding will be utilised to finance skills and management training for the business and community sectors to undertake environmental schemes, in order to improve their efficiency and reduce the risk of potentially damaging the local environment. Support will be provided directly to assist local businesses and residents to become more energy efficient, reduce waste and encourage the adoption of more modern and 'clean' technologies. The development of energy efficiency practices will be a requirement of any activity funded within the social economy theme of the programme. This relates to key issue 1: Safeguarding of air, soil and water quality.

A vibrant voluntary and community sector in conjunction with the two Area Regeneration Boards will form the mechanism through which knowledge and awareness of environmental issues will be promoted within the target areas. Building the capacity of these groups and encouraging their participation in the Enterprising Communities Action Plan, will act to facilitate better neighbourhood services delivery, including the improvement of recycling and rubbish removal services. In addition, providing locally based educational/training opportunities and better environmental awareness, will contribute to reducing the consumption of natural resources and better waste management. This relates to key issue 3: Positive Urban Environment, Noise and Waste Management.

As the targeted communities suffer from below average Public Open Space and Community Facility provision (as compared to the City), the Enterprising Communities programme will, work to reclaim and refurbish derelict land and buildings, to the benefit of the community. This, in turn, will create, protect and enhance both new and existing environmental assets and create new economic resources for the target area (e.g. environmental enhancement and landscaping of specific sites, community centres, etc.). All refurbishments will be undertaken in a sensitive and locally accountable fashion that is responsive to local history and culture.

In addition, by attracting inward investment to the area and encouraging development and/or redevelopment on Brownfield sites, the programme will help to reduce development pressures on surrounding Greenfield sites. Creating a more pleasant and accessible environment will help to encourage local people to become more involved in local biodiversity issues and play an active part in the development of new local community green spaces. This relates to Key issue 2: Protecting Landscape and Wildlife.

Equal Opportunities

As the target area has an 'ethnic minority majority', it will be imperative that all activities undertaken by the Enterprising Communities programme adopt and abide by the Birmingham City Council Equal Opportunities policy, in order to address the needs of local excluded and disadvantaged groups. This will allow all groups to access mainstream opportunities, in a fair and equal manner. In addition, individual projects may develop their own equal opportunities policies, which go beyond that of the City Council.

Enterprising Communities will help to redress the imbalances in the labour market by promoting equality between all groups. This will be achieved by targeting disadvantaged and excluded groups to inform them about (and support them into) training and employment opportunities within the area and beyond. The programme's emphasis on developing the area's social capital will assist local residents in enhancing their employability and/or transfer from lower level-low pay jobs into intermediate or higher level jobs. This will be achieved through the provision of on-going targeted support, guidance and training which will work to improve confidence, expectations and skills of disadvantaged and excluded groups (Key Issue 2 & 3). In addition, the programme will work to increase the employability of those most excluded, by removing identified barriers to training, employment opportunities and service provision (Key Issue 4). Such initiatives will help to reduce, or remove completely, vertical and horizontal segregation within the labour market.

Support will also be given for community enterprise, businesses and business start-ups (including a focus on securing sustainable community assets from which social capital schemes can be developed and delivered). Specific activities that will be encouraged by the programme include support for local businesses which develop and implement

employment equality strategies and have formal equal opportunities policies to reduce the disparity between disadvantaged groups and mainstream groups in enterprise opportunities (Key Issues 1 & 2).

To ensure that the programme of actions is meeting local needs, direct support will be provided to excluded groups to help them develop and lead new local initiatives. Developing the social economy and capital within the targeted area will increase local confidence to allow residents to benefit from the opportunities created through this programme and will help to nurture the development of a more sustainable neighbourhood beyond the life of the ERDF funding.

The Enterprising Communities programme will promote the following horizontal objectives to support equal opportunities amongst those assisted:

- (1) Raise awareness and promote equal opportunities policies
- (2) Demonstrate commitment to the principles of equal opportunities
- (3) Recognise differences in culture and needs of disadvantaged groups

Innovation

As identified in the West Midlands Regional Innovation Strategy, there is a need to develop an attitude amongst residents that fosters a culture of innovation, which will be sustained at both a business and personal level. The Enterprising Communities programme will help to address these needs by promoting and developing an innovative culture within the target area that fosters new ways of thinking and working - both amongst local businesses (new and established) and residents. Innovation will be embedded back into the mainstream via public-private sector compacts.

The activities of the programme will bring together a wide range of stakeholders, including the public, private, and voluntary sectors, as well as community organisations and residents groups. Building on the existing successful Regeneration Partnerships and continuing to foster a creative synergy between all involved parties will ensure that strong channels of communication are forged, ideas are shared, models of good practice are disseminated (Key Issue 2 & 4).

Schemes that focus on the development of social capital will help to improve awareness of support and training opportunities available in the area (Key Issue 4). This will enable beneficiaries to create a more stable and self-sufficient lifestyle, increasing the long-term socio-economic sustainability of the area. This will be delivered through the development of multi-agency, multi-purpose facilities within the target area.

All activities, such as skills development, business support and the promotion of entrepreneurial capacity within the local communities, will be undertaken in collaboration with stakeholders across the public, private, and community / voluntary sectors.

State Aid Issues

In principal, there are no schemes for granting aid to enterprises proposed under this programme, which will exceed the aid ceilings permitted by the 'de-minimis' rule. During implementation of the programme, should new aid schemes be proposed which exceed these aid ceilings, the aids in question must be notified to the European Commission prior to their implementation. In such cases, no structural fund contribution to the aids in question, may be granted before formal approval of these aids by the European Commission.

Under the 'de-minimis' rule, schemes must limit the aid, which an individual firm can receive, over a period of three years to €100,000. The limit applies to aid from all sources and under any aid scheme. The schemes must therefore require the applicants for aid to declare aid received or receivable under other schemes to ensure that the limit is not breached. The three-year period begins to run from receipt of the first aid under the 'de-minimis' scheme. A firm may later receive aid under an approved scheme, in which case the 'de-minimis' aid must be offset against the aid received under the approved scheme. Support will be given to SMEs through Enterprising Communities within the set thresholds.

3. TARGET AREA AND POPULATION

Ward Coverage

The Enterprising Communities Action Plan will target the wards of Nechells, Small Heath, Washwood Heath, Sparkbrook and Sparkhill. This target area incorporates two area-based Area Regeneration Initiatives (ARI's), which are managed by two distinct Area Regeneration Boards. Specifically, the Saltley and Small Heath Area Regeneration Board manage regeneration in the Nechells, Washwood Heath and Small Heath wards. The Sparkbrook, Sparkhill and Tyseley Regeneration Board is the agent through which regeneration activity in the Sparkbrook and Sparkhill wards, is managed and delivered.

These five electoral wards are covered by 3 parliamentary constituencies (Ladywood, Hodge Hill and Small Heath and Sparkbrook) and contain areas of great economic and social deprivation. Nationally, the target area falls within the top 10 per cent of deprived wards - as ranked in the Indices of Multiple Deprivation 2000. Within Birmingham, the wards fall within the top five per cent of deprived areas.

Population

Over 112,000 people live in the Enterprising Communities enumeration districts (EDs). These EDs have a deprivation value in the top 10% most deprived in the country. From a regional perspective, the target area contains 30% of all deprived enumeration districts in the West Midlands region. At a City level, the area contains 32% of all CED residents. This equates to a total of 83% of the local population being eligible for Community Economic Development Funding through Objective 2 and it is these communities that the Enterprising Communities Action Plan will target. Attached as Appendix I, is a copy of the Objective 2 Priority 3 map, which maps the scale of deprivation in the area.

Of particular significance, is the fact that the area has a majority ethnic population (55.1%). A breakdown of the population shows the relative size of various ethnic groups within the local populations: Pakistani (32.4% of the total population), African-Caribbean (8.2%), Indian (6.1%), Bangladeshi (4.3%), and White (44.9%).

Economic Restructuring

The area has experienced significant industrial restructuring. A gradual shift in the labour market has taken place; a change from an employment base predominately within the manufacturing sector, to one that is more service focussed. At the height of this trend (1984-89), employment based in the manufacturing sector within the City declined by around 13%, while in the target area, a much more substantial loss of 30% occurred. In

fact, 27% of all the City's total loss in manufacturing jobs occurred in the Enterprising Communities target area.

Over the same period, the overall impact of this restructuring within the area led to a net loss in jobs of 7,500. A combined net growth of 2,000 jobs in the Distribution, Hotels & Catering sector and the Transport & Communications sector was identified. However, this growth was insufficient to counteract these losses. Further evidence gathered on key employers in the area points to continued significant erosion of employment levels since 1989.

In addition, education and training levels are poor. The Birmingham Household Survey 1998 confirms that across the 5 contained within the Enterprising Communities catchment area, up to 51% of specific disadvantaged communities have no formal qualifications – in particular the Pakistani and Bangladeshi populations. Extensive community consultation carried out by the Centre for Urban and Regional Studies at the University of Birmingham on behalf of Saltley and Small Heath Local Partnership in 1997, identified major disaffection, and reluctance to access such opportunities for training that existed. More recent research reconfirms this fact and demonstrates that training is inherently distributional, in so far as it tends to be concentrated on those who are already qualified and/or have received training before [West Midlands Household Survey, 1999].

The Local Labour Market

The Enterprising Communities area is characterised by relatively high levels of unemployment and economic disadvantage. The unemployment rate stands at 15.7%, twice the Birmingham average and five times the UK figure, with youth unemployment in the area reaching almost 20%⁷. Local research has identified specific barriers to employment faced by inner-city residents, particularly those from Minority Ethnic groups and with disabilities. These include: lack of appropriate education or skills, discrimination, too few local jobs and low pay offered by local employers. As we have seen, the Enterprising Communities area has a majority ethnic population. Pakistani and Bangladeshi residents experience the highest levels of exclusion in the labour market with significantly lower employment rates and higher unemployment rates compared with other ethnic groups in Birmingham⁸.

Ongoing Regeneration

Birmingham has a significant history of regeneration-funded interventions. A number of major schemes are currently underway or nearing completion. In relation to the Enterprising Communities target area, these impact at a number of levels. These are identified as follows:

⁷ August 2001 figures. Source: BEIC/NOMIS/National Statistics

⁸ West Midlands Household Surveys 1996 –2000 and Birmingham Inner City Survey 1998

Local Area-based intervention

In the first instance, at a local area level, three major regeneration programmes have impacted in the Enterprising Communities area. Specifically since June 1995, £41.3 million of Single Regeneration Budget (Round 1 and 2) funds and URBAN monies have been injected into the afore-mentioned areas. Identified as drivers of economic regeneration, a number of diverse measures - spanning all sectors – have been supported. It is this activity that will form the foundation upon which the Enterprising Communities infrastructure will be developed. As noted in the introduction, the majority of spend afforded through the SRB Rounds 1 & 2 has been infrastructural in nature, specifically related to housing improvement.

Notwithstanding the above, a solid foundation has been laid and it now appropriate to build on the achievements of these programmes and develop actions designed to enhance the social, community and economic fabric of the area, and enable communities themselves to develop their own economic development activities, through active participation.

Specific actions set out in section 2 of the Action Plan, are designed to tackle the needs and opportunities, which have been identified by the two local Area Regeneration Partnerships (the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board), for their respective areas. European Structural funds secured under the Enterprising Communities Action Plan will be the catalyst in realising the following three key principles:

1. Increasing employability and job readiness
2. Strengthening Community Infrastructure
3. Attracting new investment, strengthening local centres and diversifying the business space of Southeast Birmingham.

City wide intervention

At the second level, within Birmingham, there are a number of major regeneration initiatives, which are currently underway – please refer to Appendix II for a map, which depicts such schemes. These initiatives form a ring around the city centre, (which include Eastside, the City Centre redevelopment, and stretch to the A38 Technology Corridor) and serve as major drivers for economic change in the Birmingham area. As such, for disadvantaged residents located within the Enterprising Communities target area; these schemes represent significant potential for job opportunities and wealth creation.

The Enterprising Communities Action Plan therefore, forms part of a wider area regeneration strategy, which is in operation across the City. It will complement regeneration activities that are being delivered in nearby areas, and which have produced employment, training and image improvements, by ensuring such provision is afforded to CED residents within its geographical boundaries.

Sub-Regional intervention

The Enterprising Communities target area, sits within the wider East Birmingham and North Solihull Regeneration Zone. The Zone provides a major opportunity to realise major investment opportunities, through specific developments and improvements to infrastructure across the Birmingham and Solihull Sub-Region. The Zone framework will provide a longer-term context, which will enable regeneration activity that is delivered under the Enterprising Communities Action to be supported beyond the lifespan of the Programme.

Overall, the development of a community led economic development infrastructure that is locally based and connected to disadvantaged communities forms, a major part of the National Government's Neighbourhood Renewal strategy, for regenerating areas of particular deprivation. In order to maximise impact and reduce differentials, within areas experiencing concentrated disadvantage, new and innovative models of engagement are required. The City Council has responded to this challenge and embarked on a significant programme of change. Specifically, key service areas are being restructured and/or reconfigured. In relation to economic development, a new infrastructure, which integrates the City Council's approach to regeneration, development, business support and attracting inward investment, has been created. This infrastructure will support and complement the activity delivered under the Enterprising Communities Action Plan.

The Social Economy

The Objective 2 SPD (2000-2006) emphasises the crucial role of Community Enterprises in the local economy. Community enterprises have the same funding needs as any other trading organisation. They need to acquire capital assets – premises and equipment – with which to trade, working capital to finance their trading and overdraft facilities to iron out leads and lags in cash flow.

They labour under particular difficulties in accessing finance to start up, not the least of which is the banking system's relative ignorance of the sector. Other frequent problems are the lack of assets on which to secure a loan, the lack of career and financial track record among those promoting an enterprise and its location, which will often be in an area where banks are reluctant to lend. (DETR: Community Enterprise: Good Practice - 1999). These problems are as apparent in South East Birmingham, as in any other disadvantaged area.

Further, many of the industrial and commercial locations within the Enterprising Communities target wards are older industrial and commercial areas. As such, economic activity has suffered through adverse environmental factors, inadequate buildings and a land use pattern, which is not suited to modern requirements. These have been compounded by a number of additional factors, which have reinforced a negative effect on economic growth. These include:

- A significant concentration of small business and manufacturing concerns – often in declining sectors.
- An overall poor environment which has an adverse effect on the wider area and discourages private sector capital investment
- Properties in need of refurbishment with ineffective use of site and floor space
- Average unemployment rate is approximately twice the City average and five times the national average

The Enterprising Communities programme has been specifically engineered in order to assist and encourage the growth of community enterprises, protect existing jobs, provide employment opportunities, improve the physical environment and stimulate investment. The overall proposal will help secure the position of community enterprises in the area, contribute to the reduction in vacancy levels and stimulate additional investment thereby improving its image as a location to conduct business.

Entrepreneurship

Data from the last Census and from the Labour Force Survey has demonstrated that for Ethnic Minorities, self-employment is a more important form of economic activity than for the White population. Self-employment rates for people of South Asian origin are nearly three times higher than the national average, with the proportion who actually run small businesses also relatively high compared with other ethnic groups⁹.

However, research has shown that self-employment amongst Ethnic Minorities is currently concentrated in the retail; catering and transportation sectors of the economy and rates of Ethnic Minority entrepreneurship are highest in non-metropolitan areas. These sectors are in the main characterised by relatively low pay and constrained opportunities for training and labour market advancement.

⁹ Small businesses are defined here as those with employees and which operate from designated premises away from their home.

It is likely that the relatively high rates of unemployment and economic inactivity in areas such as inner-city Birmingham mean that traditional sources of financing (through family savings for example) are not as readily available to potential entrepreneurs. In addition, lack of experience in the labour market (common in areas of high unemployment) means that many local people may lack the confidence or experience to consider self-employment^{10,11}.

The Business Base

Local data suggests that there are approximately 5,250 firms currently trading in the five wards that cover the bid area, the majority with fewer than 10 employees (53% with 0-4 employees and 16% with 5-9 employees). The major sectors that local firms operate in are Retail (29% of all firms), Manufacturing (22% of all firms), Professional & Financial Services (11%) and Transportation (9%). Data on the ethnicity of company owners is available for some firms in the area. Of the businesses for which data is available, White people own 54%; Pakistanis own 21%, Indians 9%, African-Caribbeans 5.6% and Bangladeshis 0.9%¹².

The area as a whole has not under-performed in terms of company start-ups over the last few years although Sparkbrook and Nechells (areas covered by the bid) have had a lower rate of company start-ups than the Birmingham average. There are, however, major concerns with the survival rates and long term viability of these businesses.

In the year 2000, 94 new firms started up in the wards covered by the Enterprising Communities Action Plan. Segmentation on the basis of ethnicity is detailed as follows: Pakistani (36%), White (34%), African-Caribbean (16%), and Indian (7.4%). Almost 20% of these firms have now ceased trading with around half of those failing being in the retail sector (although they accounted for just over a quarter of all start-ups).

Summary

It is clear that there is significant potential to develop and support entrepreneurship in this area, to raise local self-employment rates, to expand self-employment opportunities in sectors of the economy that are currently under-represented and to reduce the failure rate of new businesses.

The evidence suggests that Ethnic Minorities have considerable potential to develop small businesses, to create jobs for their local community and to invest in the local economy. Barriers such as access to finance, low skill levels and lack of labour market experience need to be addressed.

¹⁰ "Ethnic Minorities in Great Britain: Economic Characteristics" Centre for Research in Ethnic Relations, University of Warwick 1993.

¹¹ "Ethnic Minorities in Britain" Tarig Modood et al Policy Studies Institute 1997

¹² Birmingham Company Information System 2001. The ethnic breakdown is based on a sub-set of firms in the area. Data on the ethnic group of the business owner is recorded for only 35% of local firms.

4. LINKAGE WITH EXISTING LOCAL PRIORITIES AND INITIATIVES

The programme is designed to use the mechanism of the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board, to develop and deliver the Enterprising Communities Action Plan. Such infrastructure will form the backbone for continued involvement of local communities in the ongoing economic regeneration of their area.

The programme will incorporate a diversity of measures that will provide local people with access to and benefits from the opportunities presented within the wider city and region. The integration of discrete activities will give prominence to developing the capacity of disadvantaged communities to compete and benefit from economic growth markets and/or sectors. As such, the active involvement of local communities, in the formulation of solutions, to distinct needs locally will be greatly accelerated, at all levels. In addition, close cooperation with the **East Birmingham and North Solihull Regeneration Zone** is vital in order to maximise the benefits of actions undertaken via Enterprising Communities. Enterprising Communities will actively work with other regeneration initiatives in the target area. Other agencies will be able to bid into the Enterprising Communities funds in order to help deliver key projects or actions.

This will be realised via the implementation of a number of diverse and innovative measures, which have been categorised so as to reflect their contribution to local strategies, in particular, the **Birmingham and Solihull Local Partnership Strategic Framework**. This was the Sub-Regional Strategy in the 1997-99 European Programme and still reflects the needs and aspirations of the Sub-Region.

Measures included:

Outline Action 4.1. (i) - Provision of small-scale landscaping and environmental improvements.

The development and creation of community assets and undertaking environmental improvements by acquiring, refurbishing and redeveloping land and premises for their potential reuse in driving forward economic activity in disadvantaged communities. In particular, encouraging the involvement of local people and community groups in measures to improve the environment, in order to make the area a better place in which to live, work and shop. This will promote greater community and business confidence and encourage further investment.

Outline Action 4.1. (ii) - Improvements of local security measures.

Provision of a community regeneration consultancy, which will provide local community organisations and/or businesses with financial, legal, and other support to develop their activities and expand. In particular, this measure seeks to improve local security schemes in order to promote business confidence and thereby local economic stability. This will

be facilitated by security improvement activities – working in partnership with statutory agencies - such as the West Midlands Police. Specific support will include IT resource provision, i.e., equipment, technical support etc. This infrastructure may be used to access further advice and services relating to security concerns.

This measure also contributes to outline action 4.1 (iv, and v)

Outline Action 4.1. (iii) – Development of indigenous and new local businesses and for community activities that contribute to the economic regeneration of targeted areas.

Overseeing the strategic development of the local economy (in particular the social economy) via bespoke business support and advice measures. This measure will identify and develop local business groups/forums that operate across a range of sectors, in particular, the local retail sector.

Specific linkages will be forged with the local Access to Employment Groups, including Employment Resource Centres. This will provide incoming and existing employers with the information to enable local people to take advantage of new job opportunities and will encourage local people and community groups to work in partnership with business.

Outline Action 4.1. (iv) – Revenue support to assist the implementation of local community economic regeneration activities, to enhance voluntary and community participation in existing local partnerships and to assist the development of new partnerships and strategies which realise economic potential and meet training needs, especially in the areas where community involvement requires strengthening.

Encouragement of disaffected individuals to participate in community activities e.g. childcare groups, and to identify their own needs in relation to the economic regeneration of their area. Linked with this, to develop partnerships within existing community organisations to enable them to play an active role in the extensive regeneration activity in the area.

Support for training activities in the area will incorporate enriching and enhancing the capacity of the Area Regeneration Boards as local strategic mechanisms that can influence and/or co-ordinate the development of local economies. In particular, the Area Boards will play a key role in encouraging the development of further training, in collaboration with established Local Learning Partnerships and the emerging Central Area Inclusion Partnerships, in the target areas. Robust dovetailing will also be initiated with initiatives, which the Birmingham and Solihull Learning and Skills Council are developing. In particular, this will complement activity supported via Objective 3 funds. This includes activity supported by: the 1997-99 European Programme; projects that have been approved by 2000-06 Structural Funds and are currently underway; and Projects that may be supported via resources that have been secured by Birmingham City Council as part of their Co-Financing plan.

The usage of ICT will be instrumental in embedding a sustainable Enterprise Culture in the area. Projects such as TIME have demonstrated the effectiveness of using ICT in engaging disadvantaged people. The use of IT can also be a way of attracting these groups to other initiatives designed to tackle unemployment and associated factors that contribute to economic decline. Specific examples include diverse opportunities as contained within the Government's NEW DEAL framework.

Develop activities e.g. community newsletters, community events and/or festivals, which use the expertise and facilities of the local community/voluntary sector agencies to upskill local people and draw down new sources of income.

This measure also contributes to outline action 4.1 (viii), where the provision of support to the local training infrastructure will be used to complement and enable training and associated ESF Objective 3 projects, at a local level.

Outline Action 4.1. (v) – Revenue support to assist the implementation of local community economic regeneration activities

Development and support of the social economy, in particular community businesses, which relate to opportunities that arise as a result of economic regeneration activated, by the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board.

At the national level, the programme relates to and adds value to the Governments New Deal Programmes by the development of a "jobs pool" in the first instance in the social economy. As mentioned previously, the Jobs Pool will form a means of satisfying potential labour force requirements within the Eastside Development and wider. It will be complemented by activity undertaken by the Birmingham and Solihull Strategic Employment Group. To continue, the social economy will also be supported through a link with the National Strategy for Neighbourhood Renewal, which sets out the need for Small Business Services (SBS), to focus resources into areas of need and offer tailored support to local businesses. This is also directly linked to the Urban White Paper's PAT13 ("Shops") that outlines a commitment to provide rate relief for small shops and businesses and to develop locally managed retail outlets in deprived areas, in particular through the establishment of local retail forums to develop retail strategies.

Current Actions Underway

A number of local regeneration frameworks and initiatives exist in the Enterprising Communities target area. These will be strengthened by the Enterprising Communities Action Plan. Specific frameworks, which will be targeted include:

City Commercial Improvement Areas

Key priorities of enterprise support, business development and enhancement of employment opportunities have already begun addressing measures, for example:

- Provision and co-ordination of the support services needed to foster new business;
- Provision of additional space for enterprise development;
- Improvement of the external environment in which local companies operate; assisting local people to take up training opportunities and in so doing seek to overcome barriers, which may prevent access and participation in training; and
- Developing planned and accessible routes of progression through training into employment.

Area Regeneration Initiatives (Saltley and Small Heath, Sparkbrook, Sparkhill and Tyseley)

The Area Regeneration Initiative development process impacts on the relevant wards, with the following strategic objectives:

- Enabling the local community to have an effective voice in the decisions, which affect people who live and work in the area, and providing community development and the capacity for self help, by individuals and groups in the area;
- Addressing the employment needs of unemployed people by improving access to information about training and employment, the development of locally delivered skills training, basic education (including language) and customised training with local employers;
- Supporting local businesses through a range of services in order to maintain profitability and increase employment opportunities;
- Improving the physical environment as an asset for residents and to attract investment from the public and private sectors, by removing barriers to development;
- Developing the existing transport infrastructure in a manner that is sensitive to the environment, community and economy, with particular emphasis on safe roads and the reduction of the impacts of congestion;
- Creating a housing stock which is attractive, and fit for living;
- Maximising the effective use of the land in the area by ensuring that vacant and derelict land and buildings are brought back into use and by the development of a locally acceptable Land Use Policy;
- Creating an area where all residents, particularly children and young people, receive high quality services, notably leisure and education opportunities;
- Alleviating poverty and deprivation, and ensuring equity of access to and provision of, service information, advice and opportunities for all residents in the area;
- Creating an area where all people feel safe, through – environmental design, accessible facilities for young people, property protection, and the personal security needs of vulnerable groups; and
- Improving the conditions, which will promote both health and well-being for the area's residents.

Existing ERDF/ESF Intervention

ERDF assistance was sought for Southside, a business development centre for the South East, which provides a major local source of business advice, counselling and support. Grant has also contributed towards the improvement of the middle ring road at Camp Hill Circus at the Northern Edge of the area to improve accessibility. ESF funding through Objective 3 has provided for training, enabling members of the local community to gain qualifications and secure jobs. Significantly structural funding forms a significant component of the funding packages for the Eastside development, as well as the Birmingham city centre expansion.

Complementary Policy and Initiatives

An outline of related and complimentary initiatives and policy areas is provided below.

SE Birmingham: Enterprising Communities Action Plan Complementary Policy and Initiatives		
Initiative/ Policy	Level	Comments
PAT14 Neighbourhood Management	National	PAT14 addresses issues around Neighbourhood Management and indicates that the Government is considering earmarking core funding for local neighbourhoods to assist residents to build their capacity to help manage their local area. PAT9 ("Community Self Help") supports this and deals with a wide range of issues concerning capacity building at the community level. It is recognised at the national level that interventions, such the Enterprising Communities programme, must sometimes be made to ensure that there is enough capacity within local communities to enable them to deliver the national agenda. The Government has now proposed a dedicated Planning Policy Guidance note aimed specifically towards planning for community needs.
Regional Economic Strategy (RES)	Regional	The Enterprising Communities programme is linked to the Regional Economic Strategy (1999), specifically through Aims 3 and 4, which seek to develop a workforce that is highly skilled and able to adapt to meet the challenges facing business in the next 10 years. The programme addresses Life Long Learning; it is seen as a key priority in sustaining and developing the capacity of the community, to invest in skills and expertise in order to compete for local jobs, especially those in Eastside. The programme also addresses Aim 7, which focuses on the needs of disadvantaged communities and encourages their participation in developing the economic well-being of the community and Aim 8, which is to develop the connection between public, private, voluntary and community sectors to engage the community in regeneration activities.
West Midlands Agenda for Action	Regional	This programme reflects the need to address links between community development and business generation through enterprise support systems and developing capacity within the community. The West Midlands Agenda for Action (Spring 2001) builds on the RES by identifying an action plan for the future. Key actions are based on 'addressing ICT skills shortages and gaps' (action 21), 'improve access to and sustainability of training, especially in management skills for SMEs to encourage greater participation (including not-for-profit organisation)' (action 24) 'promote careers and entrepreneur opportunities in clusters' (action 30) 'developing best practice and support to ensure effective engagement in partnerships by ethnic minorities' (action 52), 'support for the creation and work of the Social Inclusion Forum' (action 53). A primary aim of AWM is to ensure that community participation is recognised and linked into mainstream economic development activities.

Initiative/ Policy	Level	Comments
Regional Planning Guidance	Regional	<p>Draft Regional Planning Guidance, published in 2001, included policy on the Regeneration Zones (policy PA3) emphasising the need to encourage urban renaissance. The role of local partnerships in identifying strategic priorities within the Zones was emphasised. The policy highlights the provision of high quality employment sites and the regeneration of town centres and other opportunity areas.</p> <p>In addition, there is also a specific policy dealing with Employment Areas in Need of Modernisation and Renewal (PA6), highlighting the need for a broad multi-agency approach to improve, and maintain the physical and business environment of the Region's established employment areas. Local planning authorities should designate such areas where they are in particular need of improvement. Local businesses should be encouraged to participate in the revival activities and AWM should use their powers of land assembly to encourage the renewal process.</p>
Birmingham Unitary Development Plan	Birmingham City Council	<p>The draft Alterations Unitary Development Plan, published in 2001, includes specific land use policy relating to the south east of the City. In particular, Chapter 17 deals with the Sparkhill and Small Heath area. It acknowledges the relatively short supply of land for employment in the area and also the considerable industrial restructuring that has taken place. Policy places particular emphasis on the further development of commercial activity along the major routes into the City Centre and also the creation of community based employment initiatives. Overcoming the difficulties of the local shopping areas is also noted to be of concern in the area. The potential offered by recent success in the development of Small Heath, BSA (Armoury Road) and Cole Valley Business Parks is noted, as is the potential of a further allocation of land for industrial development at Warwick Road, Greet.</p>
Eastside Development Plan	Birmingham City Council	<p>It is recognised that the Eastside Development Plan identifies the need to target support to the most deprived areas and the communities resident therein. The Enterprising Communities programme will support disadvantaged clients to access jobs in Eastside and beyond. The Area Regeneration Boards will actively tie in with these development opportunities, complementing their work and drawing down employment and training opportunities for the local area.</p>

Initiative/ Policy	Level	Comments
Flourishing Neighbourhoods	Birmingham City Council	<p>The Flourishing Neighbourhoods project complements the Enterprising Communities Action Plan effectively, by seeking to ensure that local communities are not seriously disadvantaged, by declining local centres or commercial corridors. The project will provide substantial improvements to the public realm along Stratford Road, Sparkhill. Actions which will tie in with Enterprising Communities include: encouraging the bringing forward of Brownfield sites for development and encouraging the reuse of existing vacant buildings; improving community safety through better lighting and vehicle/pedestrian safety measures both on and off the highway and the provision of community safety measures including CCTV where appropriate; physical improvements to pedestrian and vehicular circulation areas to enable better functioning, greater comfort and safety and enhanced appearance; landscaping enhancements, (hard and soft), and new street furniture such as benches and signage; improving access to local public transport provision; encouraging greater local "ownership" of the improved public realm by investing in community planning and management of the local environment.</p> <p>The regeneration of these centres will be achieved through various mechanisms including an integrated design approach developed through working with the local community. Overall, Flourishing Neighbourhoods shares many of the aims and aspirations of Enterprising Communities, especially: developing and enhancing social cohesion, developing a competitive base within communities, which local people can take benefit from directly, promoting local governance frameworks and ensuring that decision making is effectively devolved to neighbourhood level, where appropriate.</p>
East Birmingham and North Solihull Regeneration Zone	East Birmingham and North Solihull	<p>The East Birmingham and North Solihull Regeneration Zone is one of a number of these Zones across the West Midlands, which collectively cover the region's key deprived wards. The purpose of the regeneration zone is to ensure the targeting of regeneration resources on the areas of greatest need; to improve linkages between need and opportunity; and to lead to improved co-ordination of regeneration activity in each area. Zone activities will cover physical development, employment and skills and business growth. The objectives and coverage of the regeneration zone clearly links directly to the aspirations and proposed actions of Enterprising Communities. The two initiatives share strategic priorities and close liaison between the two will be required to ensure appropriate dovetailing of activity in a manner, which is reinforcing and avoids duplication. The East Birmingham and North Solihull Regeneration Zone provides an effective wider context within which Enterprising Communities actions can be implemented.</p>

Initiative/ Policy	Level	Comments
Local Centres Strategy	Birmingham City Council	<p>Local Centres are recognised as an essential part of the urban fabric of Birmingham and have great potential to play an important role in promoting urban regeneration, encouraging social inclusion and helping to develop more sustainable patterns of activity. Local shopping centres with their community and economic facilities are the social and physical heart of neighbourhoods, especially in regeneration areas where many residents are without a car.</p> <p>Birmingham's approved Local Centre Strategy established the principle of a sustained funding strategy building on the existing capital programmes. It recognised that Local action Plans should be prepared for individual centres, to fully address social and economic as well as physical issues, in line with the flourishing neighbourhoods concept and that some centres have significant unfulfilled potential, which may require positive measures such as land assembly. Also, other centres may be too large for the catchment populations and some contraction may be necessary.</p> <p>The Enterprise Communities Action Plan will seek to enhance the development of Local Centres within the target area, for the benefit of local communities.</p>
Ward Devolution	Birmingham City Council	<p>Ward Strategic Partnerships are being developed to help manage future multi-ward initiatives - including potential monies from the Neighbourhood Renewal Fund. The Enterprising Communities programme will complement the work of multi-ward partnerships and help to prepare the communities involved to have a more active and informed say in the future of their area. The programme will work to empower local residents to become more involved in the decision making process, thereby increasing their influence over local social and economic issues. This initiative will involve the local Ward Advisory Boards, who will in turn drive forward the formation of Ward Development Plans.</p>
Community Investment Plan	Local	<p>CIP Business Support elements will be embedded into the Action Plan for Enterprising Communities. This will involve: ensuring that 20 out of the companies identified in the CIP business support actions are linked to the 'local jobs pool' initiative in such a way that the business support activity adds value to enable 20 local people to access jobs through ILM; providing a way of linking to those larger companies that are part of the supply chain for small businesses or can be engaged through the AWM cluster Action Plan, so as to improve opportunities for employees of those companies to be up-skilled and thus increase opportunities for local people either directly or indirectly; ensuring that partner agencies are involved in mapping provision so as to improve rates of business start up and involve their expertise in social enterprise development.</p>
Birmingham Social Economy Consortium (BSEC)	Birmingham City	<p>BSEC membership includes Business Link, Birmingham City Council, Aston Reinvestment Trust, BVSC, Digbeth Trust, Business in the Community, Co-enterprise and Birmingham Credit Union Development Agency.</p> <p>The consortium plans and co-ordinates social enterprise development and support. BSEC includes key delivery agencies and has an important role in developing a 'Social Enterprise Development Strategy' for Birmingham, which is being led by Business Link. Work is funded through Business Link contract income, Birmingham City Council main programme, European Structural Funds, AWM Zone Finance, and Neighbourhood Renewal Fund.</p>

Initiative/ Policy	Level	Comments
AWM Cluster Strategy	Regional	Cluster development is a key initiative of Advantage West Midlands and is seen as an important component of enhancing the regional economy. Cluster development falls into three broad categories: established, growing and embryonic / aspirational. Specific clusters targeted by AWM include: Transport Technologies, Building Technologies, Food and Drink, Tourism and Leisure, ICT, Environmental Technologies and Medical Technologies. In association with other initiatives such as the Regeneration Zones and the HI-Tech corridors, the cluster development initiative will lead to the availability of increasing numbers of employment opportunities within sectors related to these clusters. A key objective of Enterprising Communities is to enable residents of the target area to access these employment opportunities, irrespective of whether they are located within or outside the target area. Enterprising Communities will liase closely with AWM to determine the most effective means of supporting disadvantaged groups in South East Birmingham into meaningful employment opportunities emanating from this cluster development activity.
Development Plans	Local	Saltley and Small Heath Area Development Plan, the Sparkbrook, Sparkhill, Tyseley ARI's Forward Strategy and the local community strategy, "Communities in Co-operation". This strategy outlines the need to foster community-led regeneration through the development of a partnership approach for the development and delivery of regeneration activities. Furthermore, the Saltley and Small Heath Area Development Plan, the Sparkbrook, Sparkhill and Tyseley ARI Forward Strategy and the Communities in Co-operation Strategy have all been developed with considerable community input. In certain instances community development strategies in the target area can be tracked back to 1998.
Dedicated Regeneration Support Teams	Local	These Teams have a proven track record in co-ordinating and managing regeneration activity. Such experience will be used to continue the work with local residents and organisations to help them gain skills and increase their influence over how services are delivered at the neighbourhood level. This ambition will directly link with the Council's Best Value policy and emerging Local Service Agreements.
Birmingham Early years Development and Childcare Strategy	Birmingham City	The Birmingham Early Years Development and Childcare Partnership have prepared a strategy document and implementation plan for the enhancement of early years education and childcare provision across the City. This strategy and implementation plan is in line with others operating across the country. These activities have clear significance for Enterprising Communities, which seeks to increase access to employment, learning and other community based activates through increasing the flexibility of and access to various activities. Childcare provision is key to enhancing this access and flexibility. Enterprising Communities will work closely with the Partnership, in order to identify means of increasing early years and childcare provision, as a means of generating greater labour market flexibility and greater levels of participation, within community organisations and community enterprises.

Initiative/ Policy	Level	Comments
Sub-Regional Partnership Strategic Framework	Birmingham and Solihull	The objective of this framework is to enable individuals from disadvantaged communities in target areas to access the employment opportunities arising from key employment growth sites. In particular, the Eastside Action Plan will be fundamental. To this end, the Enterprising Communities programme is reflected in the Eastside Action Plan, as a means of counter-acting social exclusion and promoting equality of opportunity in the labour market. In particular the Enterprising Communities programme will build the capacity of the area to compete for potential employment opportunities within Eastside and beyond. Further, the use of local labour agreements and TEPs with companies targeted within the Eastside Development will be explored, in order to anchor potential job opportunities into the Enterprising Communities target area.
Birmingham and Solihull Employment Strategy Group	Birmingham City	<p>This partnership involves Birmingham City Council, Learning and Skills Council, JobCentre Plus, BVSC, Connexions, Business Link, Pertemps and Reed. The partnership aim to increase the overall number of residents in work and target specific communities, where unemployment levels are highest and reduce the differential with the city average.</p> <p>The partnership co-ordinates all supply side activity (engagement – initial advice and guidance, employment support, training) and engages with the demand side (developers, inward investors, employers) in order to facilitate effective job match activity.</p> <p>Supply side activity is funded by the mainstream resources of strategic partners, (principally JobCentre Plus and the Birmingham and Solihull L.S.C). Mainstream resources are enhanced by substantial European Structural funds, AWM – East Birmingham and North Solihull Regeneration Zone monies, and Neighbourhood Renewal Funding. Customised recruitment activity for major development (e.g. Bull Ring) is also funded. To ensure relevance to local communities, Local Access to Employment Groups have been established to plan and co-ordinate activity locally. Within the Enterprising Communities target area, two specific AEGs have been established.</p>
YOUTHSTART, and Women in Education & Skills Training	Birmingham City	The active support to enable unemployed residents to access employment directly contributes to the emerging New Economic Development Agenda - being developed by Birmingham City Council, where the focus will be on addressing unemployment directly by ensuring that investment in the City reaches into communities. Underpinning such investment will be the need to ensure that the key principle of creating employment opportunities for Birmingham people is at the forefront of such developments. This clearly addresses the aims of the Employment Action Zone in Birmingham. The programme will also provide a mechanism for delivering the Government's welfare to work programme, including both the voluntary and environmental sector elements of this programme.
Local Involvement Local Action (LILA)	Local	This initiative emphasises the importance of social capacity development and works towards increasing capacity by involving local residents in all stages of project development and delivery. The success of this initiative has been formally recognised by the Council and it is anticipated that any future Neighbourhood Renewal funds will be channelled through the 'LILA' structures - as a means of addressing the Neighbourhood Renewal Agenda.

Initiative/ Policy	Level	Comments
Support to Commercial Improvement Areas	Birmingham City	This initiative involves the deployment of ERDF funds to improve the physical infrastructure of commercial premises. A particular component is the provision of support to enable SMEs to improve their competitiveness and ultimate viability. Support to the local social economy will be enhanced by supporting the work of Co-Enterprise and their 'Support to Community Enterprise' Project (ERDF funded). This reflects the need to develop capacity and empower the local community as stated in the priorities of the Birmingham Economic Strategy – The Vision (1997 – 2000). In addition, the combination of business forums and environmental agencies (such as Groundwork Birmingham, Heartland's Business Forum, Tyseley Business Action Group, Cheapside Business Group, and Business in the Community) will play a crucial role in supporting community enterprises in the early phases of their development.
Capacity Building projects	Birmingham City	Initiatives include B.STRONG (an ESF supported activity); Capacity Building Project - financed by URBAN and/or SRB sources; East Birmingham Community Capacity Building Project and Small Heath Community Capacity Building Project, the Key Fund Project - including Asian Arts, Aspire and One-Stop Shop. In addition, capacity building at an individual level will be addressed by supporting the implementation of "Community Capacity Building – Intermediate Labour Markets (ESF assisted) project. Where local people experiencing long-term exclusion from the labour market are pro-actively assisted in securing employment – initially within the local social economy.
Joint Investment Plan – Welfare to Work for Disabled People in Birmingham	Birmingham City	The JIP was seen as the first step in bringing together the services, requirements of people with disabilities and employers into a manageable process. In the longer term, it is envisaged that the plan will enable services to be better co-ordinated and linked to enhance the opportunities and range of support available across Birmingham. The Enterprising Communities Programme will seek to directly address these objectives in that it will work towards developing a better understanding of the needs of people with disabilities in the area, and strive to provide them with access to mainstream labour market opportunities through a co-ordinated approach to support services.
Valuing People: A New Strategy for Learning Disability for the 21 st Century	National	<p>This White Paper sets 11 key Objectives to provide direction for all agencies working with people with learning disabilities. Objective 8 seeks 'to enable more people with learning disabilities to participate in all forms of employment, wherever possible in paid work and to make a valued contribution to the world of work'. Objective 11 seeks 'to promote holistic services for people with learning disabilities through effective partnership working between all relevant agencies in the commissioning and delivery of services'.</p> <p>The Enterprising Communities programme will actively promote and encourage the participation of people with disabilities in all forms of employment, and in so doing, will encourage a partnership approach to delivery of services.</p>

Additional Issues

Co-financing, which is now secured, will engender a significantly greater strategic focus to the deployment of European Social Funds. The Birmingham and Solihull Learning and Skills Council, Birmingham City Council and JobCentre Plus are now all operating as Co-Financing organisations for ESF Objective 3 funds. The ability to successfully link European Social Funds and European Regional Development Funds within the Enterprising Communities programme is seen as a crucial factor for the successful regeneration of the target wards.

The provision of revenue support to assist the implementation of local community economic regeneration activities will enhance voluntary and community participation in existing local partnerships and developing strategies, which realise economic potential and meet training needs in an area where community involvement requires strengthening. The programme also relates to the Community Economic Development Framework and the objectives of the Lifelong Learning Strategy. It will also develop the skills of local people in line with "Working to Win - A Framework for the development of competitiveness in the West Midlands."

Overall, the Enterprising Communities Action Plan will complement and enhance existing and emerging business support activity from mainstream institutions, in particular the Economic Development Service of Birmingham City Council and Birmingham Business Link - incorporating the Small Business Service. Specifically, the programme will serve as a local interface through which schemes such as the Employment opportunities through Enterprise, Small Business Development Programme and Development Needs Analysis of the Business Base (the subjects of bids to European Structural Funds) will be dovetailed into the target areas.

By seeking to increase the economic activity of deprived communities, the Enterprising Communities Action Plan seeks to raise the level of disposable income of disadvantaged people. The link between poor health and economic deprivation is widely acknowledged. As such a higher level of disposable income will contribute to raise the health of excluded people, in particular their ability to participate in leisure and recreational activity. This contributes to the aims and objectives of the Birmingham Health Improvement Plans and the Sports Action Zone - Birmingham.

In addition, it should be noted that the Regeneration Partnerships already have strong and direct links with and representation on the East Birmingham and North Solihull Regeneration Zone Partnership. Furthermore, the East Birmingham and North Solihull Regeneration Zone will provide a context for the development of the Enterprising Communities programme. Further, the Enterprising Communities Action Plan has been incorporated into the Zone Implementation Plan for Years: 2, 3 and 4 – as a means of channelling AWM funds into the Southeast Area. As such the target areas are in a good position to capitalise on emerging strategic opportunities.

5. FINANCE AND OUTPUTS

The programme itself and use of the grant will be controlled and monitored by The Saltley and Small Heath Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Regeneration Board, who will be responsible for the delivery of specific activities in their respective areas. Established programme management systems will underpin specific activities. The respective Regeneration Boards will receive reports from dedicated geographical Project Managers and will monitor quarterly performance, both in terms of financial spend and outputs.

In addition, Birmingham City Council (as the accountable body) will reinforce the financial probity and integrity of the Enterprising Communities programme of actions with its own financial systems. However, where appropriate, certain elements of the programme will be contracted out to organisations identified by the respective Area Regeneration Boards. In such an instance, such organisations will in return receive ongoing support, guidance and revenue (when required) from the programme to help them achieve the required outputs. This arrangement will ensure that the programme is delivered in a flexible manner and able to respond to changing local needs.

Further, all transactions will be subject to Local Authority Standing Orders and Financial Regulations, in particular Local Authority Grant Aid conditions will apply. Where activity is delivered by third parties, a legal contract will be established in accordance with the regulations of both Birmingham City Council (as the accountable body) and the European Commission. In exceptional cases, where the cash-flow of community groups is limited, grant will be paid up-front in instalments against quarterly profiles and monitored against actual spend. This will be in accordance with activity targets cited in the delivery plans for each scheme supported with ERDF funds. Dedicated Project Officers (drawn from Birmingham City Council) will manage such schemes. Itemised spend will be monitored and reconciliation actioned quarterly.

The **match funding** for the early years of the programme is secure and is based on Birmingham City Council own funds and the injection of other financial resources into the target areas, by the Saltley and Small Heath SRB Area Regeneration Initiative and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Initiative. For the later years of the programme, match funding will be drawn from the Neighbourhood Renewal Programme and the Regeneration Zone (an application for funding to the Regeneration Zone has already been made).

The role of the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board will be to co-ordinate and facilitate activities across a range of different initiatives and activities in their respective regeneration areas in South East Birmingham. The Area Regeneration Boards will stimulate activities with a series of different agencies in the target area, in order to further develop and maintain the momentum of successful economic regeneration, which is currently underway. The Regeneration Boards will invite, select, appraise and approve individual projects using their already established mechanisms. Given the overall

objectives of the Enterprising Communities Action Plan, an emphasis will be placed on supporting community organisations themselves to bring forward potential project activities, with support offered in terms of capacity required to deliver and implement these activities.

Their key function will be to give the local community a leading role in decisions about the economic and environmental regeneration of the target areas, and to ensure that this regeneration is targeted at those most excluded from such activity.

Through partnership building and by linking the strengths of a variety of different initiatives and individuals there will be a momentum for change that is sustainable and has a greater impact than can be achieved by a series of isolated initiatives.

Workplan

An indicative work plan with key milestones is given below.

Work Plan and Milestones		
Date	Target	Responsibility
03/01/2000	Enterprising Communities: Unlocking Potential Project Start – at risk.	Area Regeneration Boards / BCC
07/02/2000 – on going	Evaluation of previous programmes – identifying need and gaps in provision	Area Regeneration Boards
06/03/2000 – ongoing	Local Community Strategy Development and Action Planning underway	Area Regeneration Boards
03/04/2000	Main Contracts let to local Area Regeneration Boards	BCC
20/09/2001	Linkages to Major Employment Growth sites established – in particular Eastside	Local Area Regeneration Support Teams
29/11/2002	Enterprising Communities Strategy incorporated into the East Birmingham Regeneration Zone Implementation Plan for Years 2, 3 and 4.	Area Regeneration Boards / BCC
16/12/2002	Local Access to Employment Groups established	Employment Strategy Group (JobCentre Plus / Birmingham City Council)
03/03/2003	Establish appraisal and selection process	Area Regeneration Boards / BCC
31/03/2003 – on going	New schemes to be appraised	Area Regeneration Boards / BCC
16/04/2003	New Schemes approved and implementation underway.	Area Regeneration Boards
30/04/2003	Grant claim – retrospective spend from January 2000.	Area Regeneration Boards / BCC
30/04/2003	Review and implement improved systems and procedures	Area Regeneration Boards / BCC
30/06/2004	Mid-term evaluation and review	Area Regeneration Boards / BCC
31/12/2008	Completion of Practical Works	Area Regeneration Board / Scheme delivery agents
01/10/2010	Final evaluation - achievement/evidence of Outcomes.	BCC/ Area Regeneration Boards

Indicators and Outputs

A list of indicators and target outputs for the Enterprising Communities programme is provided below.

Enterprising Communities – Indicators and Outputs					
Output Definition	Total Output Quantity	Measure 3.1 Quantity	Measure 3.2 Quantity	Measure 3.3 Quantity	Measure 3.4 Quantity
New Jobs	150	23	52	75	
Jobs Safeguarded	150	23	52	75	
Disadvantaged entering new employment	See below				
Community Enterprises and Businesses Supported	70	16	36	8	
Community Business Start-ups	22		22		
Capacity Building Initiatives	74	11	26	37	
Community Projects Supported	104	16	36	52	
Beneficiaries getting into self-employment	30				30
Area of community premises provided (square metres)	850			850	
Capacity Building Initiatives (Environmental Enhancements)	19	4	12	2	
ICT and RIS Projects (Environmental)	2		1	1	
ICT and RIS Projects (innovation)	1			1	
Community enterprises assisted	43		43		
Environmental enhancements	2			2	
Businesses assisted (innovation)	49		49		
Employed people trained	689				689
People receiving advice, guidance & counselling	1148				1148
Jobless trained	861				861
Trainers trained	17				17
Capacity building initiative	14				14
People gaining NVQ 1&2	287				287
People gaining NVQ 3 & 4	574				574
Jobless trainees getting employment	574				574
CED residents into employment	345				345

The programme is designed to involve the local community in the regeneration of the area and in particular, in new measures designed to enrich and enhance local employment prospects and job opportunities that are becoming available within key employment growth sites and/or sectors.

Monitoring and Evaluation

The Action plan will be monitored and evaluated in part by using the prescribed output measures linked to the Strategic Objectives, but the broader impact of the Action plan will incorporate progress made towards 5 key outcomes:

1. Reducing by at least a third, the unemployment differential between the individual wards in the Action Plan area and the average rate for Birmingham.
2. Improving levels of accredited learning among all communities at a rate of achievement that is higher than the Birmingham average.
3. Improving the sustainability of community based voluntary organisations, by reducing their dependence on grant funding over the period of the Action Plan.
4. Increasing the stock of enterprises and new business formations at a rate higher than the Birmingham average.
5. Through quantifiable improvements in the Regeneration and refurbishment of premises and sites through the period of the Action Plan.

Basis for Output Calculations

Jobs

The job outputs have been calculated on the basis of plans already drawn up and which relate to mechanisms to encourage the development of economic activity, both within the social economy and private sectors. In particular, further activity will be generated through assisting the local community to take advantage of business opportunities in the regeneration area, and by enhancing current measures that actively progress people into employment, in particular, the work of the Birmingham and Solihull Employment Strategy Group – incorporating the Employment Resource Centre Network and local access to employment groups.

SMEs

Outputs relating to SME's advised, are based on projected activities of the business support schemes that are already underway and are being delivered within the target area on an "at risk" basis and using evidence collated from past experience of operating other economic improvement measures. Support rendered will enable new and existing SMEs in the area to take advantage of new opportunities arising from the Economic Growth Sectors and the economic benefits that this engenders.

Community Groups and Businesses

Community groups and businesses supported are based on local knowledge of the area and detailed community consultation, as is the forecast for the number of residents involved. Activities supported, are designed to encourage economic and environmental regeneration of the target areas, developing on the existing database of community associations and the work done with them by officers funded by the Saltley and Small Heath Area Regeneration Initiative and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Initiative.

As a result of this activity, community businesses will be established and local, disaffected residents in the target areas will be involved in the regeneration process.

Private Sector Leverage

Private sector leverage will be produced by the development of locally based community assets, which encourage community ownership and management of facilities. Further, additional leverage will be generated via the anticipated increase in training and other activities operated by local stakeholders that are active in the target areas. These will be supported via mechanisms such as the Learning and Skills Council and ESF, in particular via the Co-Financing mechanism of the City Council, JobCentre Plus, and the LSC. The outputs contained within this application are above and beyond any outputs contained within any other European funded measure. There is no duplication of existing measures by the Enterprising Communities programme. Liaison with key employers within the target area and within close proximity to the target area will be undertaken in order to progress a number of the actions, especially those associated with cluster development and accessing higher level employment opportunities.

Finance

Details of the funding required are provided in the tables below:

	ERDF Sought £million	ESF Sought £million	Total £million	Management & Admin
(3.1) Developing Social Capital and Enabled Communities	2	N/A	2	0.2
(3.2) Developing Employment Opportunities	2.5	N/A	2.5	0.25
(3.2) Building Sustainable and Connected Neighbourhoods	3	N/A	3	0.3
(3.2) Up-skilling Communities	N/A	2.5	2.5	0.25
Totals	7.5	2.5	10	1

As indicated in the Work-plan for the Action Plan, a diverse spectrum of activity has been delivered on an 'at risk' basis, since January 2000. In financial terms this equates to £6,558,400. The requirement for retrospective spend has been factored into the funding profiles, detailed below.

Funding profiles by individual measure are presented below. All figures are in £millions.

Measure 3.1	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
ERDF	0.19	0.22	0.25	0.25	0.28	0.3	0.22	0.17	0.12	2
Public / Voluntary	0.2	0.225	0.275	0.285	0.34	0.42	0.242	0.18	0.158	2.325
Private	0	0.004	0.002	0.005	0.004	0.001	0.008	0.005	0.002	0.031
Total Match	0.2	0.229	0.277	0.29	0.344	0.421	0.25	0.185	0.16	2.356
Total Funding	0.39	0.449	0.527	0.54	0.624	0.721	0.47	0.355	0.28	4.356

Intervention rate 46%

Measure 3.2	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
ERDF	0.18	0.205	0.22	0.25	0.33	0.45	0.37	0.29	0.205	2.5
Public / Voluntary	0.2	0.21	0.234	0.239	0.435	0.755	0.395	0.271	0.129	2.868
Private	0.001	0.005	0.003	0.005	0.005	0.005	0.005	0.005	0.005	0.039
Total Match	0.201	0.215	0.237	0.244	0.44	0.76	0.4	0.276	0.134	2.907
Total Funding	0.381	0.42	0.457	0.494	0.77	1.21	0.77	0.566	0.339	5.407

Intervention rate 46%

Measure 3.3	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
ERDF	0.3	0.375	0.38	0.49	0.55	0.35	0.215	0.21	0.13	3
Public / Voluntary	0.35	0.39	0.39	0.5	0.405	0.396	0.397	0.348	0.229	3.405
Private	0.0015	0.0019	0.004	0.006	0.0067	0.005	0.005	0.0045	0.0039	0.0385
Total Match	0.3515	0.3919	0.394	0.506	0.4117	0.401	0.402	0.3525	0.2329	3.4435
Total Funding	0.6515	0.7669	0.774	0.996	0.9617	0.751	0.617	0.5625	0.3629	6.4435

Intervention rate 47%

Measure 3.4	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
ESF	0.15	0.2	0.25	0.38	0.4	0.42	0.35	0.24	0.11	2.5
Public / Voluntary	0.35	0.39	0.39	0.23	0.645	0.749	0.551	0.331	0.223	3.859
Private	0.002	0.005	0.005	0.0055	0.007	0.006	0.0048	0.0039	0.0025	0.0417
Total Match	0.352	0.395	0.395	0.2355	0.652	0.755	0.5558	0.3349	0.2255	3.9007
Total Funding	0.502	0.595	0.645	0.6155	1.052	1.175	0.9058	0.5749	0.3355	6.4007

Intervention rate 39%

Total - All Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
ERDF	0.67	0.8	0.85	0.99	1.16	1.1	0.805	0.67	0.455	7.5
ESF	0.15	0.2	0.25	0.38	0.4	0.42	0.35	0.24	0.11	2.5
Public / Voluntary	1.1	1.215	1.289	1.254	1.825	2.32	1.585	1.13	0.739	12.457
Private	0.0045	0.0159	0.014	0.0215	0.0227	0.017	0.0228	0.0184	0.0134	0.1502
Total Match	1.1045	1.2309	1.303	1.2755	1.8477	2.337	1.6078	1.1484	0.7524	12.6072
Total Funding	1.9245	2.2309	2.403	2.6455	3.4077	3.857	2.7628	2.0584	1.3174	22.6072

6. PARTNERSHIP ARRANGEMENTS

The Objective 2, Priority 3 funding sought under the Enterprising Communities Action Plan, is being applied for by Birmingham City Council, on behalf of two Area-based Regeneration Partnerships - the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board. These partnerships are broad area-based organisations that were formally established to oversee and manage a diverse range of regeneration programmes funded via SRB, ESF and ERDF sources.

Members of the Boards are predominately drawn from local residents and statutory service providers active in the area, in particular people with an interest in the community economic regeneration agenda.

The Area Regeneration Boards and their Sub-Committee structures have a combined membership of 24 agencies. These span the public, private and community / voluntary sectors and are detailed as follows:

- Birmingham and Solihull Business Link – incorporating the Birmingham Solihull Small Business Service
- Birmingham and Solihull Learning and Skills Council
- Birmingham City Council
- Birmingham Asian Business Association
- Greet Neighbourhood Forum
- Highgate Action Group
- City College Birmingham
- South Birmingham College
- Joseph Chamberlain Sixth Form College
- Birmingham Health Authority
- Groundwork Birmingham
- Prime Focus – incorporating the Social Investment Team
- Heart of Birmingham PCT
- Small Heath Community Forum Ltd
- Sparkill Central Neighbourhood Forum
- Sparkhill North Neighbourhood Forum
- West Midlands Police
- Springfield Neighbourhood Forum
- Sparkbrook Neighbourhood Forum
- Balsall Heath Community Forum Ltd
- Business in the Community
- Cheapside Business Group
- Tyseley Business Action Group
- Saltley Plus - Head teachers Group
- Coleheath Consortium – School Representation Body

Additional expertise and/or representation is secured through direct co-option. Currently a combined total of nine community co-optees, which include representation from excluded groups, in particular women and young people are represented on the Area Regeneration Boards.

The decision-making role and control of spend - in terms of resources levered to support activity under the Enterprising Communities programme - will rest with each Area Regeneration Board. To reiterate, each Area Regeneration Board will approve, direct and influence regeneration activity in its specific geographical area. Day to day co-ordination and management of activity, will be undertaken by staff, from the city council's Enterprising Communities Regeneration Area Team. The membership of the Area Regeneration Boards will operate on a voluntary basis and will be drawn from local stakeholders, in particular by local community volunteers.

Prior to the development of the Enterprising Communities Strategy, the Area Regeneration Boards existed for 7 years, as local mechanisms through which regeneration activity has been delivered and managed. During this time the Boards have formed excellent links with a range of organisations within South East Birmingham, and beyond. Most notably the Regeneration Boards incorporate long-standing membership from local umbrella bodies, which represent both the interests of the indigenous community / voluntary organisations and the business community. These Forums represent over 100 member agencies operating across a number of sectors. These include education/training, employment, health and leisure.

Close linkages with such a diversity of local community and/or voluntary organisations, statutory agencies and in particular, major training providers who will serve as a major resource that will be accessed in the development of the Enterprising Communities programme. Of particular relevance is the emerging Central Area Inclusion Group, which is being developed by the Birmingham and Solihull Learning & Skills Council. This mechanism will bring together training providers, including major Further Education colleges in the city, local schools, service users and statutory agencies, in order to develop a strategy for training in the area.

Partnerships will be developed with the business community as part of the process of matching local people to new jobs. These employers include a number of high profile companies offering job opportunities in areas of economic growth. This work is being supported by the SRB funded Enhancing Employment and Employability Project. This draws together Business Forums, local Employment Resource Centres, The Birmingham and Solihull SBS and the City's Economic Development Service, in order to support local residents to access employment opportunities both locally and elsewhere.

In addition, the combination of business forums and environmental agencies (such as Groundwork Birmingham, Heartland's Business Forum, Tyseley Business Action Group, Cheapside Business Group and Business in the Community) will play a crucial role in engaging and enabling a sustained involvement of the business community.

The project will also provide a mechanism for delivering the Government's welfare to work programme, including both the voluntary and environmental elements of this programme.

7. MANAGEMENT AND ORGANISATIONAL STRUCTURE

Birmingham City Council will (subject to formal agreement by the Cabinet) serve as the ‘accountable body’ for the Enterprising Communities Action Plan. As such, City Council financial regulations, procurement, audit requirements and decision-making processes, through the Cabinet Member for Regeneration and/or the Cabinet will apply. If required, details of these will be provided. The City Council – in its capacity as the ‘accountable body’, will receive from the relevant Area Regeneration Boards, properly considered proposals for expenditure. This system mirrors the practise of previous programmes funded under the Single Regeneration Budget and URBAN regimes, across the Southeast areas.

The Enterprising Communities Action Plan represents a multi-annual programme, which conforms to the measures set out in this document and the over-arching Enterprising Communities Strategy, across Southeast Birmingham. However, as mentioned elsewhere in this document, Objective 2 funds secured through the Action Plan will be applied across two distinct Regeneration Areas. In order to maximise the impact of Objective 2 Structural Funding, and ensure an integrated and holistic approach to tackling the problems identified across the target areas, two Local Area Delivery Plans will be developed.

The overall management of these Local Area Delivery Plans, in particular the control of spend of ERDF and ESF resources and associated decision-making will be retained by the Saltley and Small Heath Area Regeneration Board and the Sparkbrook, Sparkhill and Tyseley Area Regeneration Board. To reiterate, each Area Regeneration Board will approve, direct and influence regeneration activity, detailed in the Local Area Delivery Plan, for its specific geographical area – within the umbrella of City Council processes. Further for such delivery plans to be effective, they must meet the following eligibility criteria:

- Adequately describe the action intended to be undertaken;
- Occur within eligible areas;
- Quantify outputs and detail clear and attainable targets, including an indicative financial plan;
- Demonstrate an additional and sustainable benefit to the economic development of the area;
- Demonstrate that the Local Area Delivery Plan would not go ahead, would proceed on a smaller scale or would be delayed without support of Objective 2 funds, from the over-arching Enterprising Communities Action Plan.

In addition, active steps will be taken, in order to ensure that each Local Area Delivery Plan, has the following characteristics:

- Value for money measured in the context of the conditions applying across the Enterprising Communities target area;
- Job creation and access to employment for the most marginalized;
- Contribution to equal opportunities;
- The inclusion of innovative approaches to addressing the problems identified in the programme;
- Good practise in environmental sustainability;
- Contribution towards sustainable development by outlining a forward strategy to continue activity beyond the end of the Enterprising Communities Action Plan.

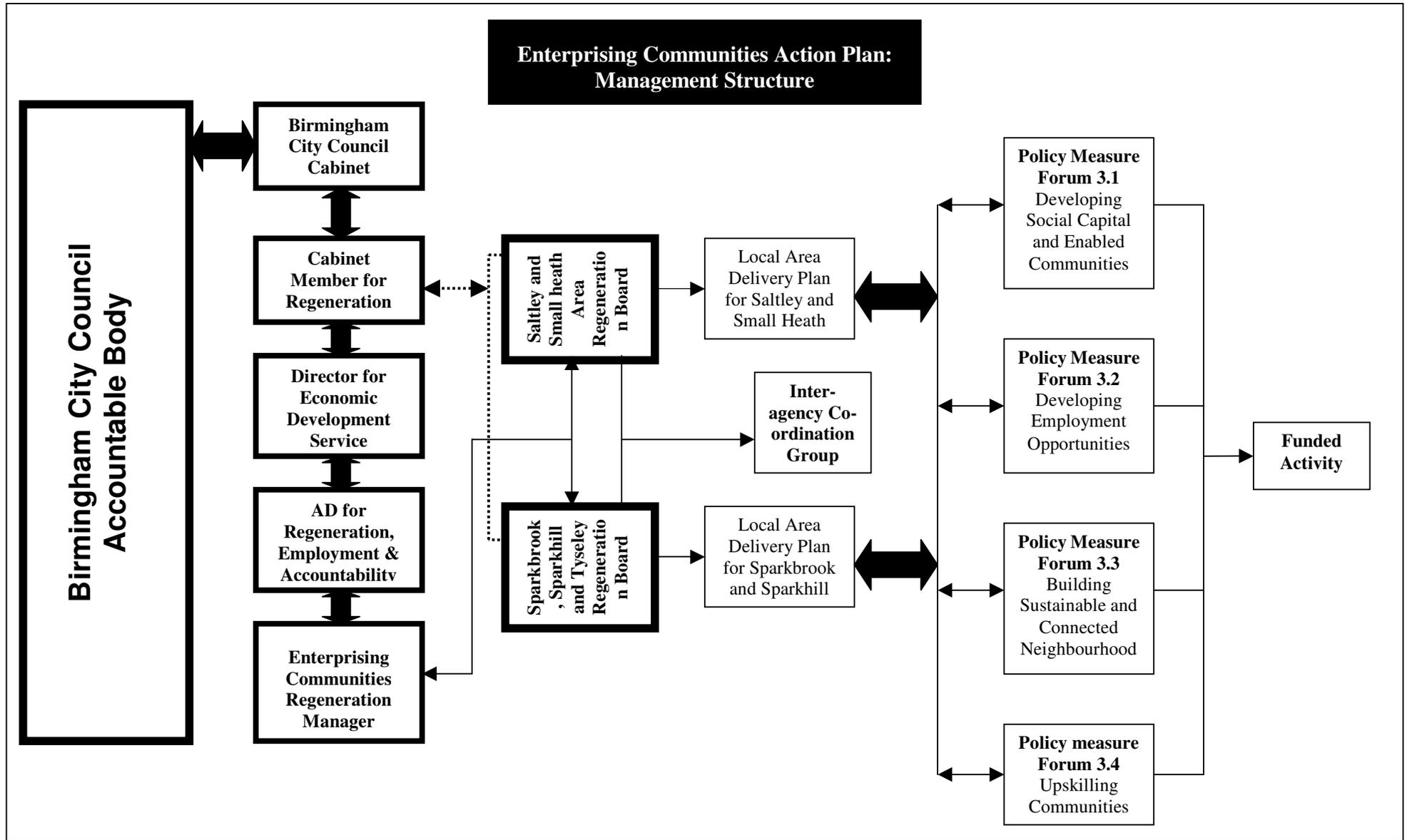
Day to day co-ordination and management of activity will be undertaken by staff from the Enterprising Communities Regeneration Area Team. This team comprises: an Enterprising Communities Regeneration Manager (with overall responsibility for managing the Action Plan in the target area), four Policy Theme Managers, a Programme Manager, an Administration / Monitoring Officer. Underpinning the work of the above Officers, a dedicated Admin base will be created. This will comprise: a secretary and 3 Administration Assistants. Each Board will receive support from this Team, so that it is able to undertake its decision-making role effectively. Four Policy Theme Managers will undertake “theme management and monitoring responsibilities” for specific activity supported by the Enterprising Communities programme. Key areas will be in financial control including audit and quality assurance through review of grant aid.

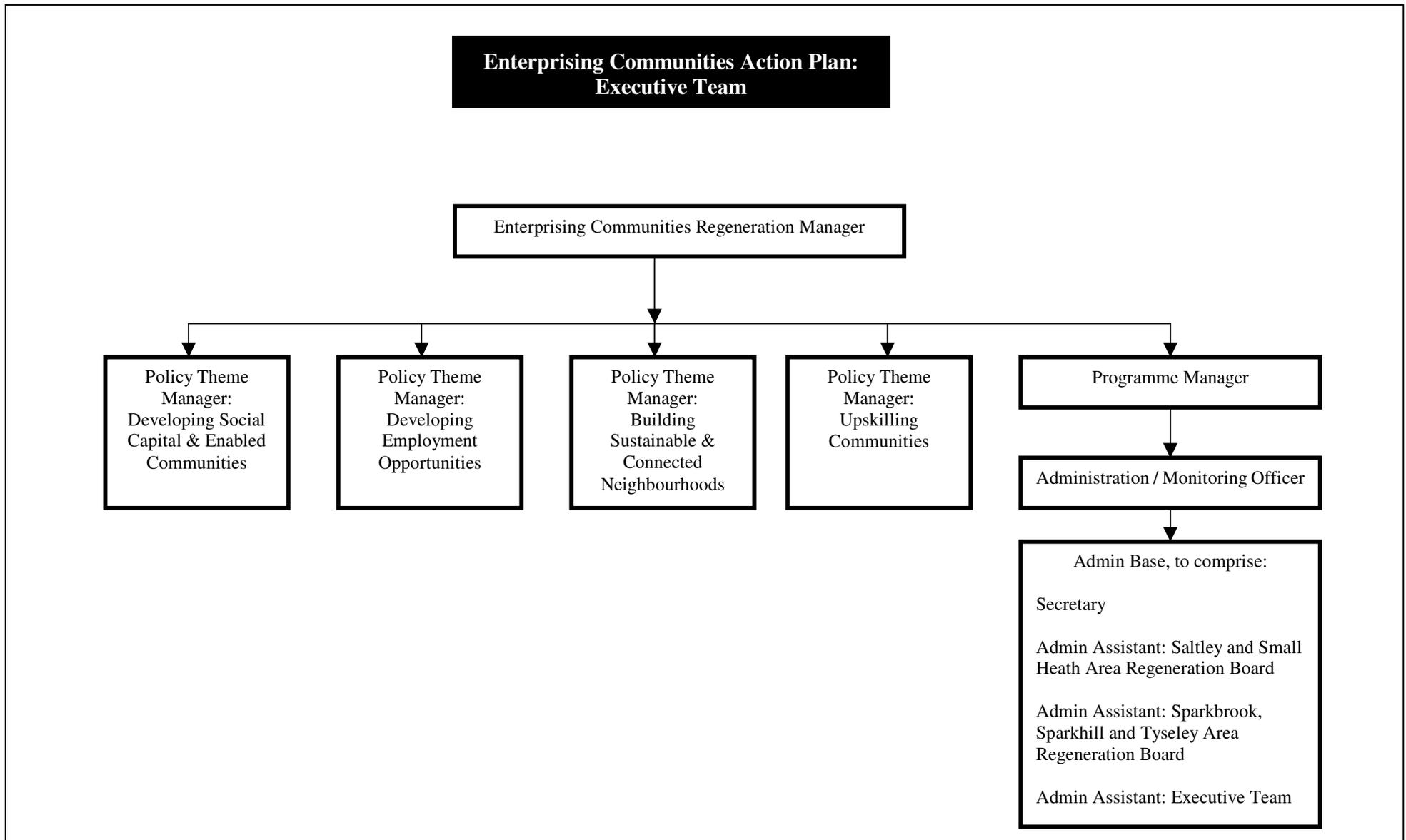
Management information will be collated on a Quarterly basis and reported to the respective Area Regeneration Board. Where variations in performance are identified against specific activity profiles and milestones, remedial action will be developed and agreed by the Area Regeneration Boards.

The two area regeneration boards will co-opt staff onto an **Inter-agency Co-ordination Group** which will perform an advisory and review function. As noted above, each area regeneration board will be tasked with overall management and overseeing delivery of specific actions within their own areas. One of the key functions of the inter-agency group will be to ensure robust dovetailing between the Enterprising Communities programme and other initiatives operating in South East Birmingham. A key activity will be associated with influencing partner programmes, as well as identifying complementary activities and avoiding duplication.

The inter-agency group will discuss and advise on the development of robust community infrastructure, which will influence the development of specific actions, their implementation and ultimately participate in assessing the impact of actions individually and collectively. Such infrastructure will be based on existing residents and community groupings, but will be extended to ensure that there is a broad South East Birmingham community voice, covering both area regeneration boards.

The overall management structure, including that of the Enterprising Communities Regeneration Area Team, is presented diagrammatically below.





Overall responsibility for ensuring the effective management of the Enterprising Communities Action and the regeneration of the target area will rest with the Enterprising Communities Regeneration Manager. The Enterprising Communities Regeneration Area Team will provide executive and administrative support to the two Area Regeneration Boards. Management controls will be implemented by the two regeneration boards, which meet quarterly. Management reports will be presented quarterly to the boards. These monitoring reports, showing expenditure against budget and performance against targets, alongside reports as quarterly consolidated claims outputs, will be presented to GOWM. An annual review will be carried out and reported to the Boards, GOWM / Programme Monitoring Committee, Birmingham City Council, AWM and other partners.

Projects

The next step will be to transform the Enterprising Communities Action Plan into workable, costed, and match funded service or project specifications, which potential delivery agents will be invited to apply to provide. In a significant proportion of cases, contracts will be entered into with local organisations to deliver the specified services or projects. In other cases, there will be some choice in the delivery agents. In all cases there will be a selection process that will take account not only of price, but also of capacity, quality, approach to delivery, the ability of the providers to provide match funding and other relevant factors. Prior to the invitation of submissions, detailed criteria will be developed to assist with the process of evaluation.

Specifically, the Regeneration Boards will undertake the following activities with regard to individual projects:

- **Inviting projects.** The Regeneration Boards will actively support local community organisations in bringing project ideas forward. Project ideas, which fit within the strategic priorities of the Enterprising Communities Action Plan, will be identified through ongoing animation, liaison and discussion with community groups. Assistance will be provided by the Regeneration Boards, and other agencies, in terms of working up project ideas into full project funding bids. These projects will be fully costed activities with implementation and delivery frameworks. At the commencement of the programme, there will be one call for projects per quarter. This is likely to decline in frequency, as the programme enters its later stages.
- **Selection.** Project selection decisions will be made by the Regeneration Boards, with advice and support from the Inter-agency Co-ordination Group. Selection will be based upon the project's strategic fit with the objectives of Enterprising Communities. Given the ongoing participation of community groups in working up the Enterprising Communities programme of actions, this process should be straightforward.

- **Appraisal.** Appraisal processes will follow those already utilised by the Regeneration Boards and based on their management of existing and previous regeneration activity in the area (principally related to SRB and URBAN funded activity). Again, appraisal of projects will be based upon the fit with the objectives of the Enterprising Communities Action Plan, and the Objective 2 Programme measures. The Regeneration Boards will seek to minimise appraisal time as far as possible and will seek to turn applications around within a four week period.
- **Approval.** Projects will be approved by the Regeneration Boards in the first instance, with offer letters issued subsequently by Birmingham City Council. Again, procedures already in place for approval of projects funded by SRB and the former Sparkbrook URBAN initiative, and other funding streams will be utilised. Offer letters to the project delivery agents will include a number of conditions of grant aid, which comply with the Council's auditing requirements. It will place responsibility on the applicant to inform the Council of delays, and will have penalty criteria clearly identified. All standard ERDF/ESF funding regulations will be mirrored in the project offer letters. They will also include details of the monitoring regime with regard to frequency and format of claims and reports, and the rights of monitoring officers to visit and scrutinise project records.

Birmingham City Council – as the accountable body, will use its systems for appraisal, monitoring and financial control of Projects. These systems have been effectively used by the City Council in the management of URBAN, SRB, and ERDF/ESF programmes, in which BCC has a long and highly successful work record.

Further, the project appraisal and development functions will be separated and responsibilities assigned to different officers. The appraisal process will be segmented into 2 stages. These are detailed as follows:

- An appraisal panel drawn from officers of member organisations with no direct interest in the project and members of Birmingham City Council will perform an appraisal against the SPD and PC objectives and measures.
- At the second stage, it is likely that for all projects over a specified value, independent appraisers, with proven technical competences, will carry out a technical and financial appraisal, covering State Aid issues/ eligibility etc. A list of competent consultants will be drawn up through a tendering process, and retained as panel members. Suitably qualified members of the two regeneration boards will carry out financial appraisals. Below the threshold, officers with the support of partnership members will undertake appraisals. GOWM appraisal procedures will be followed.

Appraisal reports with recommendations will be presented to the regeneration boards for approval and also to the Cabinet of Birmingham City Council, who will act as the Accountable Body. Birmingham City Council will nominate an officer with delegated authority to approve payments to projects subject to satisfactory reports from nominated

monitoring officers. Reports of completed appraisals on a project-by-project basis will be prepared and submitted to the partnership for approval. These reports will follow a standard format setting out how the project proposal addresses the strategic objectives of the Action Plan, what it will do, what its outputs are, what its funding profile is, its feasibility, value for money and risk analysis. All project appraisals will contain details on how outputs are defined and measured.

The over-arching Enterprising Communities Action Plan will be submitted for annual approval, to Birmingham City Council's Cabinet, which will act as the 'accountable body'. Individual projects however will be approved by the partnership board, being referred to the Cabinet and the Cabinet member for Regeneration at Annual Review stage.

In order to minimise risk, a number of proposed projects will be held in reserve for contingency purposes. In the event that a project fails to perform as planned, contingency projects can be brought forward.

The Inter-agency Co-ordination Group will also act as a mechanism for sharing experience and exchanging best practice throughout the life of the Enterprising Communities activities. This may require the formation of a separate sub-committee to develop these mechanisms further. As noted earlier, this will include the development of appropriate web sites offering forums for discussion and indicating examples of best practice in the delivery of regeneration services through the Enterprising Communities Action Plan.

8. MONITORING PERFORMANCE

The 'Accountable Body' (BCC), in conjunction with the two area regeneration boards, will be responsible for monitoring the performance of the over-arching Enterprising Communities Strategy. A starting point for this process will be the establishment for each action or project, of a project/action monitoring framework.

Birmingham City Council - acting as the Accountable Body, has very substantial experience of managing externally funded regeneration projects, including individual European projects funded under the ERDF and the ESF programmes. In addition the City Council has substantial experience of delivering: Single Regeneration Budget, New Deal and New Deal for Communities programmes, as the 'Accountable Body', and most relevantly the Sparkbrook URBAN Action Plan. The City Council has therefore well established systems for managing programmes and monitoring projects.

City Council officers will devise and implement appropriate management systems for the effective delivery of the Enterprising Communities Action Plan. Further, the City Council will ensure that officers deployed at all levels in the management processes have the necessary skills, experience and competencies required to manage or/and deliver the Action Plan.

All project appraisals will contain details on how outputs are defined and measured. Both the project appraisal report and the offer letter will clearly define profiled outputs, costs and funding for each project. These projections will be used to monitor performance against targets. Quarterly monitoring returns will be compiled by the monitoring officer and programme manager. These will be based on monthly reports and quarterly returns provided by the project manager for each delivery agent. These reports will be in a standard format including data on expenditure, achievement of outputs against targets, which will be, updated quarterly.

Monitoring frameworks will be tied to specific actions, but must demonstrate a degree of consistency in measurement terms, which will ultimately allow an assessment of the overall impact of the Enterprising Communities Action Plan. This will involve the development of specific performance indicators, which will allow the measurement of enhancements to the social and community fabric, within South East Birmingham communities, as well as an extension of local decision making powers and the development of local governance.

At the commencement of the Enterprising Communities programme of actions, the Inter-agency Co-ordination Group will be tasked with developing an initial socio-economic baseline, against which future outcomes and impact can be measured. This baseline will cover the following:

- Characteristics of the local population
- Employment levels by sector, full and part time employment
- Skills levels and educational attainment
- Qualifications
- Business ownership by ethnic group

- Business start up rates
- Business survival rates
- Take up of business support services by local enterprises
- Number of social enterprises operating in the area
- Formation of new social enterprises
- Take up of support by social enterprises
- Survival rates of social enterprises
- Participation in community forums or community groups
- Community involvement in decision making
- Volume of community facilities available
- Volume of land/premises available for refurbishment

Information for inclusion in this baseline will be readily available from sources locally, based on ongoing regeneration work. Ongoing household survey mechanisms may require adaptation in order to capture monitoring information required for performance and impact measurement.

Ongoing monitoring will be undertaken on a monthly basis by action/project managers. This will be reported on a quarterly basis to the Programme Manager, who will in turn prepare a monitoring report for the two area regeneration boards.

Overall impact assessment will be undertaken at an interim period half way through the life of the Enterprising Communities programme of activity.

9. FORWARD STRATEGY

The Enterprising Communities Action Plan seeks to utilise Objective 2 Priority 3 funds to develop a holistic approach to regeneration in Southeast Birmingham. Preparation of the forward strategy starts from day one. This is critical, in order to ensure that plans are put in place, to continue the process that has started through investing European Structural fund in the target area. The impact of the programme should be measured in its effectiveness in addressing the area's problems of high unemployment and deprivation and developing the structures for engaging the local community.

To ensure that the programme has had a lasting impact, the forward strategy will be informed by ongoing consultation with local people on future priorities, by project beneficiaries involved in evaluating the success of their projects, and through the establishment of local community networks. These will strengthen the local capacity of communities, in order to engage in the ongoing regeneration of their area. The Enterprising Communities Action Plan forward strategy is therefore broken down into three distinctive elements: -

During the life of the programme

Projects recommended for approval must demonstrate that a viable forward strategy is in place and that a project will be sustainable once the programme has come to an end.

Projects will be supported, where they build skills within the Enterprising Communities target area, to enable the community to respond more effectively to changing employment patterns and prospects. This will also help to improve the economic infrastructure of the area, and in assisting local businesses to remain competitive.

By developing facilities accessible to local businesses, community groups and, people seeking employment and training. These facilities will be linked to revenue streams, which will provide opportunities for economic growth and development within the area

The two Area Regeneration Boards, through project activity delivered in their respective regeneration areas, will work with and complement other regeneration schemes and seek to promote sustainability by embedding models of good practise developed through the Enterprising Communities Action Plan, into such programmes.

On completion of the programme

The Enterprising Communities target area will be in a healthier position when the programme is completed. Some projects have a specific lifespan and will cease upon completion. The capacity building programmes supported through the Enterprising Communities Action Plan will come to an end but will have a forward strategy, where appropriate, to enable excluded communities to continue to develop their skills base, in order to engage in future economic activity.

Where service provision has demonstrated innovative methods of tackling issues successfully, they may be absorbed within mainstream provision, as projects will have the ability to attract additional resources where appropriate.

To ensure that capital projects are completed within the lifetime of the programme and that there is revenue support to sustain new economic and community based activities.

Beyond the lifetime of the programme

The programme aims to increase economic sustainability within the target area. It will help to provide a pool of local labour with the skill and confidence to take advantage of new employment opportunities arising through other regeneration programmes, such as the Eastside development, the A38 Technology Corridor, Birmingham City Centre re-development, and elsewhere in the East Birmingham and North Solihull Regeneration Zone.

The two local Area Regeneration Boards – supported and strengthened during the course of the Enterprising Communities Action Plan will be maintained and supported by partners drawn from the key public agencies, such as the Council. The capacity building and consultation process developed during the programme will enable local service providers to better target their services to the real needs of local people, to work in partnership to achieve a holistic approach, and enhance economic activity.

The strengthened local community will be able to take full advantage of future regeneration initiatives, in particular those, which are supported by East Birmingham and North Solihull Regeneration Zone funds.

Local partners including the Birmingham City Strategic Partnership are committed to developing an approach to regeneration, which is sustainable. The city council will work with partner organisations to develop and enhance sustainable economic regeneration activity in the Enterprising Communities target area. By this stage, the impact of the Enterprising Communities Action Plan will have been to contribute positively and visibly to this objective target.