

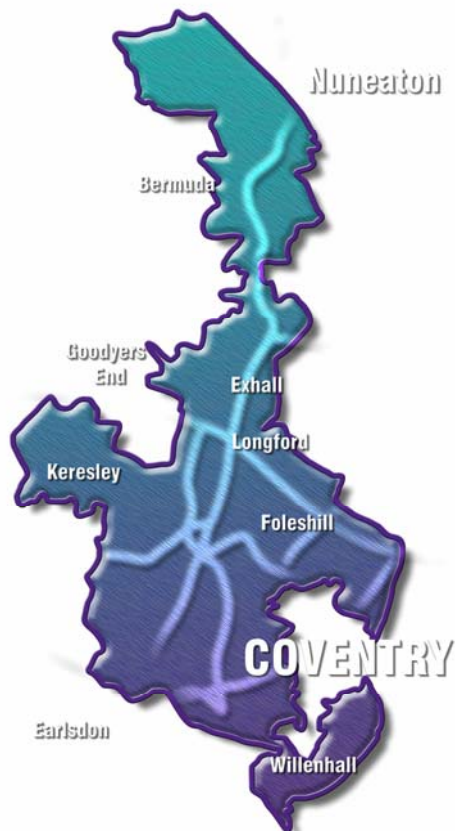
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C&N REGENERATION ZONE

Coventry & Nuneaton Regeneration Zone

Zone Implementation Plan 6 2007 - 2010



ZONE IMPLEMENTATION PLAN 6
2007-2010
COVENTRY AND NUNEATON
REGENERATION ZONE

INTRODUCTION AND STRATEGIC CONTEXT

This is the sixth Zone Implementation Plan for the Coventry and Nuneaton Regeneration Zone (CNRZ) and covers the period April 2007-March 2010. ZIP 6 is a roll forward plan with no major changes to the strategic direction of the Zone, its needs or issues. The emphasis therefore in ZIP 6 will be to reconfirm the vision and strategic objectives whilst demonstrating more robust project implementation planning. Work in the Zone to date clearly demonstrates that transformational change is taking place through both large projects such as the Ricoh Arena and Pride in Camp Hill and collections of smaller projects (which enable a portfolio approach to generate significant change). The success to date is based on the strong partnership working ethos that exists within the Coventry and Warwickshire Sub Region which assists greatly with the delivery of activity in line with the strategic objectives.

As with previous ZIPs the content is not confined to projects that are only AWM funded but reflects the agreed principal in the Zone that additional activity is necessary to ensure that the strategic objectives are met.

The Vision and Strategic Priorities established in ZIP 3 in 2003 remain unchanged.

CNRZ VISION

“To match need and opportunity to bring about a marked reduction of inequality of economic performance, opportunity and quality of life between the Regeneration Zone and the wider Sub-region by 2010.”

CNRZ STRATEGIC PRIORITIES

<p>Spreading market confidence northwards from the more prosperous southern parts of Coventry and Warwickshire, through Coventry city centre to the towns of Nuneaton and Bedworth;</p>
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<p>Creating the conditions for vibrant city and town centres - the ‘engine rooms’ of a successful sub-region;</p>
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<p>Creating the conditions for vibrant and sustainable communities, which have considerable resources in terms of skills and businesses but which require active support if those communities are to benefit fully from the interventions of the Zone;</p>

Embracing the technology, innovation, enterprise and cluster agendas and maximising the R&D base of the sub-region. This embraces two leading universities and proposed developments at Stoneleigh and Ansty (outside the Zone but serving), to ensure the West Midlands has a modern and sustainable business base, especially given the continuing threats to the manufacturing base, which has been traditionally strong in Coventry and Nuneaton.

CNRZ Cross cutting strategic priorities:

Providing leadership on regeneration issues and a gateway or focal point between the Region, the Sub-region and the Regeneration Zone itself.

Adding value and maximising the impact of all regeneration work within the Zone, through sharing information, pool funding, where possible, innovative thinking and bringing together smaller initiatives into broader strategic programmes that pursue holistic regeneration.

Priority Activity within the Zone takes place in the Strategic Programme Areas (SPAs) as set out in ZIP 4. Operationally 3 working SPAs have emerged, two relate to the Zone geography and align with Coventry and Nuneaton and Bedworth. The two thematic SPAs based on promoting entrepreneurship and cluster development operate as one group led by Coventry and Warwickshire Business Link.

It is the aspiration of the CNRZ that over the life of ZIP 6 that the total spend on regeneration activity within the zone will reach in excess of £275 mil. As a result real differences will be measurable to demonstrate that the disparity between the RZ and the wider sub region is significantly reduced.

A REVIEW OF ZIP 5 ACTIVITY

During 2006/07 the Zone has delivered significant activity and is forecast to achieve projected outputs and spend a total of £8 million.

The most notable developments during ZIP 5 include the relocation of City College to a site in Hillfields heralding the start of the Swanswell Initiative, a major transformational project at the heart of Coventry.

Electric Wharf was completed and sees the implementation of an innovative project that reuses Coventry's first electricity power generating station for live work units.

In the north of the CNRZ work continues to transform the community of Camp Hill via a holistic regeneration programme that will see economic, social and physical change to an old mining community. During ZIP 5 Central Projects Review Group considered the full application for CNRZ funding to complete the final phase of this major project.

The Strategic Business Support Package (SBSP) is a multi-strand programme of business support activity focused in the Zone and continues to make great progress in helping business, in particular focussing on start ups especially working closely with the most hard to reach groups.

A new development that emerged at the start of ZIP 5 was the creation of the Porous Regeneration Zone. This has enabled CNRZ funding to support projects in the worst 30% super output areas (as defined in the ODPM Indices of Deprivation 2004) as opposed to the worst 20%. Axiomatically the worst 30% exist outside the defined CNRZ geography. These communities have welcomed this policy development. ZIP 6 will include porous Zone activity, which is in the pipeline.

The CNRZ Secretariat and the AWM Partnership Manager have worked alongside partners to develop over 17 new projects during the year (see Annex A – CNRZ ZIP 6 Priority Activity). A key activity for the Secretariat in assisting partners was the opportunity afforded to them to receive two days training on project development and appraisals. Feedback from the 4 sessions delivered proved that the activity was seen as very valuable. This has resulted in better and more robust projects being submitted for appraisal.

In addition to the key learning point above has been the ability to offer resources to help develop projects via either feasibility studies and or bid writers. This has been particularly useful to help projects where staff are so involved with the project that the writing of the application becomes difficult due to the amount of knowledge they have as opposed to the amount of information that is required for the application. The ability to continue to offer this will be important to ensure that appraisal ready projects are delivered to AWM.

ZIP 6 ACTIVITY

Clearly the main activity for ZIP6 will be to ensure that projects move through the pipeline and result in contracted projects that will deliver in line with the strategic objectives. Activity in support of the Zone Objectives will remain crucial to the overall transformation of the Zone and partner activity will be essential to helping achieve this change. Partners will continue with taking forward the aspirations of the Zone at a strategic as well as operational level. This is fundamental for a sustainable legacy and ensuring that partners own business plans/strategies are contributing towards shared goals. Organizations such as CSWP, Chamber/Business Link, the LSC, Coventry City Council, Warwickshire County Council, Nuneaton & Bedworth Borough Council, the Community & Voluntary sector and the LSPs are ensuring that this focus is complementary to the Zone. Annex A – ‘CNRZ ZIP 6 Priority Activity’ shows all projects whether funded by CNRZ or not.

CNRZ will continue to strive to ensure that all communities are able to access the funding available within the Zone. Working closely with the Council for Voluntary Service will be important to ensure that the community benefit from regeneration activity. The voluntary sector are represented at all levels in the management of the Zone and work is underway to find ways of improving the connection of the zone with the voluntary sector and beyond into the community. This work will be crucial in assisting a better working relationship with all communities in particular the BME communities within the CNRZ.

LOCAL AREA AGREEMENTS

Local area agreements are transforming the way Local Authorities across the country deliver their services. Through encouraging more collaborative working between local partners, the LAA aims to align local funding streams and allow greater flexibility in the way the services are delivered. This will be especially important as funding for many public services remains static and there is a continual drive from central government to provide more efficient and added value services to local communities. Ultimately, this can only be a delivered through innovative partnerships.

Both Coventry & Warwickshire Local Authorities are actively engaged in the development of their respective LAAs. This work has been achieved through the collaborative working of a number of partners, including CNRZ. Coventry as one of the 'first-round' LAA's is already some way into this process, supported by the existing theme groups of the LSP. The CNRZ are actively forging links with the appropriate thematic groups.

Warwickshire County Council is currently in the early stages of negotiation with GOWM on their initial draft LAA. This draft has been developed through a series of partnership summits aimed at ensuring partner buy-in across the county. CNRZ has been actively involved in the wider development of the LAA, but in particular in the development and context setting for the 4th block focusing on Economic Development and Enterprise. This is helping to ensure that the Zone's objectives are aligned and reflected in the aspirations of the LAA and that local priorities come through in the overall LAA.

As the work of both LAA's develops, there will be opportunities to jointly develop initiatives using the aligned funds of key partners to achieve the objectives of the LAA's. These are likely to target specific communities of need, potentially within the Zone, which will add-value by linking the work of both the Coventry & Warwickshire LAA's more closely across the geographic area of the Zone.

LOCAL ENTERPRISE GROWTH INITIATIVE

Coventry is 1 of only 10 successful areas in the country to secure LEGI funding. The proposed programme is for 10 years, with funding confirmed for 06/07, 07/08 and 08/09 to £12m.

LEGI funding is specifically targeted at Coventry's worst super-output areas, with 4 main themes:

- Inspire and engage
- New business starts
- Growing indigenous businesses
- Attracting & supporting employment opportunities

Coventry LEGI has been designed to reach the most disadvantaged communities in the City; addressing worklessness and presenting new opportunities for employment and enterprise.

The model was designed alongside the Regional Enterprise and Core Brokerage propositions and is therefore entirely complementary.

The steering group for LEGI generally comprises the same organisational representatives as the Enterprise SPA. This ensures that LEGI activity and Zone activity is not duplicated and works hand in hand. The Zone will support the LEGI programme by providing capital resource where needed. Initially this will be through the development of LEGI Enterprise Pods that will be physical base in communities offering support and advice. The potential for a sub regional group to oversee enterprise activity is being discussed and should be developed over the course of ZIP 6. There are many LEGI initiatives, which could be rolled out to none LEGI programme communities in the RZ. Consideration will be given to the development of successful LEGI activity to benefit the wider Zone community and may result in revenue requests to support this activity across the remainder of the Zone.

SKILLS AGENDA

Following the establishment of the Regional Skills Partnership (RSP) in June 2004, there has been a shift across the region towards a 'demand-led' approach to skills development. This means an approach, which centres on the needs of both the economy and employers, whilst seeking to ensure training and up-skilling provision is based on a real understanding of the needs of local businesses and individuals. This is seen as a fundamental shift in the provision of skills support and fundamental to its success will be firm evidence based on local knowledge and collaborative working with local partners. This will ensure skills needs across the whole region are met, but tailored to the needs of the local economy.

Regenerations Zones have a key role to play in supporting the work of the RSP on a more localised basis. AWM itself is supporting and contributing to the work of the RSP, and as a key delivery vehicle, the Zones are recognising the need to align their priorities more closely with the strategic framework of the RSP. One key element of this will be the provision of localised information on skills needs and demand. CNRZ and its partners are excellently positioned to support the RSP's need for local evidence through collaborative working and by collectively being able to provide localised knowledge of skills requirements.

The Zone and its wider partners also work proactively with local businesses to understand their needs which will help to ensure new project development is geared towards the objectives of the RSP in ensuring a demand led-approach. Whilst no additional funding is available through the RSP, the Zone is able to provide project development support, in which where appropriate, the objectives of the RSP can be realised at a local level. The strong partnership within the Zone opens up the possibility of aligning funds from other local partners to drive forward the need for demand-led skills support.

Complimentary to this, the Zone can continue to work through local partners such as the Learning and Skills Council, Job Centre Plus, the Local Authorities as well as private training providers. This will ensure local people

are empowered to access the skills and training opportunities available to them and enabling them to access to local employment opportunities.

SUSTAINABLE DEVELOPMENT

CNRZ have identified the need for Zone funding to be used in the most sustainable way possible and to strive for projects to have as little negative environmental impact as is feasible. This approach is in accordance entirely with the recently published AWM policy and action plan. The Zone has a track record of sustainable projects with Elliot Park Innovation Centre near Nuneaton being built to the BREEAM excellent standard. Two projects in the current pipeline have a focus on sustainable development, The Rugby Power Academy and Nuneaton and Bedworth Community Resource Centre. The Zone welcomes the AWM policy and will seek to work with partners to ensure that the new requirements of this policy are included in applications from April 07.

BUSINESS CRIME

There is strong evidence that crime and fear of crime can act as a deterrent to investment and inhibit economic growth. Work undertaken by GOWM has highlighted the extent of this crime in terms of over 158,000 reported business crimes in 2003/4 costing in excess of £123m to the economy.

In a bid to support the reduction of Business Crime within the region, AWM have developed a new policy. As a result of the new policy AWM will consider funding schemes that seek to increase the safety of a number of businesses in close proximity to each other such as those on industrial estates, business parks and high streets. The Strategic Objectives of the CNRZ do not explicitly mention the reduction of business crime however inherently it is viewed as contributing to three of the objectives: **Spreading market confidence northwards, Creating the conditions for vibrant city and town centres and Creating the conditions for vibrant and sustainable communities.** The CNRZ Secretariat is working with partners to develop two projects, which will directly align with the aim of this policy (the Wireless Network and Bayton Road – see Annex A – ‘CNRZ ZIP 6 Priority Activity’ for details). In order to ensure that the best possible support is given to the fulfilment of this policy; the Secretariat will ensure that partners are fully briefed in relation to business crime and what is fundable by AWM. Furthermore the Secretariat will seek to ensure that consideration is given to all projects for any potential activity that will help to reduce business crime.

DELIVERY

Coventry Solihull and Warwickshire Partnership are well placed to deliver for the CNRZ as the Secretariat for the Zone is collocated with the Secretariat for the CSW High Technology Corridor. This co location of the two Secretariats in the Regeneration Innovation Technology and Enterprise Team (RITE) allows and encourages synergy between the Zone and the Corridor and a number of projects are now emerging that cross over both delivery vehicles. In addition to the two Secretariats the RITE team also includes the sub regional 2012 Opportunities Coordinator and discussions are underway as to how the

potential of the Olympic Games can be captured to benefit the communities within the CNRZ.

KEY DELIVERABLES

Table 1 below demonstrates how ZIP 6 will deliver in line with the AWM tasking framework outputs for 2007-2010.

Delivery is the key focus for ZIP 6 as projects move from the pipeline to contracted status. Partners will continue to support the Zone to deliver both Zone funded and none Zone funded activity.

Annex A – ‘CNRZ ZIP 6 Priority Activity’ demonstrates this activity giving a summary for each project, how it will deliver in line with the Zone objectives, the outcomes, outputs, budget and timetable for implementation, giving a holistic view of projects within the CNRZ.

Table 1 – CNRZ ZIP 6 Tasking Framework Outputs

Tasking Framework Outputs/Other Benefits	Contracted outputs delivered through existing projects				Potential outputs delivered through projects awaiting AWM approval				Overall Total 2007-10
	2007/08 (projected)	2008/09 (projected)	2009/10 (projected)	Total 2007-10 (projected)	2007/08 (projected)	2008/09 (projected)	2009/10 (projected)	Total 2007-10 (projected)	
Jobs Created	205	33	15	253	15	275	262	552	805
Jobs Safeguarded	395	85	0	480	0	119	45	164	644
Employment Support	100	0	0	100	0	281	301	582	682
Business Creation	74	20	12	106	0	13	14	27	133
Business Support	769	115	100	984	7	90	87	184	1168
Private Sector Leverage	£30,571,000	£0	£0	£30,571,000	£85,238,290	£61,927,500	£0	£147,165,790	£177,736,790
Public Sector Leverage	£18,654,130	£190,000	£0	£18,844,130	£40,471,000	£2,734,000	£0	£43,205,000	£62,049,130
Brownfield Land Reclaimed/Redeveloped - Hectares	10.15	0.5	0	10.65	1.2552	41.74	0	42.9952	53.6452
Skills	50	150	0	200	0	505	510	1015	1215
Community Initiatives	12	14	15	41	0	0	0	0	41
	(AWM PMS contracted outputs 02/10/06)								

IMPLEMENTATION PROGRAMME

Annex C – ‘CNRZ ZIP 6 Project Implementation Schedule’ allows the Secretariat and partners to timeline projects enabling better tracking of progress through appraisal to contract and eventual project starts. The Economic and Social Renaissance Sub Board will adopt this schedule as the main tool to track progress. The schedule will be updated on a quarterly basis for presentation at the Sub Board. Any revisions to the timelines will be discussed and agreed before being altered. A monthly review of the schedule will take place between the AWM Delivery Director and CSWP Economic Development Director.

FUNDING ARRANGEMENTS

The success of the transformation of the CNRZ relies on the collective effort of all the partners and their collective continued support for the strategic objectives of the zone. Table 2 below shows that over the 3 years of ZIP6 every £1 of AWM money will lever in £1.75 other public sector funding and £5.02 of private sector leverage. Over the period 2007 – 2010 the forecast total spend in the CNRZ is in excess of £275m. The critical mass that can be created as a result of the existence of the CNRZ ensures that transformational change will take place across the zone.

Table 2 – ZIP 6 AWM contribution, public & private sector leverage

	Total Projects 2007 –2010 - provisional		
	AWM Contribution	Other Public Sector Contribution	Private Sector Leverage
RZ projects	24,147,916	42,465,130	155,730,790
Porous RZ projects	11,193,000	19,584,000	22,006,000
Total	35,340,916	62,049,130	177,736,790

Annex B – ‘CNRZ ZIP 6 Budget Commitments by Project’ shows the Zone’s budget allocation for the next three years.

MANAGEMENT, MONITORING AND REVISION

The **Economic and Social Renaissance Sub-Board** (Sub-Board) is an adjunct of the CSWP Board. It is the key body agreeing the broad vision and setting strategic direction for the Zone, it is also responsible for reviewing new projects coming forward for approval and taking an overview of the general progress of the Zone and its budget. The **Resources Advisory Group** (RAG) supports the workings of the Sub-Board and is made up of representatives from key public, voluntary, community and private sector bodies. The RAG takes forward strategic issues for consideration by the Board, including the budget, and also reviews operational issues such as project applications and the working of the Zone structures. General project development is principally the role of the SPAs, set up by Zone partners broadly linking activities across the four pillars of the West Midlands Economic Strategy. Staff employed through the Zone Secretariat support the work of the SPAs, RAG and Sub-Board.

The monitoring of programme implementation will be done via the Sub Board. It is proposed to use the implementation schedule as tool for the Sub Board to review and agree robust action to rectify any issues where necessary.

It is anticipated that during the life of ZIP 6 that the zone may chose to move towards the commissioning of some projects that meet the needs and address issues within the Zone. CNRZ secretariat along with the CSW Corridor Secretariat is jointly working to commission the West Midlands Regional Observatory to undertake a study that will enable commissioning of projects to address the issues that are raised in the research.

RISK MANAGEMENT

Table 3 below sets out the Zone’s risk management framework. This effective management of the Zone’s programme can be directly attributed to action taken by the Partners in their administration and management of the current projects and by utilizing the information and systems of Advantage West Midlands’ Partnership staff. This information has allowed the Partners to identify and institute with Advantage West Midlands staff, positive corrective action to ensure that projects maintain their planned and approved progress towards timely and satisfactory completion within the financial budget allocated.

In addition to the Partnerships project approval and endorsement of projects that are in line with the ZIP, pre AWM criteria appraisals of projects by the SPAs and the Secretariat have allowed quantification and identification of risks applicable to individual projects.

At all stages the Partnership endeavours to be fully transparent in its decision-making processes, this includes risk identification and quantification of probability and impact.

Table 3 – Risk Management Framework

Risk	Probability	Severity	Risk management and monitoring actions
Poor quality project applications	Low	High	The Secretariat will continue to offer project development and appraisal training to assist in better quality applications. The Secretariat will engage at the earliest opportunity with projects to steer and advise on the content. The ability to offer support for project development and potential bid writers will be considered for each project.
Project process delays	Medium	High	The use of the

			Implementation schedule will allow the applicant, Secretariat and AWM to have an early and clear grasp of the timescales to be worked towards. The ability to deliver more appraisal ready projects will improve as a result of the training and improvements in the capacity of the partners and Secretariat.
Projects not achieving outputs	Medium	High	On site monitoring of projects against the contract and analysis of quarterly monitoring returns
Spend issues	Low	High	The potential for both under and overspend is common. Close quarterly monitoring will enable this to be managed. In order to assist this it would be beneficial for the Secretariat to have early warning of spend issues from the AWM Projects and Contracts team to minimise the impact
Slippage on major project and Zone under spend	Medium	High	Monitoring of projects spend. Review pipeline projects and bring forward endorsed projects to absorb under spend or additional funding.
Lack of Connectivity between projects and cross cutting issues.	Low	Medium	Co location of Secretariats for HTC and Zone and close working of Secretariat with the SPAs and partners reduces the potential for this to happen. The RITE team seek to join up and maximise benefit for the sub region.
Inability for the Zone to engage with partners and therefore lessen the overall ability for transformational change.	Low	High	There is a very well developed ethos of partnership working across the sub region that extends into the CNRZ. The Secretariat will continue to work alongside partners and service their

			requirements as appropriate.
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ANNEXES

Annex A – CNRZ ZIP 6 Priority Activity

Annex B – CNRZ ZIP 6 Budget Commitments by Project

Annex C – CNRZ ZIP 6 Project Implementation Schedule

Annex D - CNRZ ZIP 6 Funding by Themes 07-10

Annex E - CNRZ ZIP 6 Outputs by Theme 07-10