

**ADVANTAGE WEST  
MIDLANDS**

**WMES POLICY OPTIONS - A  
FRAMEWORK**

**A Final Report**

**August 2006**

**Regeneris Consulting**

1-5 The Downs

Altrincham

WA14 2QD

Tel: 0161 926 9214

Fax: 0161 926 8545

Web: [www.regeneris.co.uk](http://www.regeneris.co.uk)

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## 1. Purpose of the Paper

- 1.1 The purpose of this paper is to establish the scope of the policy options phase of the West Midlands Economic Strategy review. It has been prepared following an initial document review and discussions with Advantage West Midlands. It recaps on the aims of the policy options phase within the overall review of the West Midlands Economic Strategy and outlines the suggested scope of the work. Included is an outline structure for a report to prompt discussion over policy options.

## 2. Objectives of the Policy Options Phase

- 2.1 Advantage West Midlands (AWM) has embarked on their three-yearly review of the West Midlands Economic Strategy (WMES) which was last revised in 2004. This review is seen as having four main stages:

Stage 1: January to July 2006	• Build evidence base
Stage 2: May to September 2006	• Develop policy options
Stage 3: October 2006 to March 2007	• Consult on policy options
Stage 4: May to July 2007	• Consult on draft WMES

- 2.2 The first stage – building up an evidence base – is largely complete and AWM is now entering the next stage – “developing policy options”. Stages 2 and 3 have been described by AWM as follows:

### **“Developing Policy Options**

We will consider the market failures which will prevent us from delivering our projected vision for 2020. We will develop options for intervention and appraise these.

### **Consulting on Policy Options**

We will share our appraisals of the options for intervention widely with partners across the region and use this to arrive at a set of preferred options and priorities.”

- 2.3 This type of policy options exercise has not been previously undertaken by AWM or indeed most RDAs. In the remainder of this paper we set out the proposed practical scope of this exercise.

### 3. A Recap on the Current WMES

#### The WMES Vision

- 3.1 The current WMES has two versions of its overall vision – one a more discursive description of where it wants the region to be, the other a more succinct statement which is that by 2010:

The West Midlands is recognised as a World Class region in which to invest, work, learn, visit and live and the most successful in creating wealth to benefit all of its people.

- 3.2 The recent review of the current WMES<sup>1</sup> identifies reasonable support for the Vision. This is partly because it is sufficiently broad to be supported by wide range of partners. The report also recommended that that there might be merit in establishing a medium and long term set of aspirations in the Vision and further clarity on the scope of the Regenerating Communities pillar. These issues could be addressed once the Policy Options have been developed and consulted upon.

#### The WMES Challenges

- 3.3 The WMES set out 13 challenges of which five were priority challenges (and recently innovation has been added to create six priority challenges) under five pillars. As far as we are aware these challenges have not been re-assessed in any formal sense to date.

Table 3-1: Summary of Current WMES Challenges (key challenges shaded)	
Challenge	Pillar
<b>Challenge 1: Enterprise</b> – to increase and sustain employment and productivity by developing a world-class enterprise culture.	<b>Diverse and Dynamic Business Base</b>
<b>Challenge 2: Manufacturing</b> – to carry out the modernisation and diversification essential in the manufacturing industry that forms the bedrock of our regional economy.	<b>Diverse and Dynamic Business Base</b>
<b>Challenge 3: Innovation</b> – to build on the innovative potential of companies through increasing and exploiting research and development, promoting creative talent and developing all aspects of an innovative and market-led culture.	<b>Diverse and Dynamic Business Base</b>
<b>Challenge 4: Environmental</b> – to ensure that economic development enhances and is enhanced by the environment.	<b>Diverse and Dynamic Business Base</b>
<b>Challenge 5: Visitor Economy</b> – to develop our visitor economy as a powerful force for economic development and for regeneration in urban and rural economies.	<b>Diverse and Dynamic Business Base</b>
<b>Challenge 6: Skills</b> – to raise the basic and higher level skills in the region, to sustain and attract investment, thus narrowing the gap with other regions and reducing differences within the region.	<b>Learning and Skilful Region</b>
<b>Challenge 7: Transport</b> – to address the inadequacies of our transport infrastructure through partners developing innovative ways to create the sustainable, world-class transport system we need.	<b>Creating Conditions for Growth</b>

<sup>1</sup> Evaluation of the West Midlands Economic Strategy – GHK Consulting.

Table 3-1: Summary of Current WMES Challenges (key challenges shaded)	
Challenge	Pillar
<b>Challenge 8: Development Sites</b> – to ensure that Regional Planning Guidance is implemented, so that sites are made available to meet the needs of business or reused for other purposes.	<b>Creating Conditions for Growth</b>
<b>Challenge 9: Housing</b> – to link housing availability and quality to employment opportunities.	<b>Creating Conditions for Growth</b>
<b>Challenge 10: Economic Inclusion</b> – to recognise widening differences in economic performance and deprivation levels, to address this issue in areas of the region experiencing social exclusion and underperforming economies, especially North Staffordshire and the Black Country, and to ensure that everyone shares in created wealth.	<b>Regenerating Communities</b>
<b>Challenge 11: Demography</b> – to ensure that changing demographic conditions in the region are used to benefit both employers and the workforce.	<b>Regenerating Communities</b>
<b>Challenge 12: International</b> – to take advantage of opportunities available in an international context (particularly from European Union Community Initiatives), whilst being aware of the competitive challenges these present.	<b>Powerful Voice</b>
<b>Challenge 13: Image</b> – to create a positive image of the region and to improve the way it markets itself to target audiences.	<b>Powerful Voice</b>

#### The WMES “Architecture”

- 3.4 The five pillars of the WMES are familiar and, in essence, have not changed since 2000. The evaluation of the current WMES identified that these existing pillars are generally “*fit for purpose*” (although the scope of Pillar 4 – Regenerating Communities was subject to some debate) and that “*no strategic priorities were omitted from the framework provided by the pillars*”. We do not see these pillars being radically challenged by the policy options stage, simply because they provide a broad architecture which enables a range of different approaches.

#### Geographical and Sector Focus

- 3.5 Clearly, the other feature of the WMES is the strong focus given to the pre-existing key delivery foci namely:
- Regeneration Zones
  - High Technology Corridors
  - Business Clusters.
- 3.6 The evaluation of the current WMES concluded that these are “*generally considered to have clarified and improved their focus [over time] and are expected to be effective in concentrating resources to achieve the greatest impact [in future]*”. There was little evident desire for wholesale re-examination of whether these delivery mechanisms should continue to be in operation *per se*. The details of their aims and the scope of activities will however be considered as part of the process of drawing up the new WMES, though not as part of the policy options phase.

## 4. Review of the Evidence Base & Key Issues

- 4.1 As part of this scoping exercise we have reviewed the five reports commissioned to form the evidence base for WMES review. These are as follows, with a summary of the evidence they offer:

<b>Table 4-2: Key Evidence Base</b>	
<b>1. The Regional Economic Context</b> (West Midlands Regional Observatory & Institute for Employment Research, University of Warwick)	<ul style="list-style-type: none"> <li>Sets out likely economic, labour market and environmental change in the West Midlands over 10-15 years based on past trends</li> <li>Identifies and explores issues and challenges which have a bearing on the sustainable economic development of the West Midlands.</li> </ul>
<b>2. The Relative Performance of the West Midlands</b> (West Midlands Regional Observatory & Aston Business School)	<ul style="list-style-type: none"> <li>Examines the West Midlands' position in terms of the five drivers of productivity (investment, innovation, skills, enterprise &amp; competition) &amp; examines productivity differentials by sector &amp; size of firm</li> <li>Sets out sub-regional data on productivity drivers where available</li> </ul>
<b>3. Functioning Economic Geography</b> (West Midlands Regional Observatory & Birmingham University)	<ul style="list-style-type: none"> <li>Examines spread of enterprise, skills and broad industry groupings across the sub-regions of the West Midlands.</li> </ul>
<b>4. Evaluation of the West Midlands Economic Strategy</b> (GHK Consulting with input on housing from Centre for Urban & Regional Studies, University of Birmingham)	<ul style="list-style-type: none"> <li>Sets out the development of the WMES and key issues and priorities</li> <li>Examines the Strategic Added Value (that is leadership, influence and coordination) provided by elements of the WMES</li> <li>Reflects on key issues and considerations for future WMES development, including a summary of key emerging policy challenges</li> </ul>
<b>5. Evaluation of the Three Key Delivery Mechanisms of the WMES</b> (GHK Consulting)	<ul style="list-style-type: none"> <li>Sets out the development of the three key delivery mechanisms – Regeneration Zones, Clusters and High Tech Corridors</li> <li>Assess the Strategic Added Value of these mechanisms</li> <li>Highlights issues and recommends direction for future development of these delivery mechanisms.</li> </ul>

- 4.2 We have also examined the previous WMES and the skills evidence base delivered through the West Midlands Regional Skills Partnership.

### Summary of Key Issues

- 4.3 The evidence base, in the form of the first three papers above, identifies a series of issues which have some bearing on the economic performance of the West Midlands. Our assessment of these issues, whether highlighted up front or less obviously in commentary, is set out in Table 4-3.

Table 4-3: Issues with some bearing on economic performance in the West Midlands.
<b>Productivity</b> – there is a productivity gap with the UK average and relatively low productivity in many areas and sectors
<b>Employment</b> – challenge of maintaining high levels of employment
<b>Enterprise</b> – a driver of productivity and a route to creating employment and driving regeneration
<b>Innovation</b> – a driver of productivity
<b>Competition/Competitiveness</b> – competition is a driver of productivity, proxied by competition on world export markets. Competitiveness is intrinsically linked to productivity.
<b>Skills</b> – a key driver of productivity and a means to support economic inclusion
<b>Investment</b> – a driver of productivity
<b>Transport</b> – a key part of investment in the region
<b>ICT</b> – a key part of the region's investment base, reflects innovation and drivers wider changes
<b>Development Sites</b> – for business and other uses
<b>Housing</b> – the need to provide appropriate housing to support economic development
<b>Economic Inclusion</b> – large differences in economic performance between certain parts of the region
<b>Image</b> – has a bearing in particular on attracting and retaining skilled workers, visitors and inward investment
<b>Rural issues</b> – challenges facing rural areas resulting from demographic and industrial restructuring
<b>Demography</b> – demographic trends, including migration from outside the UK
<b>International Trade</b> – challenges and opportunities created by integration with shifting global markets
<b>Manufacturing</b> – the fate of the manufacturing sector will have a bearing on economic success
<b>Changing economic geography</b> – many innovative manufacturing and R&D functions locating in E <sup>3</sup> I belt 20 km – 40 km from the main conurbation. Widening gap between where people live and work, including across regions. There are also <b>changing economic development governance structures</b> across geographies – namely the development of the City Regions concept and structure. Governance structures are linked to, and need to react to, changing economic geography.
<b>Technological change</b> – challenge for West Midlands to adapt and opportunities for business and residents
<b>Environmental change</b> – challenges and opportunities for the West Midlands to adapt
<b>Other drivers of fundamental change</b> – government policy, individualism, consumerism, focus of local communities and local goods and services, growth of non-spatial communities of interest, concern about individuality and global security are highlighted.

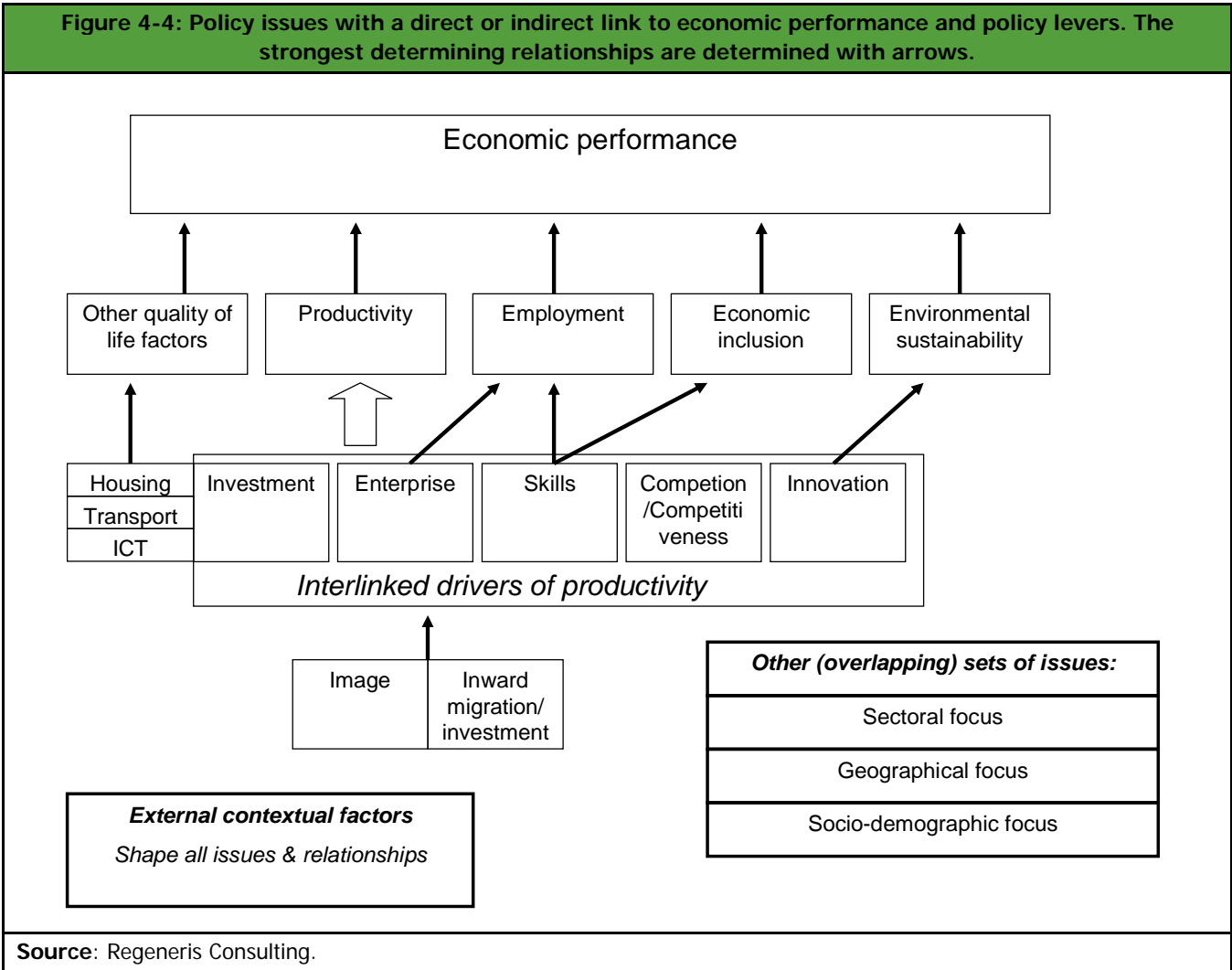
4.4 There are possible other issues than those raised above. In particular:

- There are **other sectors** apart from manufacturing which are important for regional performance – in particular professional and business services and the visitor economy for example.

- While it is recognised foreign owned companies have a superior record for investment and innovation **inward investment** receives no explicit treatment as a possible issue.
  - There may be key underlying factors affecting employment, well-being and productivity such as **health**.
- 4.5 This range of issues is necessary wide. In the work we have reviewed there is an overall lack of clarity over how these issues are related to overall economic performance (achieving the West Midlands vision) and how they are inter-related. Some can be directly influenced by regional policy; for others there is little regional partners can do to affect change.

### Thinking about Key Issues

- 4.6 There are four broad sets of issues which can be distinguished:
- Some issues are linked closely to **policy “levers”** - where the public sector can and do intervene to influence economic outcomes.
  - **External contextual drivers** – there are underpinning drivers and phenomenon which impact on the challenges and opportunities of the region (e.g. demography, technological change) although the possibility or desirability for public sector action is less clear. These can be thought of as external shocks (e.g. closure of MG Rover, energy price rises) over which the region often has very little control.
  - **Sectoral focus** – certain sectors are likely to be more critical than others to the economic performance of a region. As such they may be a focus for policy.
  - **Geographical focus** – some areas are likely to present more challenges and opportunities of regional importance than other areas. As such they may be a focus for policy.
- 4.7 Those issues linked to policy levers are generally the focus for regional policy. The most important of these issues identified in the evidence base are set out in smaller boxes in Figure 4-4. They are generally familiar challenges for the West Midlands. The most prominent linkages between issues and economic performance and inter-linkages between issues are highlighted below, with arrows indicating the direction of influence. These relationships are likely to be a key area of discussion during the Policy Options Phase.



### Geographical focus

4.8 The key points from the work on the evidence base are summarised in Table 4-5 below.

<b>Table 4-5: Functioning economic geography of the West Midlands</b>
<ul style="list-style-type: none"> <li>• The West Midlands has a 'polycentric' economic geography – it contains a major conurbation (Birmingham, Black Country, and Solihull), a second conurbation (North Staffordshire) and the City of Coventry with its own economic linkages and dependent commuters. It also has other significant but smaller centres of economic activity such as Shrewsbury and Telford, Hereford, Rugby, Worcester and Bromsgrove.</li> <li>• Population of the West Midlands is still strongly concentrated in Birmingham City, which accounts for a million of the region's 5.3 million residents.</li> <li>• Higher skilled residents are concentrated in counties like Herefordshire and Worcestershire, which offer large housing situated in rural, semi-rural or small town environments. This concentration is allied to increasingly extensive commuting from this type of location. Skills are lowest in the Black Country part of the conurbation; while Birmingham also has high proportions of low skilled residents it also has a reasonable high concentration of highly skilled residents.</li> <li>• New firm formation is highest in the south east of the region, followed by the</li> </ul>

rural areas of the region. Firm formation rates in urban areas are relatively low, possibly related in part to more large firm employment. Self-employment is a key element and indicator of enterprise. It has been generally rising somewhat in the West Midlands over recent years (although the evidence base does not provide a breakdown of self-employment rates by sub-region).

- Birmingham City Centre is the first tier cluster of professional and financial services in the West Midlands.
- There has been a continued decline of employment in Black Country manufacturing sectors, and the automotive complex in Coventry and the South of the region.
- There has been an extension of manufacturing (especially manufacturing not elsewhere classified) into a surrounding belt some 20 km to 40 km from the conurbation. This belt has generally high concentrations of enterprise, skills, R&D activity and professional and business services and logistics in many parts. The motorway network is thought to be a prime factor in firm's location; as is a good quality of life offer which has attracted skilled workers to reside in areas within feasible commuting distance of this belt. This belt is termed the E<sup>3</sup>I Belt – an area which combines 'economic', 'entrepreneurial', 'environmental' and 'innovation' factors. It includes a number of distinct centres including Stratford on Avon, Warwick, Lichfield, Cannock, Bridgenorth and Bromsgrove. It is recognised there are not necessarily common sector strengths across this belt.
- There are also innovation centres beyond the conurbation and this belt in areas including Newcastle under Lyme, Stafford, Telford, Malvern and Worcester.
- Agriculture, food and tourism are major employment sectors in more rural parts of the West Midlands, such as Worcestershire and Herefordshire.

- 4.9 In order to focus discussion on policy decisions, it is proposed to examine geographical focus within the context of individual policy levers as part of the policy options phase.

### Sector focus

- 4.10 Manufacturing is drawn out in the evidence base as a key issue for the West Midlands. The rationale for doing so should be revisited. Implicitly the reasons for selecting a sector as a policy focus are as follows:

- Importance of sector in **providing employment and incomes**:
  - Manufacturing is a moderately large sector (16% of regional employment), although it is more important in terms of full time male employment
  - It is important in providing employment in parts of the region and demographic where there are poorer employment prospects
  - Manufacturing has strong 'multiplier effects' through an extensive supply chain. Output is 'exported' outside of the West Midlands, as opposed to sectors which rely on local expenditure. It brings income into the West Midlands, which is spent on local goods and services or 'imports' from outside the region through wages and a significant supply chain. There are a relatively large number of jobs dependent on each manufacturing job.
- There is **opportunity for the public sector to intervene to raise the prospects** of the sector:

- While employment in much of the sector is likely to decline there are some innovative parts of the sector likely to be the basis for future growth of the sector.
  - There is likely to be market failure due to positive 'spill-over' effects the presence of firms and other institutions confer on other firms.
  - There is an opportunity to support growth in the future, by supporting growing parts of the sector and enabling declining firms to diversify.
- 4.11 While these criteria are variously mentioned in the supporting evidence, the importance of manufacturing or other sectors has not been fully tested against them. Such additional analysis may be necessary in fleshing out any specific sector focus for the WMES.
- 4.12 In order to focus discussion on policy decisions, it is proposed to examine sectoral focus within the context of individual policy levers as part of the policy options phase.

## 5. Scope of the WMES Policy Options Phase

- 5.1 Following a document review and discussion with AWM, we have established an initial scope for the WMES Policy Options Phase. The key points are summarised below.

### Scope of WMES Policy Options Phase

- **The WMES Vision will not be revisited at this stage as part of this work.** The current Vision is well-established and sufficiently broad. We will approach the Policy Options Phase under the working hypothesis that the current WMES Vision holds. Consideration of short term and medium term milestones for the new WMES might follow the Policy Options Phase as part of the drafting or action plan stage.
- **The Broad WMES Framework Architecture will not be revisited as part of this work.** Key challenges for the West Midlands are well-established and the five pillars offer a broad framework under which these challenges sit.
- **The focus of the work will be *how* the West Midlands can best address established challenges using key policy levers.** This will mean establishing high level strategy for operation of key policy levers. The inter-relationships between key policy levers and their links to overall economic performance will be a key topic for discussion.
- At this stage we consider the following key issues as the focus for discussion - **Enterprise, Skills, Innovation, Competition, Investment, Employment and Quality of life.**
- **Sector and geographical foci will be considered under relevant policy levers.** Reports to stimulate discussion are likely to include a summary of the approach to sector and geography across drivers, and identify any cross-cutting or additional issues for discussion.
- **Delivery details and mechanisms will not be considered at this stage as part of this work.** This includes testing the rationale and scope of Business Clusters, High Growth Technology Corridors and Regeneration Zones.

- 5.2 An outline structure for an initial Discussion Paper is given in the following section.

## 6. Outline Structure of Discussion Report

### 1. Summary of Choices [say 6 pages]

1.1 Easy summary read of issues and main questions for WMES and regional partners to consider. This summary section would draw together the major strands of information in the subsequent sections.

### 2. What is the WMES Trying to Achieve?

2.1 Summarise the current WMES vision

2.2 Explain that in practice this means:

- Increase in relative GVA per capita (Regional Economic Performance PSA) driven by:
  - Improved productivity of those in jobs (in a static sense and in a dynamic sense, in that the West Midlands has the ability to sustain productivity growth, through for example entrepreneurial activity, into the future)
  - Increased employment rate
- But at same time ensuring fair [or fairer] access to this improvement
- Growth that is sustainable and supports improved quality of life.

2.3 We are taking this as the working hypothesis for developing policy options

#### Part A: What Does the Evidence Say?

### 3. How Well is the West Midlands Doing?

3.1 Summarise the findings from the evidence base in term of the Region's overall standing and trends in relation to measures of economic performance and welfare. Covering both absolute current position, relative performance [compared to other regions in UK and in EU], and changes over time. This section will address:

- GVA
- Employment
- Incomes
- Disparities and access to opportunity.

### 4. What are the Big Issues Underlying Regional Economic Performance?

4.1 Summarise a broad model of economic performance. Setting out the factors which can and do influence economic performance. [See model in paper].

4.2 Should emphasise that the role of the public sector and indeed the WMES is relatively limited in what it can do to impact on economic performance.

4.3 Set out what the evidence base says are the main issues in relation to:

- Big drags on economic performance
- Main opportunities and areas of success

- Future external threats [and opportunities]
- 4.4 What are the main distinct geographies or types of areas in the West Midlands?
- [Some simple maps setting these out]
  - What has been and is their role and direction of travel?
- 4.5 And perhaps, the same thing on sectors?

Part B: Policy Choices

## 5. Introduction: What is the Range of Policy Choices?

- 5.1 We see the policy choices as relating to three concepts:
- 1) The different levers where the public sector can and do intervene to influence the economy – some are pan-regional, others may be place specific
  - 2) The different possible geographical focuses of the WMES [city regions, areas of need, areas of opportunity etc]
  - 3) The different possible sectoral focuses of the WMES [which bits of the economy should be the main focus of intervention]

## 6. What are the Issues and Choices around Interventions?

- 6.1 This section would explore in more detail the possible policy choices and issues related to different areas for intervention, based around the drivers of productivity and supplemented with additional themes on quality of life and employment. Drawing together the Options from each of these themes, the paper will, where evidence permits reflect on the relative importance to the West Midlands economy each:
- Enterprise
    - Inc Enterprising People (as well as start-ups)
  - Education & Skills
    - Educational attainment and competencies
    - Supply & demand
  - Innovation
  - Investment
    - Land and property
    - Transport
    - Housing
  - Economic Activity
    - Employability
    - Health
    - Barriers to Work
  - Quality of life
    - Environment & sustainable development

- Perceptions internally & externally
- Cultural
- Sustainable communities & rural sustainability
- Community Cohesion
- Other

6.2 NB it has been agreed that an analysis of the Competition driver at a regional level would not yield any distinct Policy Options which couldn't be addressed in one of the other papers. The region has little control over the levers of competition as the regime under which businesses operate is set nationally and at European level.

6.3 The main report would contain a simple summary of the issues covering:

- major issues from evidence base
- initial thoughts on barriers & market failure arguments
- options for setting priorities (linking back to places and in sectors and in certain socio-economic groups).
- explanations of how some of the themes interact these issues [pulling each lever impacts on other levers in a positive and negative sense].

6.4 Each of the theme overviews would be supported by a more detailed topic section in the Appendix which provides a more comprehensive overview of the West Midlands context. A sample of the Enterprise section is included for reference.

## 7. What could be the Role of Places in the WMES?

7.1 What does the current WMES say about places and what has been the approach?

7.2 Explain why place is important: where interventions interact and where there can be both positive and negative "spillovers" (e.g. interaction between businesses/people/environment)

7.3 What options are there?

- City regions focus?
- Areas of need?
- Areas of opportunity?
- Areas bridging success and need?

7.4 How far does the focus on support in the WMES have implications for space?

7.5 Relationship to RSS work and development.

## 8. What could be the Role of Sectors of the Economy in the WMES?

8.1 What does the current WMES say about sectors and clusters and what has been the approach?

8.2 Explain why sectors are important: they are economic building blocks

8.3 What options are there?

- Continued manufacturing focus?

- New horizon/fore-sighting future growth?
- Sectors defined by knowledge content?
- Sectors providing opportunities for groups in need?

8.4 How far does the focus on support in the WMES have implications for sectors?

## 9. Big Picture Strategic Policy Choices for WMES?

9.1 To provide some greater coherence and manageability to this complex array of issues the final section of Part B would set out, perhaps 10 big picture options and their implications. These will be set out to prompt discussion. Most of these options are not mutually exclusive and the final approach is likely to be some combination of elements from each. At this stage we suspect the scale of options might be as follows:

- 1) A people focused WMES: a central focus on skills and employability as barrier to employment and main issues for regeneration; skills as biggest impediment to increasing productivity; skills of management and leadership as main determinant of business performance; attitudes and ability to start business as enterprise driver etc.
- 2) A physical environment focused WMES: the physical regeneration of economic and social centres in the WM is the major barrier to investment and thus productivity. The growth of the WM economy must be managed to preserve and improve the environment of the region to ensure its long term sustainable competitiveness.
- 3) A business focused WMES: under which supporting existing business to compete and innovate would be the paramount theme. Focus would rest on growing the scale and number of businesses and entrepreneurs in growth markets with future potential as the route towards long-term prosperity.
- 4) A place focused WMES: the changing pattern of investment and economic activity requires investment to be tightly channelled into a series of named locations e.g. city-centres or E3I locations, across all themes of the WMES.

9.2 There may be other big picture options which emerge in due course and the focus of those listed above will undoubtedly change in light of the emergent evidence. These big picture options are not intended to be mutually exclusive; the final WMES will almost certainly be an amalgam of these big picture options. They are intended to provide additional focus to the where priority emphasis should lie.

## Appendix A Enterprise Topic Example

### **Why is Enterprise Important?**

1. General statement of significance of enterprise as a driver of productivity and to economic performance.
2. Summary overview of range of activities/interventions which may be pursued to boost regions enterprise performance.

### **What is the WM Enterprise Performance?**

3. Digest of key WM indicators on enterprise
  - Start up rates by district & sector
  - Survival rates by district & sector
4. Assessment of
  - the scale of the challenge in order to fulfil the WMES vision
  - the barriers standing between current performance and the vision
  - aspects of market failure which indicate where intervention may be justified

### **Current Commitments to Enterprise in the Region**

5. What emphasis has been placed on enterprise in the current
  - WMES
  - Action Plan & Investment Programme
  - Plus other major national initiatives such as LEGI, Enterprise Areas, EU (O2 & Competitiveness Programme)
  - The role of national & EU policy in shaping enterprise outcomes

### **Future Priority Options**

6. A review of the A synthesized summary of the key priority targets for enterprise support and attention described by:
  - Sector and business type
  - Location
  - Entrepreneur (inc. socio-economic group)
7. This would be supplemented with a summary of the objectives, barriers and implications of targeting each priority group



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**Regeneris Consulting Ltd**

1-5 The Downs

Altrincham, Cheshire WA14 2QD

Tel. 0161 926 9214

Fax. 0161 926 8545

info@regeneris.co.uk

www.regeneris.co.uk