
Report to

Cabinet
Council

11 March 2008
18 March 2008

Report of

Director of City Development

Title

Innovative Coventry: a strategy for growth and transformation: Draft Economic Development Strategy

1 Purpose of the Report

- 1.1 The purpose of this report is to secure agreement to the changes to the strategy resulting from consultation responses and to adopt "Innovative Coventry: a strategy for growth and transformation" as the Council's Economic Development Strategy (EDS).

2 Recommendations

2.1 Cabinet is recommended to:

- 2.1.1 Agree to changes to two of the key goals of the strategy as set out below in paragraph 3.4 of this report.
- 2.1.2 Agree to the changes made to the overall strategy, including those significant changes set out below in paragraphs 3.5 – 3.7.
- 2.1.3 Agree to commend to Council the amended strategy for it to consider adopting as the City Council's Economic Development Strategy for the City.

2.2 Council is recommended to:

- 2.2.1 Agree to adopt the amended strategy as the City Council's Economic Development Strategy for the City.

3 Background and changes

- 3.1 The Draft EDS was agreed at Cabinet on 4 December 2007.
- 3.2 Consultation lasted from 5 December 2007 until 25 January 2008. During this period the Draft EDS was taken again as part of the consultation process to the Coventry Partnership Operations Group (9 January) and then Board (16 January) and also to Scrutiny Board 3 (16 January). Overall the feedback we received was very positive and has enabled a variety of changes to be made to the document simultaneously. The positive nature of the consultation responses is reflected in the synthesis attained between the Draft EDS and the contributions of the stakeholders.
- 3.3 A number of revisions are to be made to the text. A full list of changes and suggestions is included in Appendix 1. The significant changes are:

3.4 Goals of the EDS

The goals of this strategy have been changed after input from Coventry Partnership, Scrutiny Board 3 and the Sustainable City Team. The first and fourth goals have been altered to read:

Old goal	New goal
Providing Jobs to Create Prosperity (second goal)	Providing more and better quality jobs (second goal)
Creating a City that is more environmentally Sustainable and has a Carbon Neutral Impact on the Environment. (fourth goal)	Create a city that is more environmentally sustainable with set targets to reduce its carbon impact on the environment (fourth goal)

3.5 Universities

We were pleased to receive positive feedback from the University of Warwick that has led to the following developments within the strategy:

- More focus upon the role and contribution of the City's two Universities
- A stronger reference to the planned growth of the universities and their impact upon the economic performance of the city
- The inclusion of a 'graduate retention strategy' (see 'Graduates' below)
- Recognition of the importance of the Universities international connections

3.6 Graduates

A graduate working group from Regeneration Services have helped us develop the following change:

- To develop and resource a Graduate Retention Strategy as part of the EDS Action Plan

3.7 Indicators

- The draft currently contains a number of economic and regeneration indicators which will assist in measuring the impact of the Strategy. These indicators are still subject to an ongoing piece of work and are likely to change as a result of the LAA negotiations with Government.
- It is proposed that as the negotiations with government take place over the use of national indicators, partners also agree which local indicators will be used to measure the progress and impact of the economic development strategy. Given that negotiations are currently ongoing with government, the indicators presented in the final version of the EDS may need to be modified slightly. This will happen later in the year to align with the indicators finally agreed for the LAA, particularly Economy, Learning, Skills and Employment and Housing.

4 Consultation process and feedback

- 4.1 Throughout the process the EDS has received feedback from a number of key stakeholders, these include: interested council departments, the Sustainable City Co-ordinator, Coventry Partnership, Scrutiny Board 3, CSWP, Advantage West Midlands, Job Centre Plus, the Chamber of Commerce, the University of Warwick, a workshop of recent graduates, and individual members of the public.
- 4.2 The consultation feedback and the associated changes are attached to this report as Appendix 1.

5 Other specific implications

5.1

	Implications (See below)	No Implications
Best Value	✓	
Children and Young People	✓	
Climate Change & Sustainable Development	✓	
Comparable Benchmark Data	✓	
Corporate Parenting		✓
Coventry Community Plan	✓	
Crime and Disorder	✓	
Equal Opportunities	✓	
Finance	✓	
Health and Safety		✓
Human Resources	✓	
Human Rights Act		✓
Impact on Partner Organisations	✓	
Information and Communications Technology		✓
Legal Implications		✓
Neighbourhood Management	✓	
Property Implications	✓	
Race Equality Scheme		✓
Risk Management		✓
Trade Union Consultation		✓
Voluntary Sector – The Coventry Compact	✓	

In summary the implications are:

- 5.2 The Economic Development Strategy will provide strategic direction for the council and its partners and will set priorities and targets for the economic prosperity of the city and its neighbourhoods. It will therefore have implications for the council's and our partners' services and partnership working through the LAA and Sustainable Communities Strategy. It aims to improve equality of opportunity through improved economic performance, to make the city more sustainable and to tackle climate change. In terms of comparable benchmark data the Strategy has been developed using an evidence base made up from a range of comparative data and this will be used to develop the goals and performance indicators.

6 Monitoring

- 6.1 The EDS contains an Action Plan for the next 3-5 years, and an overall strategy and direction of travel for securing the city's regeneration and prosperity over the next 20 years.

6.2 The Council (including the scrutiny function), the Coventry Partnership and the new Local Public Service Board will be involved in the performance management of the EDS five-year action plan, via the Sustainable Community Strategy and Local Area Agreement.

7 Timescale and expected outcomes

7.1 The information gathered during consultation has been used to inform the development of a final Economic Development Strategy document. A further briefing on the progress of the consultation was circulated to the Coventry Partnership Board (21 February). It is proposed that the EDS is now formally adopted by the Council.

	Yes	No
Key Decision		✓
Scrutiny Consideration (if yes, which Scrutiny meeting and date)		
Council Consideration (if yes, date of Council meeting)		

List of background papers

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Papers open to Public Inspection

Description of paper	Location
None	

Appendix 1 Table: Consultation responses

Consultation - what they said	Organisation / individual	Action - what we thought	Outcome - what we did	EDS Goal
Improvements to city centre should focus upon one or more specific sectors i.e. entertainment/retail	Coventry Partnership	there was a need to reference masterplanning	Additional reference to the city centre masterplan p.7 reads: "Establish a Masterplan to guide and support the future growth and development of the city centre"	Transform and extend the city centre
The strategy should be more specific about the types of job Coventry wants to attract	Coventry Partnership	a need to be specific around types of jobs	alteration to the second goal used on p.7; "Providing more and better quality jobs" and further references to "Create a range of jobs to match the skills and experience of local people and graduates" and also to 'quality' jobs p.33	Providing jobs to create prosperity
The strategy should plan to develop and emphasise an entrepreneurial/ creative culture	Coventry Partnership	noted	reference in section "A vision for Coventry"	Providing jobs to create prosperity
A general feeling that the strategy should be more distinctive to Coventry	Coventry Partnership	need to increase specific references to Coventry	Highlighting the position of Coventry, particularly in Section 4, e.g.; "Coventry is well placed to demonstrate how a city can play a pivotal role in the growth, development and positive transformation of both an urban centre and city-region."	Transform and extend the city centre
The EDS should develop the link between transport and general economic development; the development of a unique/ distinctive transport system	Coventry Partnership	a need to be clear around the strategic context	references made in section 4 to the growth agenda and also changes to the bullet point 'transport'	
Be more explicit as to how we will create a vibrant city day and night	Coventry Partnership	a need to reference city centre strategy	reference made in Section 3, 'A vision for Coventry'; "Establish a Masterplan to guide and support the future growth and development of the city centre"	Transform and extend the city centre
The EDS should be more focused upon 'quality jobs', not merely jobs. A suggested change to the fourth goal inline with this	Scrutiny Board 3 January 17	change similar to that suggested by Coventry Partnership	alteration to the second goal; "Providing more and better quality jobs" and further references to 'quality' jobs p.33	Providing jobs to create prosperity
Change to fourth goal, target of a carbon neutral city is too ambitious: "Creating a city that is more environmentally sustainable and has set targets to reduce its carbon impact upon the environment"	Chris Thomas	change needed to fourth goal	Change to fourth goal: "Creating a city that is more environmentally sustainable and has set targets to reduce its carbon impact upon the environment"	Creating a city that is more environmentally sustainable and has a carbon neutral impact upon the environment

Change to target for fourth goal, p.34 add in the target of a reduction of 3% in emissions	Chris Thomas	change needed to fourth goal	Change to fourth goal: "Creating a city that is more environmentally sustainable and has set targets to reduce its carbon impact upon the environment" and addition of target of 3% emissions on p.34	Creating a city that is more environmentally sustainable and has a carbon neutral impact upon the environment
Change to page 17 re housing; insert the following into the first paragraph: "create a greater variety of housing options"	Chris Thomas	change necessary	amended	Building new homes and transforming communities and neighbourhoods
Current drives for efficiency and consortium buying are limiting opportunities for local business (often SMEs) to successfully compete for public sector business and therefore I believe a proactive approach needs to be taken to ensure this condition is created.	Leslyn Rew	some changes needed to bring out the point more clearly	change made section 8, additional bullet point; "Encouraging local supply and purchasing to improve the environmental sustainability of the city" and further change in action plan	
Is there a case for encouraging local procurement by all sectors, not just by the public sector, to bring even greater benefits to the market size?	Leslyn Rew	noted	considered in changes made	
The paragraph at the top of page 17 is reasonably correct, but it gives slightly the wrong impression that policy comes from Warwickshire	Niall McChesney	noted	draft amended in Section 4 along the lines suggested	
The CDP definition of the City Centre extends beyond the Ring Road, especially to the north and south. It's not so much traditional boundaries as some people's perceptions of the city centre.	Niall McChesney	a need to tackle perceptions of city centre	change incorporated to tackle perceptions of the city centre throughout document	Transform and extend the city centre
Extra clarity around the figures on page 10 (25 000 new jobs) and on page 32 (8 000 people working in the city centre). Also question as to whether jobs in retail or hotels contribute towards jobs figures currently	Niall McChesney	a need for clarification around numbers of new jobs	Historically when Coventry's economy has grown, it has been at a rate of 1,000 to 2,000 jobs a year. However, in the current climate there are indications it may be more like 3,000. We are therefore investigating this further	Providing jobs to create prosperity

Does the extra 2500 people result from expanding the boundaries or by other investment?	Niall McChesney	noted	a mixture	Providing jobs to create prosperity
Indicators. Questions around who is going to collect the information, analyse it and check on whether or not targets are reached?	Niall McChesney	noted	a mixture	Indicators
"I thought the look of the document was very good with it having a clean and accessible appearance that is very readable. I think the corporate look works well and that the use of diagrams and charts was effective. As discussed, I would like to use a similar look for the climate change strategy and will be in touch with Pixeltrix as you advise."	Michael Checkley	noted	noted	
We would also like to see inclusion and recognition of the role we will play through both the Regeneration Zone and High-Technology Corridor	CSWP	changes needed	additions made in Action Plan and also Section 4; "Coventry is well placed to demonstrate how a city can play a pivotal role in the growth, development and positive transformation of both an urban centre and city-region. The sub-regional economic development partnership, Coventry Solihull and Warwickshire Partnership (CSWP), can help facilitate the growth of the city through our Regeneration Zone priorities around encouraging vibrant town centres. Also vital is the key role that CSWP can play in business – university collaboration through the High-Technology Corridor."	
We are pleased to see the strategy recognise the importance of key sites outside of its boundaries e.g. Ansty, which will have a huge impact on the economy as they are brought forward.	CSWP	noted	noted	Providing jobs to create prosperity

The Diagnostic Tool outlined within the Strategy also represents a new and well-thought out approach to Partnership work. We hope it will help to identify strong and appropriate partnerships to move the economy of the city forward.	CSWP	noted. Further development of the Diagnostic Tool is taking place		
Flag needs of new graduates in rented housing market – Coventry First?	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities
Re-consider possibility of a graduate retention officer (full or part time) – based within I&B	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities
Investigate potential of local jobs fair at the two universities	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities
Investigate welcome / 'selling Coventry' type leaflet for current students, perhaps with a focus on local employment opportunities	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities
Investigate graduate development / training opportunities through Young Professionals network	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	
Look at graduate development and entry opportunities within our own organisation, including potential to link to existing public sector training provision at Warwick Business School.	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities

Comission special projects team to address issue of grad retention, to draw up a strategy and comission work	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities
"universities are not only centres of innovation, but also drivers of economic development through knowledge transfer and the provision of highly skilled people. However, the Strategy should include more detail on this, and be more specific on how the universities can drive economic development, and on the particular strengths that they possess. "	Warwick Uni response	a need to bring out the role and contribution of the cities universities	Changes in Section 4; "in particular the partnership between Coventry City Council, the University of Warwick and Coventry University will be decisive. The expansion of the universities and their international reputations will be an integral element of the overall economic growth of the city. Each university has a clear development plan detailing their ambitions for growth."	Graduates and Universities
"real question for the City should be: what can we do to make Coventry a more attractive place for graduates of the two universities? This challenge can only be met if the City can provide top quality jobs to compete with London and the South East, and also a high quality social and cultural environment."	Warwick Uni response	question similar to that raised by Graduate Working Group	addressed by the Action Plan and creation of Graduate Retention Strategy	Graduates and Universities
"We also agree that Coventry should look even further afield - this matches the University's own aspirations, as we now see our "region" as including the "arc of development" taking in Milton Keynes, Oxford and beyond. The University, and the City of Coventry, can benefit from being key players in the innovation and growth area that now extends from Birmingham to London."	Warwick Uni response	noted. investigate where this can be highlighted		Graduates and Universities
" More should be made in the Strategy of the University's international connections "	Warwick Uni response	agreed	Section 4 ; "The expansion of the universities and their international reputations will be an integral element of the overall economic growth of the city. Each university has a clear development plan detailing their ambitions for growth"	Graduates and Universities

<p>" there is a reference on page 43 to the employment strand being guided by the Jobs & Economy Theme Group; the JSG has recently merged with the Learning and Training Theme Group and is now re-titled the Learning Skills and Employment Theme Group. Could you amend the reference? "</p>	<p>Jane Malbasa JCPlus</p>	<p>agreed</p>	<p>amendments made where necessary</p>	<p>Providing jobs to create prosperity</p>
<p>"we would like to suggest that the Coventry Economic Strategy considers providing a benchmark for current GVA and outlines the medium and long term targets for GVA in order for overall progress to be readily understood"</p>	<p>Advantage West Midlands (AWM)</p>	<p>noted. Research and Strategy to undertake investigation into wellbeing indicators and GVA</p>		

Innovative Coventry

A strategy for growth and transformation

The Economic Development Strategy 2008 – 2013



Coventry City Council

This Economic Development Strategy has been produced in consultation with Coventry Partnership and was adopted by the Council on 11 March 2008.

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The challenge ahead

“The best thing about the future is that by working together we can help shape it to achieve the goals we decide to set ourselves.”

1 Foreword

This economic development strategy has been produced to guide and inform the economic development of Coventry over the next five to ten years.

It has been written at a time of great opportunity and challenge. Locally Coventry is benefitting from major investment in the City and the emergence of an ambitious plan to reshape and renew our City Centre. Overall £8 billion of investment is taking place, or planned, over the next few years. Yet the last few months have seen a serious loss of confidence in the performance and anticipated growth of the global economy. The 'credit crunch', growing Government debt, and the collapse of Northern Rock are all harbingers of tougher times ahead in the UK as well as a more uncertain and unpredictable economic future.

This strategy is based on the central idea that uncertainty is a key feature of the emerging global economy and that our task, to be a successful city, is to adapt and respond quickly to opportunities that may present themselves. The strategy explicitly endorses a pathway based approach to achieving transformational growth. Coventry will achieve urban renewal and improved quality of life for the benefit of everyone who lives, works and visits, by becoming a bigger community in which more people are choosing to live and work.

The strategy has been produced following a consultation with local and regional stakeholders and partners. It forms a key part of our Sustainable Communities Strategy describing how we will achieve our ambitions for employment, enterprise, investment and growth. The strategy provides background evidence, a framework and tools which can be used by decision makers to inform choices and make judgements about how to grow and develop the city to meet the needs of local people, employers, businesses and others. It is a plan to enable partners to come together to decide, and then take, effective action. It is deliberately flexible so that it can evolve and remain useful as economic circumstances change.

The single most important message of this strategy is that local partners should come together to set a direction and priorities for the growth and transformation of the city. If we do that, we place the future of our city in our own hands. Not to do so would be to miss a great opportunity and create the danger of leaving Coventry without a sense of its own role in a fast shifting global economy. Let us take on this challenge and work together to create a positive future for Coventry, a great city now and in the future.



Councillor Kevin Foster
Cabinet Member (City Development)

2 Introduction

Innovative Coventry

The title of this strategy is important. It captures both the integral role innovation has played in shaping Coventry, and the innovative characteristic inherent throughout Coventry's historical development. In the past, innovation drove the city in making things – to successive waves of world-leading innovations in the production of everything from silk ribbons and watches to bicycles and cars, tractors and tools, aircraft and telecom systems.

But the title is also about how successive generations of people have come to the city because of the economic opportunities it offered – to make it their home, create new communities and build a successful life here.

So the traditions of the city, of innovation and opportunity, should be carried forward under our banner of 'Innovative Coventry'. These features must remain our guide to action for the twenty-first century.

3 A vision for Coventry

The Vision

The vision at the heart of this strategy is based on the aspirations for the city expressed by both the City Council, and Coventry Partnership in their plans. It is simply that:

“Coventry is a growing accessible city where people choose to live, work, and be educated and businesses choose to invest.”

The Goals and Objectives

This strategy proposes that Coventry seeks to build on its current economic success to grow into a larger community of just over 350,000 people – an increase of 15%. This approach fits into the challenge arising from the Governments Regional Spatial Strategy for urban centres to grow to accommodate a higher than average share of the expected rise in the number of households that is projected over the next twenty years. Coventry has been identified as a “growth point” by the Government and has signalled its intention to plan for growth.

Growth is seen as a means to an end rather than a goal in its own right. In order to improve the quality of life experienced by people living and working in the city, Coventry needs to attract investment. This investment, much of which will need to come from the private sector, will only happen if Coventry is able to offer a growing and prosperous economy offering commercial returns to those who chose to invest in the future of the city.

Coventry plans to transform itself over the next twenty years so that it becomes a more vibrant and attractive place to live and work and becomes a destination of choice for people who want to live in a successful, stimulating, safe and sustainable urban environment.

The goals of this strategy are:

■ Transform and extend the city centre

- Establish a Masterplan to guide and support the future growth and development of the city centre
- Create a landmark gateway to the city in the area around the railway station
- Improve further the retail offer attracting another major anchor store as the corner-stone of developing the city as a sub-regional shopping centre
- Create new jobs through the 2.5 million square foot of office space by 2026 and additional 1.5 million square foot of retail, leisure and hotel development planned for the city centre
- Extend the perceived city centre boundary across the inner ring road and include the Swanswell Initiative area creating a new education and leisure quarter and providing new investment opportunities for jobs and housing

■ Providing more and better quality jobs

- Create a range of jobs to match the skills and experience of local people and graduates
- Attracting new businesses to extend and diversify the economic base of the local economy and provide new jobs
- Supporting existing businesses to retain jobs and maintain a globally competitive local economy
- Provide an adequate supply of new and reused employment land to meet the need for the city to grow and provide new jobs
- Encouraging enterprise as a source of jobs, renewal, particularly in the creative industries and service sector, and innovation in design, ICT and engineering

- Support the ambitious growth and development of both the city's universities to maximize their input, and impact on the economy of the city
- Improving skills and creating more job opportunities for new graduates
- Working with individuals to help them overcome personal and social barriers to finding and retaining jobs

■ **Building new homes and transforming communities and neighbourhoods**

- Work with private sector house builders to transform and renew communities that people are no longer choosing to live in
- Create more “mixed communities” which are more stable with a better balance of housing types, wider range of incomes, broader range of ages and which provide a higher quality public realm and are designed to provide safe, useful and accessible public space
- Provide a wider range of new housing across the city, link the provision of new housing to the creation of new job opportunities, and secure both affordable social housing and aspirational housing from new developments
- Ensure that neighbourhood regeneration is pursued with full involvement and consultation with local communities and that major physical change is accompanied by investment in the social and economic needs of community life

■ **Create a city that is more environmentally sustainable with set targets to reduce its carbon impact on the environment**

- Develop a more integrated sub-regional economy that recognises both the value of the urban economy of Coventry and the variety of the more rural economy and market towns that provides a high quality environment in the surrounding areas
- Create an environmentally efficient public transport system that makes north-south links across the sub-region from Warwick to Nuneaton
- Invest in the public transport structure of the city to make it more useful, effective and environmentally sustainable
- Require the adoption of high environmental standards in all new investments, both commercial and housing
- Work with business to reduce the environmental impact of commercial and industrial activity, and to identify new business opportunities arising from the demand for new measures to help tackle the challenges that are arising from climate change

Section 8 of the strategy, evaluation, sets out specific project milestones for each of these objectives over the next five years, 2008 – 2013. Section 11 sets out an action plan illustrating some of the major projects the City Council is currently leading or supporting to help achieve the delivery of both the milestones and the longer term objectives.

A destination statement for Coventry's Economic Development Strategy

The statements below set out what success will look like. The successful delivery of our economic development strategy will ensure that this is the kind of place Coventry will become, and that this is how the city is experienced by those who chose to live, work and visit.

Coventry is a city:

1. Which is prosperous and where employment is available for everyone who needs to work
2. Where greater equality is achieved through the removal and elimination of disadvantage
3. Where all neighbourhoods and communities benefit from economic development
4. Which has a city centre that is recognised as attractive, vibrant and successful
5. That has a diverse employment base and is successful in attracting new investment
6. In which people are encouraged to learn and train to acquire new and sought after skills
7. Where business, community and voluntary organisations work in partnership with the public sector to positively influence all aspects of the regeneration of the city
8. That encourages business and other private sector investment in the regeneration and renewal of the city
9. That encourages and supports community and voluntary sector organisations to enable and empower a community voice in regeneration work
10. That contributes to the development, growth and prosperity of the wider sub-region and regional economy
11. That understands, measures and manages the impact of its economic activity on the environment and promotes sustainable renewal and growth

A destination statement like this hopes to capture something of what people aspire for the city to achieve. It also provides a benchmark against which to measure the success of our planned policies and interventions.

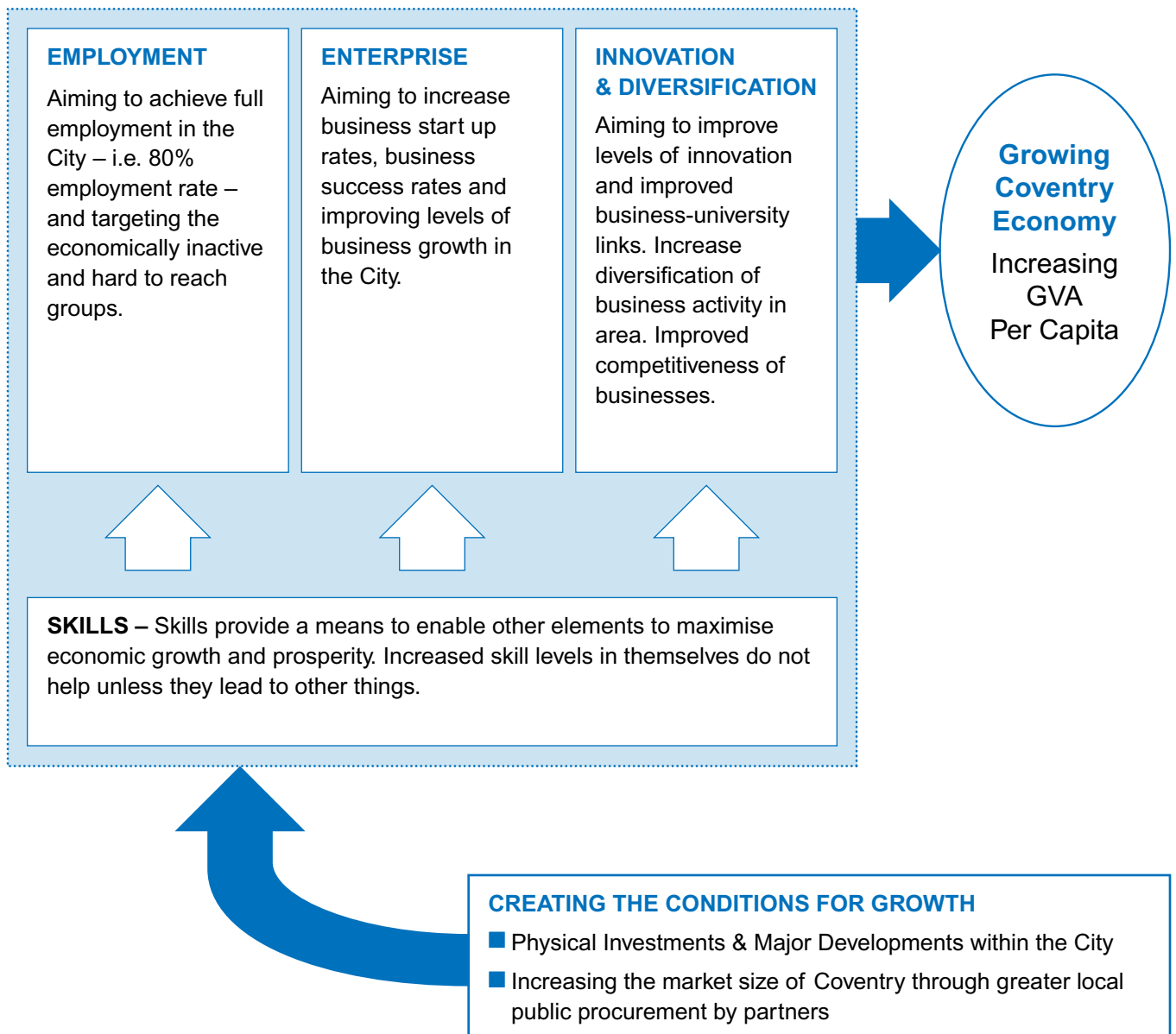
4 The city and city region economy

A model for success

This economic strategy recognises the importance of having a coherent overview of how the economy works as a basis for developing policy options, setting priorities, and organizing publicly led interventions designed to improve economic performance. The Treasury Model, which schematically describes the forces working together to determine economic performance, has been used to describe how the overall goals of the strategy work together to achieve our policy objectives.

The model is useful in many ways. It is used here to look at the dynamics of the city and city-region economy, and to explore the policy areas in which interventions will be necessary to achieve the goals of the proposed strategy.

The model is set out below.



Strong cities are the future. There is growing recognition of the role and importance of cities, and their potential to make a significant contribution to economic growth and prosperity regionally and nationally. Cities matter because they:

- Are home to the majority of the population and to even more jobs
- Provide significant benefits to the knowledge intensive manufacturing and service industries that are important to regional and national growth in the global economy
- Are central to driving regional, sub-regional and local economic growth, therefore addressing regional disparities and tackling neighbourhood deprivation
- Are centres of innovation and knowledge transfer from universities to business

The full benefits of the city-region economy have not yet been realised in the UK. Although our cities have been massively revitalised in the past ten years, challenges remain to make our cities even better. Our cities are still not competing with the best in Europe. In the *State of the English Cities* report¹, of the top 61 cities in Europe, only three were in England, whilst Germany has 15 cities in the European top twenty. Cities, despite strong overall economic performance, also contain significant pockets of deprivation, characterised by low employment, low skills, poor health, and high crime.

The Government's recent report, *The review of sub national economic development and regeneration*², recognises the important role that cities have to play in building Britain's future economic prosperity. National and regional strategies have to be made manifest at the local level and city partnerships and local authorities must play a leading role in achieving local economic prosperity, in particular the partnership between Coventry City Council, the University of Warwick and Coventry University will be decisive. The expansion of the universities and their international reputations will be an integral element of the overall economic growth of the city. Each university has a clear development plan detailing their ambitions for growth.

City success is multi-dimensional. Economic performance, social inclusion, social cohesion and environmental sustainability all need to be achieved for balanced development. Liveability, as well as economic success, is crucial as a deciding factor in people choosing where they want to live. Cities are also important as sources of identity, cultural engagement and recognition. The Government is committed not only to lifting economic performance, but also to creating sustainable communities.

Coventry is well placed to demonstrate how a city can play a pivotal role in the growth, development and positive transformation of both an urban centre and city-region. The sub-regional economic development partnership, Coventry Solihull and Warwickshire Partnership (CSWP), can help facilitate the growth of the city through our Regeneration Zone priorities around encouraging vibrant town centres. Also vital is the key role that CSWP can play in business – university collaboration through the High-Technology Corridor.

1. *State of the English Cities*, Department for Communities and Local Government, 2006

2. *Review of sub-national economic development and regeneration*, HM Treasury, 2007

Lifting the economic performance of the city

Coventry like other English cities that suffered massive job losses in the 1970s and 1980s, in manufacturing and traditional core industries, has now improved its situation. The decline in manufacturing jobs has been offset by increasing service sector jobs - in public administration, education, health and in business and financial services. Some aspects of engineering and manufacturing, within the hi-tech and value-added knowledge sector, continue to succeed in generating wealth for the economy.

Coventry needs to improve its competitive position internationally in order to be able to meet the long-term opportunities and challenges of the global economy. The following areas need further investment in order for Coventry to benefit from and secure gains from globalisation:

Skills – raising the skills profile and ensuring the workforce has the skills and flexibility to take advantages of changes in technology supported by appropriate training opportunities that are more responsive to changing business needs.

The *Leitch Review of Skills*³ highlights the need for the UK to have a workforce that has a world-class skills base capable of sustaining economic competitiveness by 2020. The national indicative milestone targets for 2011 (with Coventry's current level shown in brackets) illustrates the focus needed.

2011 Target

- 79% of working age adults qualified to Level 2 (66.5% in 2006)
- 56% of working age adults qualified to Level 3 (46% in 2006)

Coventry performs well in comparison with some other parts of the West Midlands and the West Midlands average but in comparison with other regions – particularly the South East – there is much more to do.

We also need to focus on the future workforce many of whom are still in school. There is a need therefore to continually improve the levels of achievement at 5 GCSE A*-C, introduce the new Diploma's and ensure more young people are staying on in education, training or apprenticeship at 16 to 18.

The *Further Education: Raising Skills, Improving Life Chances*⁴ white paper set out a new economic mission for the Further Education system – equipping young people and adults with the skills, competencies and qualifications that employers want. In order to support the skills needs for our strategy and manifest the white papers recommendation we will develop in conjunction with partners a transparent “employer offer” which brings together the skills pledge, local employment partnership, train to gain and city strategies.

It is also important for Coventry to provide quality places, amenities and public services that attract the skilled. Another key is enabling a responsive housing market to provide a sufficient level and quality of affordable housing.

3. *Prosperity for all in the global economy - world class skills*, Lord Leitch, 2006

4. *Further Education: Raising Skills, Improving Life Chances*, Department for Children, Schools and Families, 2006

- **Enterprise** – supports productivity growth by increasing competition in the economy and provides an important mechanism for the introduction of new technologies and innovative ways of working. The Government’s enterprise vision is that anybody with the talent, potential and drive to succeed in business should have the opportunity and the necessary support to do so, regardless of their background or where they live. Coventry aims to achieve this, by using the Government’s Local Enterprise Growth Initiative (LEGI), releasing the economic and productive potential of the most deprived local areas through enterprise and investment, boosting local incomes and employment opportunities and building sustainable communities.
- **Science and Innovation** – as globalisation increases the competition from emerging economies, England’s comparative advantage is shifting towards innovative activity. Coventry needs to improve its capacity for science and innovation, through investment in the science base and improving links with business to attract and drive high value-added research and development activity.
- **Regulation** – working with the Government to minimise undue regulatory burdens by ensuring regulation is only used where necessary, and administrative burdens of complying with regulation are as low as possible.
- **Planning** – ensuring our planning system is flexible and responsive to changing economic needs and realities, and encourages rather than hinders the development of competitive and productive business. The *Planning for a Sustainable Future*⁵ white paper proposes reforms on how decisions are taken on nationally significant infrastructure projects – including energy, waste, waste-water and transport – responding to the challenges of economic globalisation and climate change. The paper also proposes further reforms to the Town and Country Planning system, aimed at making it more efficient and more responsive.
- **Transport** – the Government wants to ensure the UK’s transport infrastructure supports a flexible and enterprising business sector, by reducing costs and congestion and enabling agglomeration benefits. *The Eddington Transport Study*⁶ examines the long-term links between transport and the UK’s economic productivity, growth and stability, within the context of the Government’s broader commitment to sustainable development. Coventry’s transport infrastructure will have to be strengthened to meet the proposed growth agenda. Funding secured under the city’s New Growth Point status will ascertain demands, strengths and weaknesses of the city’s current and future transport requirements.

5. *Planning for a Sustainable Future*, Department for Communities and Local Government, 2007

6. *The Eddington Transport Study*, Sir Rodney Eddington, 2006

Coventry needs to develop its own actions to make progress in all these areas. Some of this it can do acting as a city partnership, but in other areas it needs to build stronger alliances across both its Coventry and Warwickshire sub region and the wider Birmingham, Coventry and Black Country city-region. The Government's recent proposal to encourage, and potentially finance, multi-area agreements for the purpose of achieving improved economic performance is clearly an important opportunity for the city in terms of creating the framework to deliver its economic strategy.

The wider regional context

Coventry economically is at the heart of a wider city-region that extends across Warwickshire and the northeast to the south of Leicestershire. It is not just a city of 304,000 people, but the centre for a range of economic, commercial, social and leisure activities that can touch the lives of over two million people.

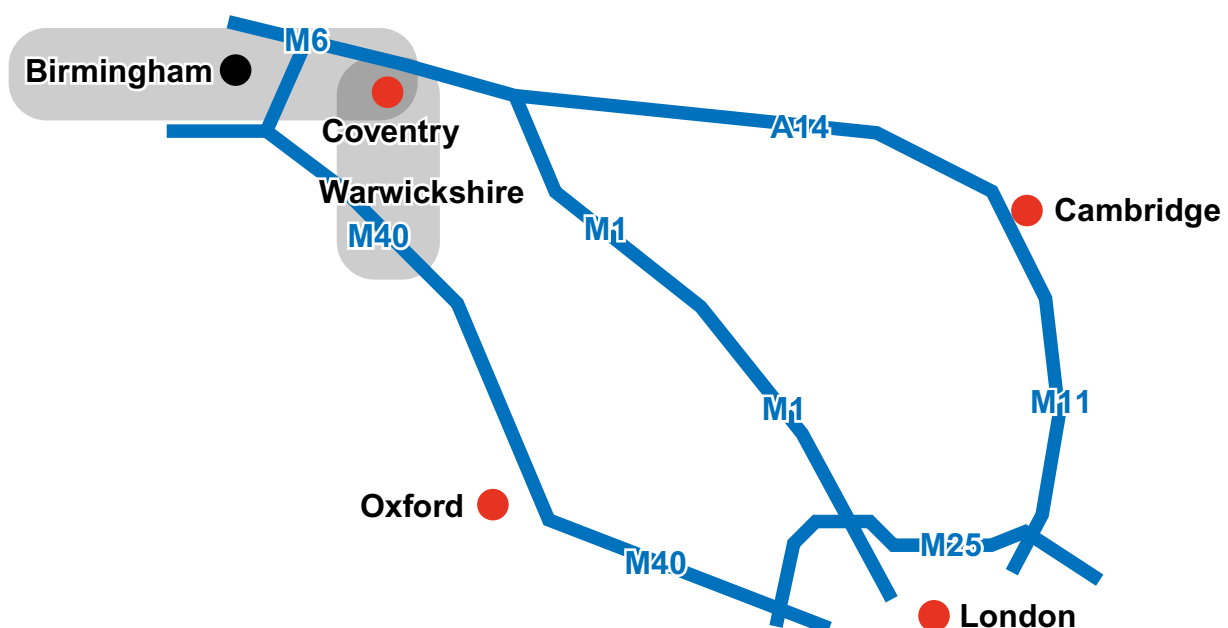
Coventry is an active partner in Coventry Warwickshire and Solihull Partnership, which seeks to bring together the key partners whose interests span most of this wider sub-region.

In terms of geography, Coventry sits at the boundary of both the South East of England

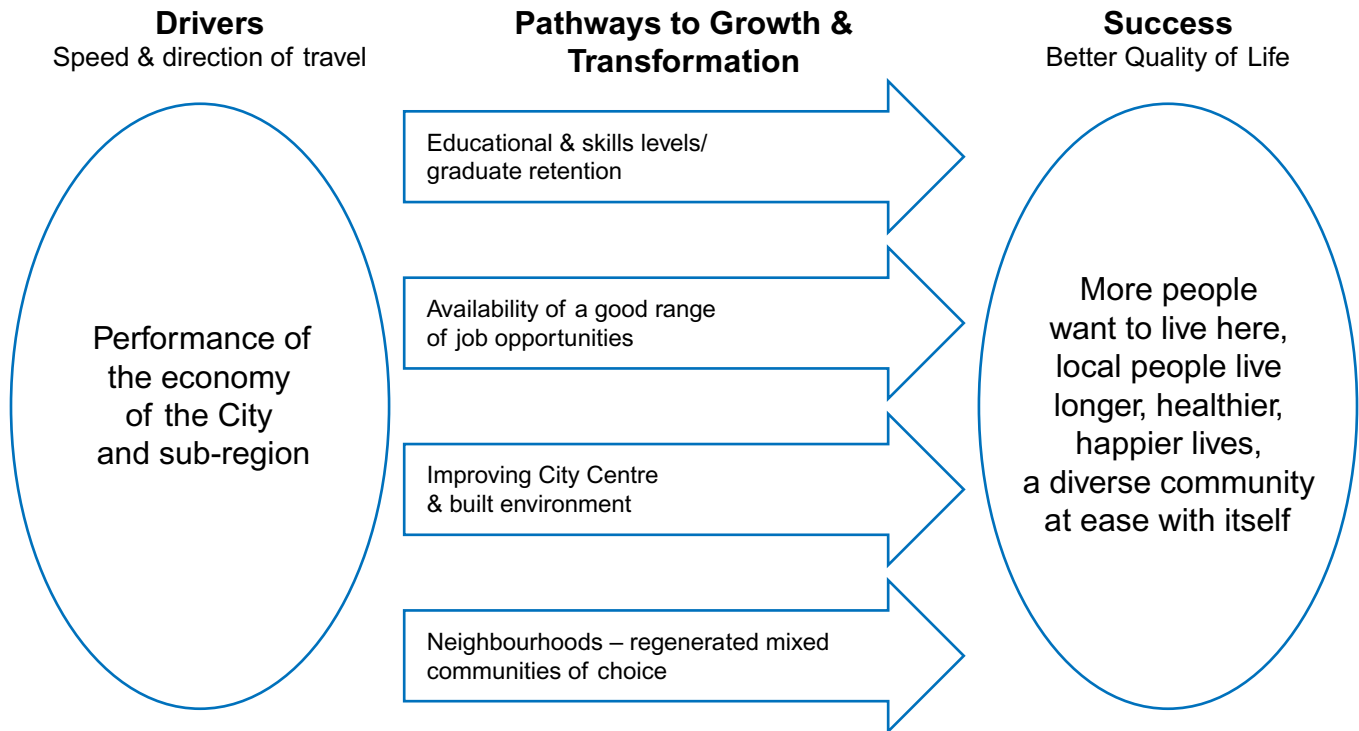
and the West Midlands economy. In terms of the Government's administrative regions Coventry is part of the West Midlands. So, in terms of regional spatial strategy and regional economic strategy, Coventry aligns its economic development strategy with the wider West Midlands region.

Regional strategy is recognised as a means to help and support Coventry in achieving its ambitions as a city. However, Coventry sets out in this economic development strategy an ambition for transformational growth that clearly requires the city to take hold of its own destiny.

The chart below shows the overlapping economic and administrative regions to which Coventry is a contributor. In the widest sense Coventry is part of an innovation and growth area that extends north from London through Milton Keynes and up to Birmingham. It is also within a general arc of development that might be seen running from Oxford to Cambridge and including Coventry and Warwick University. This area does not conform to traditional administrative boundaries but economically it has the scale, skills and resources to be a globally competitive economic region. In terms of understanding Coventry's potential it is in this wider context that its location can be seen as particularly advantageous.



Building a Positive Sense of Place



Looking to the future – planning for growth

The National Growth Point designation for Coventry committed the city to providing 9,000 new homes by 2016. The emerging Regional Spatial Strategy makes it clear that the levels of growth required to meet the Government’s agenda has significantly increased. Through our joint working with Warwickshire a clear policy basis has been agreed and the RSS requires Coventry to plan for considerably higher levels of growth that is likely to see 33,500 new homes by 2026. This also means the city will be required to maintain a continuous five year rolling supply of employment land at a rate of 82 hectares a year.

The Council aims to expand the boundaries of the city centre, pushing out further beyond the ring road and has aspirations to almost double the retail space by 2026, from 1.6 million square feet to 2.8 million square feet. Plans are also in place to create 2.5 million square feet of new office accommodation.

As growth is achieved infrastructure provision will have to be strengthened. This will entail better communications, public transport, education, health provision etc. The nature of the city and its compactness limits choices with respect to the policy options and principles currently being consulted on in order to secure the strong and balanced growth of Coventry.

These principles include:

- Concentration of new developments in the built up area in sustainable locations with proximity to public transport
- The city centre being a key focus for development providing office space, leisure activities and high-density housing reflecting the patterns of need
- Redevelopment of urban housing areas that suffer from poor design and are in need of substantial re-investment and of employment sites that are no longer viable for meeting business requirements
- Higher housing densities, that reflect the need for a range of housing across the city to meet the aspirations of our citizens
- Planned urban area extensions, which help promote sustainable patterns of development

Seeking to achieve such rapid growth is both a challenge and an opportunity. It requires a buoyant private sector investment market to finance it, a growing economy to provide jobs and clear Government policies to encourage growth, protect the environment and ensure new developments support a good quality of life.

Prospects for employment and business look positive in the short to medium term. For example, the Council estimates that, by 2009-10, 2,350 extra jobs will have been created by the new city centre IKEA, casino, and Qualifications and Curriculum Authority (QCA) and Belgrade Plaza developments. On top of this, over the next ten years new investments in the pipeline are forecast to deliver an additional 26,710 jobs at the Axa development, Ansty Technologies Park, Jaguar Whitley, Browns Lane, Swanswell Initiative and Friargate. These and other investment projects already amount to over £9.3 billion proposed programme of private sector led investment in the city.⁷

In order to achieve the level of growth suggested the economy would need to support all this investment, and probably a further wave of projects beyond those identified. It is also the case that as the global economy becomes less certain, as we suggest it might, we need to recognise that these Government planning assumptions may not prove reliable as the investment required to finance them goes elsewhere in the world.

7. *An update on investment and job creation in Coventry from 2000 and then projected over the next five years, City Development, January 2008*

Quality of life – the measure of success

Quality of life, to which economic development is a means, cannot be measured simply through the economic data that describes such things as, 'gross value added per person', nor can it be assumed as a predictable by-product of economic growth. It is therefore important that we maintain a wider view of how we measure success.

The diagram above shows how the economic development strategy envisages the process of growth and transformation operating to develop pathways of change to create Coventry as a city that achieves both its economic goals and a better quality of life for its people.

The Community Plan reflects this approach in its own vision statement, which is focused on how individuals experience the impact of policy in their own lives. The partnership vision is that each person in Coventry will:

- Be healthy
- Keep safe
- Achieve and enjoy
- Make a positive contribution
- Realise economic well-being
- Have supportive friends, families and communities

The development and delivery of the economic strategy will need to measure and evaluate how it is contributing to the city against these wider measures of quality of life and progress.

5 A strategic framework for future success

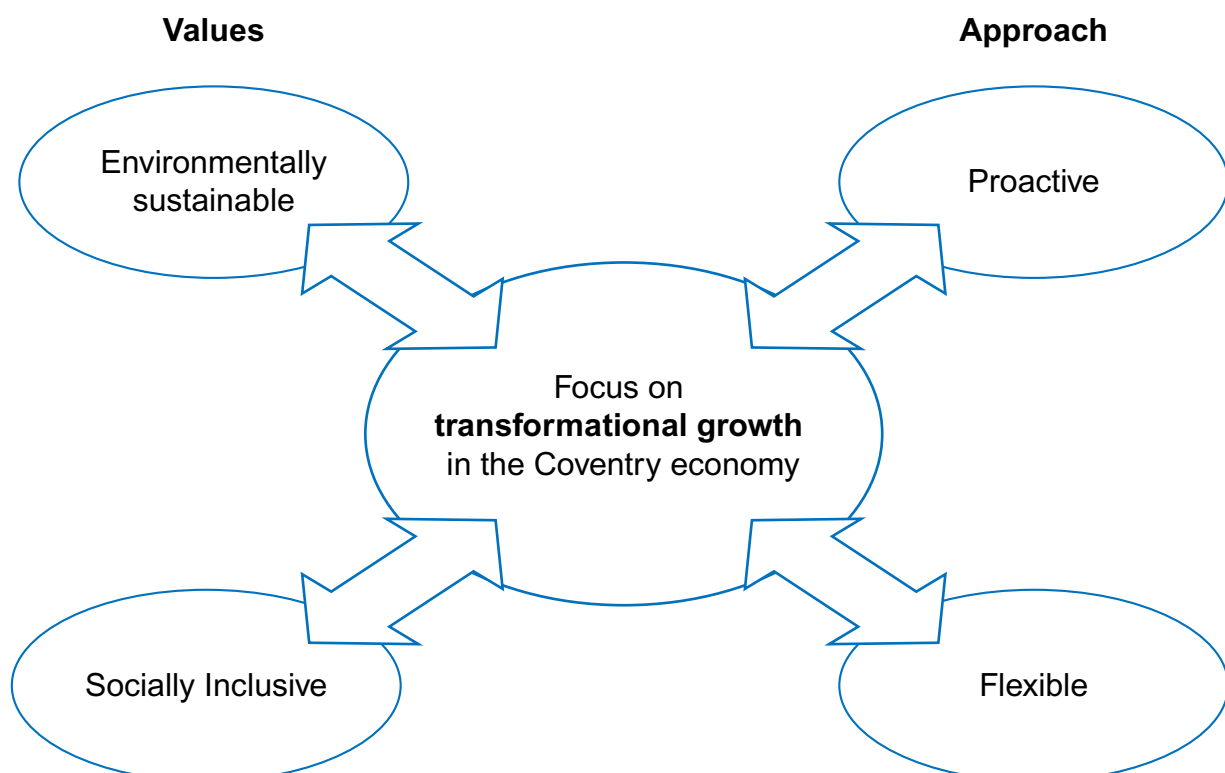
Transformational growth

This strategy proposes that Coventry should continue to attract investment to grow as a means of achieving the transformation necessary to remain successful. It also argues that the growth strategy needs to embody, at its core, a number of key values if the approach is to produce a community with the quality of life that its people expect and deserve and that will be the hallmark of a successful twenty-first century city.

The illustration below spells out what this new approach will look like in practice, including:

- the main **focus** of our strategy
- the key criteria or **values** against which specific opportunities for economic developments should be judged
- the **approach** we want to take to identifying and pursuing such opportunities.
- the notion of **transformational growth** lies at the heart of our strategy.

As part of the RSS, the city aims to grow its population over the next 25 years. Recent estimates suggest that an overall population increase to just over 350,000 – 15% more than at present – would be required to make the city big enough to compete with rival cities for investment, skills supply and other economic advantages. But population growth in a place like Coventry will not only yield more mass. It should also create more ethnic/cultural diversity and a richer mix of socio-economic and income groups. Despite its tradition of ethnic diversity, Coventry has suffered in the past from being seen and, to some extent, experienced as a one-dimensional ‘working class’ city. Just as the success of the USA was built on the enterprise and effort of migrant families, Coventry has the opportunity now to create a thriving future, by building on the success of the children and grandchildren of the people who came to work in the city’s factories in the 1950s and 60s.



Successful cities, in the future, will be culturally and economically diverse – embracing many more and different kinds of people who ‘make it’ in the city and who choose to stay. So population growth should be seen as something that drives a qualitative transformation in the range and types of people who seek to make it in Coventry. The goal should not be physical expansion for its own sake.

In economic terms, too, growth in a globally remixed economy cannot simply mean more of the same. The so-called traditional sectors in Coventry, such as in manufacturing, have been in sharp and accelerating decline since the 1970s. Yet many of the city’s leading technology businesses and both of the universities are amongst the most innovative and creative institutions in the world. With the right support and planning, the city is well placed to be a success story of this global remix rather than being left behind by it.

Indeed, around 25% of all value added in the city is still being created in manufacturing. And, the basis for competitive advantage in twenty-first century manufacturing will be greener, knowledge-based engineering and producer service businesses – businesses involved in such activities as low carbon product design and process engineering, sustainable and intelligent logistics, product prototyping and research and development. Developing the city’s capacity to be a leader in this field will require a continuing commitment to the fundamentals of wealth creation in the city, to manufacturing, but recognising this involves a re-positioning of the business and skills base (transformational growth) within a global supply chain. Added to this, Coventry is in a good position to exploit new opportunities in internationally traded services, with a firmly established, strong and growing financial and business services sector.

The **values** we are seeking to enshrine and deliver in the strategy are closely linked to this notion of transformation – of qualitative change.

Local economies in advanced industrial nations that do not pay heed to the warnings of Sir Nicholas Stern¹ and other analysts will lose out to those that do. Global warming is both a threat and, as the Stern Review, CBI (Confederation of British Industry) and increasing numbers of UK corporations now acknowledge, a huge opportunity. Quite apart from their benign environmental impacts, investments now in recyclables and in leaner and greener products and process technologies, will be both counter-inflationary in the long term (by cutting costs and taming demand for raw materials) and competitively advantageous. The knowledge content of such a transformation in business practices, products and services will require a supply of intellectual labour that will need to be cherished at least as much as the time-served apprentices of long ago. Coventry has always understood the true meaning of skilled labour, but the city now needs to nurture its prodigious talents in new ways. In particular it needs to provide jobs and an attractive lifestyle that will help retain more of the skilled graduates produced by its universities.

This leads on to the value in our strategy of being **socially inclusive**. Just as environmental sustainability is becoming a prerequisite for growth in advanced economies, a non-negotiable aspect of all long-term investments, so too is the need to utilise the talents of all our people. Transformational growth must, of course, be about changing lives for the better, as a matter of principle. But it is also about making the most of all our human resources. A growing city simply cannot afford to waste the energy and creativity of its people by leaving them to languish in the margins of the labour market. A growing city must be an inclusive city.

The **approach** we take to encouraging the kind of growth outlined above is critical.

1. *Stern Review on the economics of climate change*, Sir Nicholas Stern, 2006

Successful world businesses are characterised by their ability to think ahead of the competition and flex their resources to identify, and then seize, new opportunities. The twin notions of **pro-activity** and **flexibility** are central here, describing a business model less encumbered by established rules and ways of doing things than the competition. In essence, these are organisations that manage somehow to behave like entrepreneurial individuals. They respond quickly, but intelligently, to change. They deploy their investments, people, technologies and cash, in combinations that optimise the business impacts, including, where necessary, by working around conventional structures and hierarchies. So they are very light on the bureaucracy of business and strong on the creative space needed for new things to happen. Their competitive advantage lies precisely in their capacity to respond cleverly to change.

We need to plan and manage local economic development (LED) along similar lines. Literature abounds with examples of LED models and strategies that are no longer working, inspiring or engaging. Instead, they can trap partners in sectoral or geographical straightjackets that inhibit genuine creativity and responsiveness.

The key to competitive advantage in LED terms therefore lies in freeing up our combined economic development resources to be used in more flexible and intelligent ways.

Effective **partnership** working is the only way to make this approach successful

The strategic breakthrough is understanding how to join forces in new ways, to spot and exploit new opportunities to deliver transformational growth that will be both sustainable environmentally and socially inclusive.

Traditionally, people have considered partnership working as ‘second best’ to having organisational control over delivery. The public and community sectors have a new challenge – to prove that working in partnership can deliver both more and better outcomes.

The challenge is also to work more effectively with each other, and to work more effectively by engaging with private sector investment partners who will be the source of much of the finance that actually comes into Coventry to renew and regenerate the city.

6 Coventry in the global economy: the current picture and immediate prospects

Global trends

Developing a local economic strategy for a city whose prosperity is tied into the changing fortunes and trends in the global economy is more difficult now than it used to be. Whilst it is possible to map out and project some of the trends taking place it is much harder to predict their impact on a particular city or region.

Increasingly the global economy is being viewed and understood as a complex adaptive system, which is diverse, constructed of multiple interconnected elements, changes and adapts over time and embodies learning from its past operation¹. This kind of system may be stable in some circumstances but its behaviour may also be unpredictable and subject to moments of major change as trends push it over some unknown tipping point. There is plenty of evidence that many current social and economic trends will result in a 'bumpy ride' for the economy as the twenty-first century unfolds.

These trends include:

- **Global population:** In mid 2007 over 6.6 billion people were living on our planet. Although the rate of growth has almost halved since its peak in the 1960's it is projected that it will reach 9 billion before 2050. At the same time Europe's population is predicted to decline by 14% to 628 million. Historically, rising wealth has correlated very closely with increasing population. As Europe's global influence declines and its population ages it will need to adapt and attract new workers to generate the wealth needed to pay for the goods and services it has grown used to consuming.
- **The Centres of economic activity and production are shifting dramatically**, both globally and between different regions within countries. This is resulting in a massive realignment of economic activity and new centres of wealth creation. For example, within the next 20 years the world share of GDP (Gross Domestic Product) from Asia (excluding Japan) is expected to grow from 13% to over 30%, on a par with the whole of Europe. Western countries are already being undercut by low cost manufacturing as it shifts further east and, increasingly, as service provision from the BRIC countries (Brazil, Russia, India and China) grows advanced economies will need to focus on higher value products and services. But the need to locate production, R&D and services within specific geographic areas is becoming less important and more tenuous as more business transactions can be delivered using virtual communications. This is matched by a rapid growth in the skills and intellectual capability of labour supply in developing economies.
- **The number of consumers from emerging economies in the global marketplace is growing fast**, creating new markets for goods and services worldwide. For example, between 2006 and 2015 consumer spending in emerging economies is expected to more than double to over \$9 trillion – equivalent to the current spending power of Western Europe.
- **Positive trading relationships with the BRIC economies** will need to be nurtured so that we can benefit from their growth.
- **The business models, cultures and practices** required to cope with and take advantage of this 'global remix' will require more flexibility, creativity, knowledge and innovation and a less hierarchical, rule-bound approach to business practices.

1. *The Origin of Wealth: Evolution, Complexity, and the Radical Remaking of Economics*, Eric D. Beinhocker, 2006

- **Business being more difficult, tougher, more competitive and more risky** in an ever-changing market. New industries are emerging, unprecedented access exists to new markets and market discontinuities are fragmenting existing markets. The need for both business and individual agility and flexibility is paramount. So, new models of business practice and competitiveness will be needed.
- **Demand for natural resources will grow and put increasing pressure on the environment.** Oil, gas, water, steel, copper and aluminium have all seen dramatic growth in demand, fuelled in large part by growth in the BRIC economies. Balancing the rate of energy and raw material consumption with environmental quality will become increasingly important. In addition the realities of **global warming** will have to be taken on board as mainstream economic considerations. Understanding the threats and opportunities posed by the need for 'green' business practices and public services (including transport and other infrastructure) is becoming an essential precondition for economic development planning.
- The **low inflation** enjoyed in the West over the last 10 years cannot be guaranteed to last, nor can a stable world economy, especially as China's rapid growth threatens to push up world raw material, energy and commodity prices.

Collectively, these factors mean that **'business as usual' is not an option**. It will not be possible for Coventry to exist and plan as if it inhabits some kind of local economic vacuum. Neither is it possible to second-guess the future in a reliable way, other than in the broadest terms. Dealing with uncertainty is increasingly the norm.

This means that public policy makers need to look beyond the remedies they have applied in the past to compensate for economic setbacks and the loss of traditional sources of jobs for their people. Communities will have to be much more entrepreneurial, investing in ventures that carry a greater measure of risk and degree uncertainty. In one sense, of course, this is not new for Coventry. The establishment of the University of Warwick Science Park, regarded back in 1981 as an unproven and risky venture by many, is now a nationally renowned success story that shows how public investment can lead the private sector in creating a new market. The difference is that, in the twenty-first century, this approach will become the norm. Ambition and successful risk-taking will become the chief distinguishing characteristics of communities that can re-invent themselves and remain successful compared with those that cannot and suffer relative decline.

All of this implies that **competitive advantage has to be redefined** as well – for local economies as well as for individual enterprises. The key to this will be our capacity to respond flexibly to the changes and challenges. There is a need now for an economic development strategy that can help to guide Coventry through a period of rapid change and uncertainty.

As part of this process it is clear that **local economic development (LED) paradigms**, their culture and governance, will have to change as well. The public institutions and agencies involved in LED will have to learn, and quickly, to behave much more like successful businesses and less like regulatory authorities or gatekeepers. Local economic development structures and systems will have to become much more enabling, inclusive and resourceful, and less fragmented. When it is clear what the city needs to do, it will be the task of leaders and policy-makers to make sure that rules and regulations are used to facilitate change, not prevent it.

Coventry's economy today

Coventry's economy is undergoing rapid change. Decline of traditional manufacturing in the city and loss of some of its most famous companies on the one hand have been successfully balanced with population growth, new investment and new types of jobs. During the period 2000-2005, the number of jobs in the city grew from 140,476 to 142,853 despite some 12,000 job losses. The mix of jobs has changed, so that the proportion of jobs in the manufacturing sector has reduced from 24% to 14%, and there have been small increases in the proportion of jobs in other sectors, including: business services (3%), education (2%), health (2%), distribution (1%) and public administration (1%).

Levels of household income are rising in Coventry and the gap between average household income in the city and the UK average is closing. The gap between average income levels between priority neighbourhoods and the rest of the city is also narrowing. However, there is significant contrast in the distribution of incomes across the city with the poorest households receiving under £14,639 pa compared to the richest earning over £78,575pa (CACI 2007). A quarter of households within the city have incomes below £16,836 and a quarter of households have income above £41,047.

The gender pay gap for people who live in Coventry and work full time reflects the national picture with the average wages for women three quarters (76%) of that of men.

Unemployment rates vary across the city from 0.8% in Wainbody to 7% in Foleshill (Job Seekers allowance measure September 07). The JSA count has risen in the last few years as a result of major redundancies, although it is now falling. The local economy is churning which prevents clarity as to whether the jobs on offer meet the skills and aspirations of those on benefit. There are fewer people in households with no one in paid work.

The changing economy of the city

If Coventry's future in the emerging global economy remains uncertain and difficult to predict, its recent past has also included mixed economic fortunes.

Looking at the history of unemployment in Coventry illustrates how the city's fortunes have changed during the post-war years.



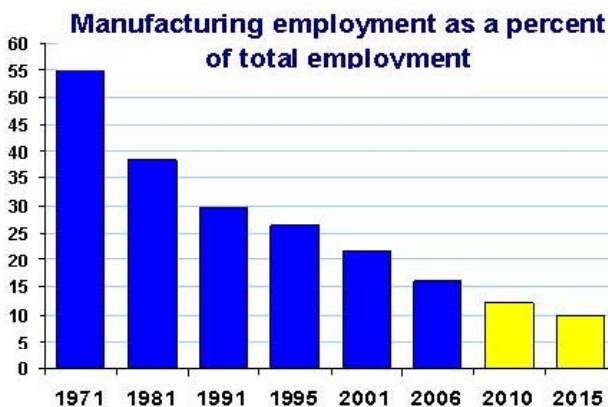
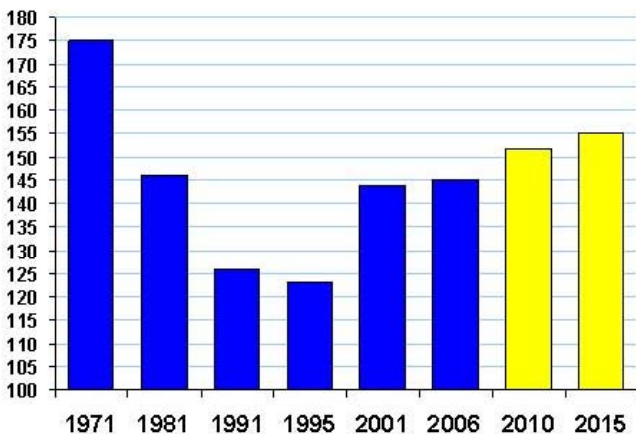
Source: Research and Strategy, City Development Directorate, September 2006

In terms of the current period the chart shows that by 2006, a new and radically different picture had begun to emerge. Coventry's climb out of crisis since the late '80s has been spectacular, though not without its hiccups and setbacks. Unemployment, despite showing some signs of creeping up again in 2006, has more or less stabilized at around 3-4%.

The extraordinary dependence Coventry once had on a handful of very large engineering and related companies, which meant that around two-thirds of all local jobs were in manufacturing in the mid-1950s, has been completely reversed. The large British manufacturing giants such as British Leyland are now gone, but the city continues to have 58,000 people employed in approx 110 companies. At the last count, only about 14% of all local employment was still in manufacturing (although around 25% of all value added in Coventry is still based on making things). The total number of people employed in the city has also been increasing from the low point of 1995 and is now above the level of 1981.

However, the overwhelming majority of local jobs are now in the service sector – in public administration, education and health, and in business and financial services.

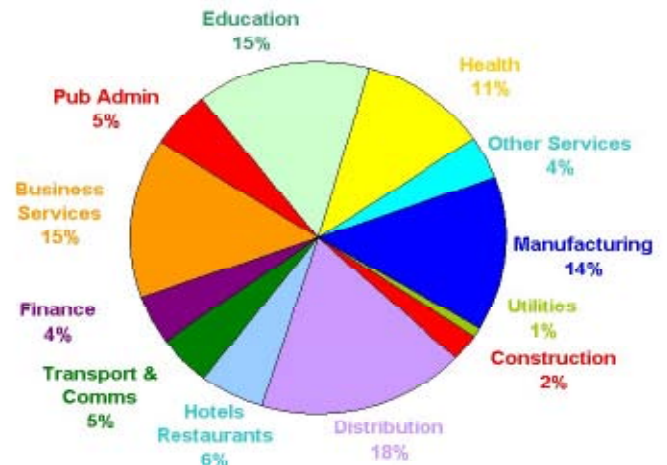
TOTAL EMPLOYMENT IN COVENTRY



Source: Research and Strategy, City Development Directorate, September 2006

The graph below illustrates the distribution of employment by sector as it was in 2005.

Employment in Coventry by sector (2005)



Source: Research and Strategy, City Development Directorate, February 2007

What accounts for this turn-around? The first thing to note is the powerful context for change created by the free-market economic policies of central government throughout most of the 1980s and '90s. Under these circumstances and constraints, local economic interventions in Coventry did much to help the city reinvent itself as a modern and modernizing economy. Economic development became a specialist service provided by the local authority including:

- Using its planning powers and land-holdings to create new business sites (e.g. at Westwood), and to protect suitable employment land for redevelopment
- Promoting Coventry successfully as a location for new inward investments
- Offering direct support to new and growing businesses in the city (increasingly in partnership with Government funded training and enterprise services)
- Bidding successfully for UK and EU regional aid and regeneration funding to modernize and transform the city's infrastructure, notably the North-South road

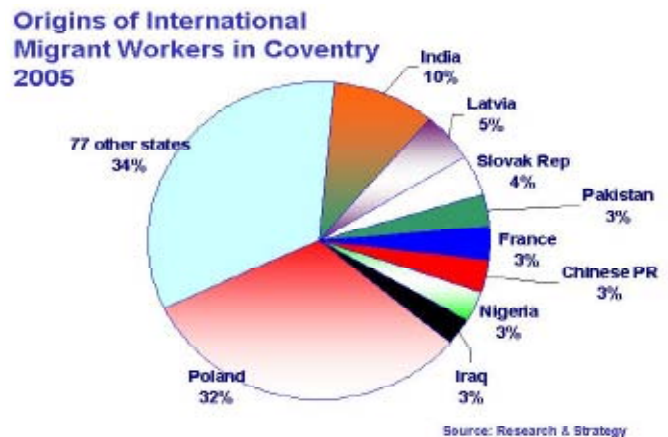
- Giving early recognition to the business role and potential of the Universities (e.g. University of Warwick Science Park, which was set up in 1983, the first in the UK outside Cambridge)
- Acknowledging the importance of working in partnership with key local agencies to improve, and refresh, skills in the local labour market

This experience of responding to major economic challenges has created the local infrastructure and partnership relationships that can provide the foundation for the push for growth and transformation that this strategy proposes the city needs to adopt.

All of this means that Coventry in the twenty-first century starts out with a very different business profile, employment mix and scale of economic activity from that which prevailed 25 years ago. The engine that drives wealth creation and growth in Coventry is now fundamentally different from that which powered the city's growth and prosperity in the twentieth century. The global conditions that dictate patterns of investment, consumption, business development and employment have also changed. Coventry has to create its future in a very different world from that in which its past successes were built.

Coventry in a changing Europe

With continuing expansion of the EU, and increasing flows of labour between member states, the demographic profile of the city is also changing. Increasingly, Coventry will be home to a global workforce. These potential new residents are already making their mark and, to a considerable extent, helping to meet the growth in demand for local labour. The table and pie chart below indicate the number of foreign workers registering for NI numbers (work) and their place of origin;



According to recent Council data:

- 6,230 foreign migrants registered in Coventry for NI (National Insurance) (i.e. work) in 2006/7, with the rate set to be even higher in 2007-08.
- Without migrant workers, many vacancies would not be filled and competitiveness could be damaged. There would be an acute labour shortage.
- Europeans accounted for 63% of all foreign in-migration.
- Very few migrants are in receipt of state benefits.

There is no definitive data as to how long migrant workers stay in Coventry. Some come for seasonal work while others stay for longer. Many have no fixed plan for how long they will remain in the city. There are no definitive figures but it is believed that 1,000 or so migrant workers remain in the city for more than 1 year.

7 Ways of working in partnership

Devolving decision making

In 2006, the HM Treasury published the paper '*Devolving decision making: 3 – Meeting the regional economic challenge: The importance of cities to regional growth*'.¹ The paper argues that the best approach to lifting regional and national growth is to devolve decision making to the most appropriate level. The paper also stresses the value of cities and regions working together across administrative boundaries as 'city regions' to raise economic productivity.

The '*Local Government White Paper*'² published in October 2006, emphasised the economic importance of cities and highlighted the need for stronger leadership to help drive increased economic performance sub-regionally. The Government is examining options for devolving powers to the most appropriate spatial levels as well as incentivising local authorities and their partners to work together more effectively across their city-region. The White Paper placed a duty on local authorities to prepare a Local Area Agreement (LAA)³ in consultation with others.

The review of sub national economic development⁴ goes further seeking to improve the effectiveness and efficiency of existing sub-national structures in England including governance, incentives and powers. The new partnership between central and local government will help further develop our cities' and offer more opportunities for increased economic growth.

1. *Devolving decision making: 3 - Meeting the regional economic challenge: The importance of cities to regional growth*
HM Treasury, 2006
2. *Strong and Prosperous Communities - The Local Government White Paper*
Department for Communities and Local Government, 2006
3. *The New Performance Framework for Local Authorities & Local Authority Partnerships: Single Set of National Indicators*
Department for Communities and Local Government, 2007
4. *Review of sub-national economic development and regeneration*, HM Treasury, 2007

Partnership working

In Coventry there is already strong partnership working in the form of the Local Strategic Partnership, known locally as Coventry Partnership. The Local Area Agreement with the Government is delivered through this partnership.

Diagnostic tool for partnership working

With the help of consultants a diagnostic tool has been developed to facilitate partners in the identification of opportunities for economic development.

Methodology

A number of essential elements or steps in the process of identifying new opportunities have been identified including:

1. Developing **ideas**, issues and possibilities
2. Analysing the **intelligence** needed to inform and flesh out these ideas (including research-based and frontline practitioner experience)
3. Assessing the **options and opportunities** thrown up by the interplay between these first two inputs
4. Agreeing the 'opportunity pathways' to be pursued as **strategic priorities**
5. Realigning the **resources** required to pursue each of these opportunity pathways in a planned, focused and deliberate manner

The latter step, realigning resources, is critical because it requires new **relationships** between partners. The capacity to align the right people, players and resources behind an opportunity requires a high degree of mutual trust, flexibility and willingness to take risks. It requires a strategic commitment by everyone involved to behave in different ways. Above all, it needs everyone to acknowledge, claim or concede leadership in particular instances, dictated only by what is needed to propel the city along each opportunity pathway at a faster rate than the competition.

Only by setting out clearly what the community and public sector partners want to achieve will it be possible to engage effectively with the private business and commercial sector. The private sector has a key role to play in the plans to grow and transform Coventry, but it should be investing in the delivery of programmes and projects that have been decided locally as the priorities for investment in the future of the city. We need to develop and promote the opportunities that we believe will meet our shared criteria for achieving growth and transformation.

Traditional economic development tools and approaches remain valuable in many settings. They can help respond to the challenges and problems arising out of economic decline. In many situations they can provide the framework in which private sector investment can be stimulated. The approach suggested here goes beyond these approaches and seeks to add greater value to the public resources invested in economic transformation. The following is a suggested methodology for assessing how well placed the city might be to pursue a given opportunity. It begins with an initial appraisal (Table 1, pg.30) of a given proposal's market potential, environmental contribution and community (including business) benefits. Appendix 2 is then designed to help identify which local assets would be required to make things happen, and which ones might need to be strengthened or brought into alignment with others. It pre-supposes, for illustrative purposes, that a number of opportunities have been identified and agreed by partners, supported by good intelligence (steps 1 and 2 in the process outlined above). This approach is tested in the working example in Appendix 2, which examines a possible economic opportunity for the city that could be transformed into a real pathway for growth.

The notion of 'pathways' is important. A pathway suggests a destination – a direction and a journey requiring deliberate steps to be taken. It implies the act of looking ahead as well as placing each foot carefully. Finally, it hints that we are likely to encounter others en route – competitors – who might be heading for the same destination and whom we may want to beat us to the finishing line.

One of the advantages of taking a 'pathway' approach as opposed to fixing the strategy on a finite number of sectors, clusters, corridors or zones is that it can encompass any one or more of these focal points, but only if the intelligence and local assessment suggest that they really do offer transformational growth potential for the city. Pathways do not straightjacket every economic development activity into rigid, formulaic structures or strands. They are deliberately opportunistic and fluid, but also focused and disciplined.

Initial appraisal – worth taking to the next stage?

Assuming that a mean score of, say, three or more on each of our three qualifying criteria in Table 1 would take a particular idea or proposal to the next stage, which offers a diagnosis of Coventry's current state of readiness to pursue it. This means, for example, that what might appear to be a good commercial proposition (scoring 3+ in the above appraisal) would not be taken to the next stage if the evidence suggested that its environmental impact and/ or community benefit scores came in below three overall).

Ongoing diagnostic

The first column in Appendix 2 lists all of the factors/elements that might need to be present to make a success of the 'journey' we have in mind and to secure a given opportunity for the city. Taken together, these will constitute our overall competitive advantage/state of readiness (or, depending on the outcome of the assessment, our disadvantages and barriers to progress).

We can go on to specify which of these, in the second column, are likely to be essential assets – the things we must have if we are to start on and finish the journey ahead of the competition.

Subsequent columns help us establish the extent to which these assets are in place and secure (current strengths) or underdeveloped/missing altogether (current weaknesses). In the latter case, we would then need to see whether anyone else is working on addressing this particular weakness and, if so, how they could be brought into the process to help us reach the shared goal.

Test and Discipline

Working through the diagnostic may help select or reject projects. Equally valuably it can point out their current weaknesses and help focus our energy and resources on shaping projects so that they do fit in with our broad strategic goals, and contribute to taking us further along our path of renewal, growth and transformation. It is the intention that the diagnostic tool presented will be continued to be refined, with the help of partners, to ensure that it assists in identifying opportunities and meeting outcomes sought for the economic development of the city.

Managing the process

The Importance of the Local Area Agreement

In its recent review of sub-national economic development policy the Government concluded that local authorities should have an overall economic plan for the development of their communities. It is proposed that legislation will be introduced to make this a statutory duty. Through the Coventry Partnership and the Local Area Agreement a mechanism already exists to develop a plan, agree it amongst partners, provide some resources to deliver it and to monitor and evaluate our performance in achieving the plan.

It is intended that this document, following consultation, becomes the partnership's overall economic strategy for the city. As a strategy it sets out the overall goals the city aims to achieve. It also sets out the major actions the partners are resourcing amongst themselves to bring about the achievement of the goals that have been set out. As an economic strategy, however carefully it is devised as a plan of action, not everything is within our own control. An important dimension of the plan is the proposal for how partners work together to establish joint frameworks and priorities for action. The action plan also sets out the key projects, which embody the partners' action to deliver the plan. It is also important to appreciate that part of the plan is to encourage commercial and business investment in the city and this is entirely dependent on the image and perception of the city as an attractive place in which to invest. We can plan to build market confidence but it is not wholly in our gift to achieve and maintain it.

However, working together as partners it is within our power to ensure that our own actions amount to a coherent and collaborative plan that is capable of achieving the overall goals and targets that we agree and set ourselves.

This strategy proposes that the partners in the Learning Skills and Employment group of the LAA use this approach to determine and plan the investment strategy and priorities for the use of public resources to build the future economic prosperity of the city. It is worth noting straight away that the delivery and management of this process will require a good deal of political will, and skill, as well as dedicated resources.

It is proposed that the key agencies and interests involved, the relevant local authority services, community and business support agencies, learning and skills providers, analysts and other specialists, will be required to work with each other in new ways. The only 'agenda' they should address is that which is dictated by the best interests of the city in terms of economic potential, environmental sustainability and social inclusiveness. The collective judgment of the LED (local economic development) 'community' in Coventry will therefore be focused on these key criteria, and these will act as filters for responding to the policies and priorities that may be handed down from regional or national authorities.

This is not to suggest that the values, focus or approach we are outlining here are likely to conflict in any way with such policies or priorities. Indeed, there is growing confidence behind the view that the Coventry model enshrines exactly the priorities that future UK governments, regardless of party political persuasion, will be advocating in the years to come.

The initial appraisal and ongoing diagnostic tools constructed here will not, in practice, be as neat, tidy and sequential to work through as they appear on paper. In practice, some of the initial qualifying criteria may not apply in quite the way they are configured in Table 1. And many of the key factors that enter into the ongoing diagnosis shown in Appendix 2 might need further refinement or redefinition. The point is that a management environment will be needed for the process that is robust enough to deal with the unexpected.

As for the management of these new activities and relationships, the City Council could assume the role of convenor and facilitator, by:

- Helping the relevant interest groups to contribute new ideas for developing the city's economy;
- Convening and supporting initial appraisal and ongoing diagnostic meetings;
- Sourcing and providing intelligence;
- Recruiting specialist expertise as required.

By making this approach explicit, and putting it into the public domain, it also makes it possible for anybody to put forward their own proposals. There will be no monopoly on good ideas in the emerging global economy. As a city we will not be resourced by public funds to pursue every new idea that comes along, but we are in a position to promote debate and encourage innovative ideas. Part of being a vibrant and successful city is enabling people to share their ideas and contribute to building the city's future.

Initial appraisal of existing intelligence

What do we know about the market potential, environmental impacts and community benefits of the proposal? Is this something that has a future and that we want for Coventry?

Table 1: Questionnaire for initial appraisal of existing intelligence

Key questions	Who to lead on this?	Who else needs to be involved at this stage?	Score	Average score per criterion
Qualifying Criteria: Market potential				
Market trends				
Current performance				
Independent forecasts of viability / growth and costs				
Other commercial indices (to be specified)				
Qualifying Criteria: Environmental impacts				
Energy use				
Pollution levels				
Use of green technologies or systems				
Creation of green technologies or systems				
Other environmental impacts/ benefits (to be specified)				
Qualifying Criteria: Community benefits				
Local business multipliers				
Numbers of jobs created				
Wage levels				
Skill/ training levels				
Other community benefits (to be specified)				

1. Scores: 1-5 where 1 = extremely negative (no potential or benefits) and 5 = extremely positive (massive potential or benefits)

8 The first five years 2008 – 2013 goals and evaluation

This section sets out the evidence that will be used to track progress with the achievement of the strategy. It focuses on the first five years, 2008 to 2013. It is focused around the goals the city is setting for its own growth and development and it will also relate these to the key drivers of economic performance set out in the Treasury economic performance model. One of the problems of measuring change in economic performance against long term goals, like those set in the strategy, is that the short term, quarterly, data that is available is rarely helpful for understanding trends and progress. It is only annually available data through which trends emerge. This obviously means that the information lag time puts decision makers in a poor position to respond to emerging changes in the direction the economy is moving, if it is different from that predicted.

To help address this problem the evaluation framework explicitly includes milestones in terms of project goals that it is necessary for the partners to achieve to be on course to succeed. In a sense these are set out as the acid test that the strategy is working and the economy is moving in the direction that is being encouraged and predicted.

In the uncertain world that it appears the global economy is becoming it is likely that our predictions will not always be fulfilled. What will then be vital is how we adapt to reshape the strategy, including our actions and priorities, to make the best of changing circumstances. Reporting on progress needs to reflect this in terms of monitoring and evaluation over the next five years. On occasion it will be necessary to reset goals to reflect new opportunities and reshape services and the use of our resources so they are focused on the key priorities.

Milestones for the first five years 2008 – 2013

Taking each of the goals that have been set in turn:

■ Transform and extend the city centre

By 2013 implementation of the masterplan will be underway and the city centre will be recognised as more vibrant, be providing more jobs, and a wider range of jobs, the retail and leisure offer will be better, and more housing will have been built.

- Create a landmark gateway: The area around the railway station will be under redevelopment with a new road layout in place, at least one new building occupied and others under construction
- Retail led redevelopment in the area between IKEA and West Orchard will be well advanced and another major anchor store will open towards the end of the five year planning period
- By 2013 the number of people working in the city centre will have increased by 8,000 through the additional commercial, retail, leisure and hotel investment that has taken place in the city centre
- Progress with the Swanswell Initiative will see the emergence of a new education and leisure quarter. City College and Academy will be fully operational. A public private investment partnership will be leading the delivery of a £100m investment programme to extend the city centre boundary across the inner ring road creating and providing new investment opportunities for jobs and housing
- Footfall in the city centre will have increased by 15%, and survey results will show that more users of the city centre have a positive perception of the city and the amenities it offers. Surveys will show that more users are being attracted from surrounding areas, including south Warwickshire, which at present is particularly low

- The number of people living in the city centre will have grown by a further 2,500
- Coventry University will have grown and developed further as a key contributor to the vitality of the city centre

■ Providing more and better quality jobs

By 2013 across the city 16,000 new jobs will have been created, graduate retention rates will have increased significantly, and new industrial sectors, such as medical technology, will be providing employment to growing numbers of people.

- Coventry will attract, on average, 25 new business investment projects each year at least one of which will be a major project
- New business sectors will be established to extend and diversify the local economy and provide new quality jobs. These sectors will include medical, transport and environmental technologies and creative design industries in alignment with the Regional Economic Strategy (RES)
- The Ansty, Whitley, Browns Lane, Peugeot Ryton, Prologis and Banner Lane employment sites will be developed and help provide an adequate supply of new and reused employment land to meet most of the need for the city to grow and provide new jobs. As these sites are developed the city will identify additional sites through the planning process
- Each year at least 150 new enterprises will be supported. By 2013 this will lead to at least 500 new businesses providing jobs, creating renewal, particularly in the creative industries and the service sector. There will be evidence of innovation in design, ICT and engineering as a result of this work
- Both the city's universities will grow and develop to maximize their input, and impact on the economy of the city

- More job opportunities for new graduates will be available, and surveys will report more graduates seeking to work locally and being successful in doing so
- The skills available in the local workforce will improve with all skill levels being above the national and regional average by 2013. An additional 700 (+60%) apprenticeship starts and 85% of young people (16-18) to be in education, or training
- The city and local universities' international links will be more actively used to attract investment and improve business competitiveness
- Work will take place with at least 400 individuals each year to help them overcome personal and social barriers to finding and retaining jobs will help increase the city's employment rate which will reach at least 76% by 2013

■ Building new homes and transforming communities and neighbourhoods

By 2013 an additional 4,500 new homes will have been provided in the city, with most new developments contributing at least 25% affordable housing. Major "mixed communities" regeneration projects will be taking place in at least three areas with the active participation involvement and support of the local community.

- By 2013 at least 900 new homes will have been built as part of the delivery of the first phase of the Wood End, Henley Green, Deedmore and Manor Farm mixed communities masterplan project

- By 2013 the agreement to release land for housing development at Canley will have enabled resources to be put into improving the existing estate. Public realm improvements, such as off street parking will have been delivered and a new community hub facility, including a new local library and other services from the Council and its local partners, will have been built and be in operation. At least 300 new homes will have been built as part of the project
 - Major physical change will be accompanied by investment in the social and economic dimensions of community life. Local survey work will demonstrate that neighbourhood regeneration is pursued with full involvement and consultation with local communities
- **Create a city that is more environmentally sustainable with set targets to reduce its carbon impact on the environment**
- By 2013 the city will have in place an active programme to drive down the environmental impact of daily life and will set and measure progress towards achieving carbon neutrality.**
- 3% reduction in carbon emissions
 - A Multi Area Agreement has been reached enabling Coventry and Warwickshire to develop a more integrated sub-regional approach to the economy. The agreement recognises both the value of the urban economy of Coventry and the variety of the more rural economy and market towns that provide a high quality environment in the surrounding areas
 - Funding will be in place, and work started, to deliver an environmentally efficient public transport system that makes north-south links across the sub-region from Warwick through to Nuneaton
 - Public transport in the city will be improved through further funding and investment to make it more useful, effective and environmentally sustainable
 - Standards will be put in place that require the adoption of high environmental standards in all new investments, both commercial and housing
 - Businesses will have reduced the environmental impact of commercial and industrial activity, and new business opportunities will have been identified arising from the demand for new measures to help tackle the challenges that are arising from climate change
 - Local supply and purchasing will have increased, improving the environmental sustainability of the city

Statistical indicators

In addition to the project-based measures above it is proposed to measure progress against a range of statistical indicators, most of which are available on an at least annual basis.

The indicators listed in the tables on the proceeding pages, are those it is suggested that need to be collected in order to provide a snapshot of progress against the goals and objectives set out in the strategy.

The Department for Communities and Local Government (DCLG) has recently published a new national indicator set which will underpin the new performance framework for local authorities and local authority partnerships (October 2007). From this set of 198 indicators, 35 of these will be selected and have targets attached to them, which will be monitored through an areas' Local Area Agreement (LAA). The 35 indicators for Coventry will be negotiated and agreed with the Government by June 2008.

As well as the national indicators it is proposed that a number of local indicators are also chosen to assist in measuring progress. There are 34 economic and environmental indicators defined at present.

The indicators listed in the tables below show a variety of measures that could be used to measure progress against the economic development goals. As can be seen some of these are more easily available than others and some already have established baselines. It is proposed that as the negotiations with the Government take place over the recently published national indicators, partners agree which local indicators will also be used to measure the progress and impact of the economic development strategy. This means the indicators proposed here are provisional and will be reviewed following the completion of negotiations with the Government on the national indicators.

Developing Measures of Productivity and Well-being

It is recognised that there remains a need to develop more sophisticated measures of performance, productivity and quality of life. It is proposed that we track a local measure of Gross Value Added (GVA), which is also a key measure in the Regional Economic Strategy. At present the data used to compile this measure is not fully reliable at a local level and is only available with a two-year time lag – results for 2005 were only released in December 2007. This limits the usefulness of this measure as a source of information to inform policy and decision-making.

There is also interest in developing an index of sustainable well-being that can be used as a measure of changes, locally, in quality of life. Although, this has not been done for the strategy yet, it is our intention to develop and test a local measure that partners may in future decide to adopt. This might encompass four dimensions:

- Personal incomes and income distribution
- Air quality and greenhouse gas emissions
- Community cohesion, based on local surveys of perceptions, and statistics about local crime and anti-social behaviour
- Health, based on indicators to do with health, death, and engagement in leisure sports activity.

There remains quite a lot of work to develop a balanced scorecard that would enable a quick snap shot to be taken across these themes, and it would also take some time to establish reliable trusts in these indicators.

Table: List of indicators currently used to measure progress against economic development priorities.

Type of Indicator	EDS Goal	2008 (Baseline)	2013
1. Transform and extend the city centre			
	Number of new jobs created per annum/in total since 2007	2000	
	Total additional office space developed (metres squared)	N/A	
	Total additional retail space provided (metres squared)	N/A	
	Increase in city centre footfall	18,414,376	
	User perception of the city centre	79.4%	
2. Providing more and better quality jobs			
NI 171	VAT registration rate		
NI 152	Working age people on out of work benefits		
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods		
LAA	Total number of inward investment enquiries per 10,000 economically active	23.85	
LAA	Total amount of new and re-investments made in the city as a result of activity partners	£101.58m	
SOC	% Increase in full time employees working in high technology sector	3.3%+	
SOC	% Increase in full time employees working in medium-high-tech industries	7.8%+	
SOC	% Increase in full time employees working in knowledge intensive businesses	15.6%+	
Improving Skills			
LAA	Increase proportion of people in the working age population who hold a L2 or equivalent	66.4 (06)	80%
LAA	Adult residents achieving a Skills for Life qualification	2005/06 5060	
LAA	Number of adults entering higher education	N/A	
LAA	Number of 18 year olds entering higher education	Data not robust	
LAA	More residents surveyed who have taken part in learning and training since leaving school	66.6%	
SOC	% Increase working age residents with NVQ Level 4/ GCSE	26.5%	
SOC	% Increase in number of graduates working in the city	N/A	
SOC	% Increase in full time employees receiving training	N/A	
Employment and Productivity			
Proposed WMES	GVA per employee – a measure of productivity for the labour force	(103m in 2004)	
Proposed WMES	Worklessness – a measure of unemployment and economic inactivity	12.9%	
LAA	Increase in GVA per capita for the city	Available Dec 07	
LAA	Increase in the employment rate for the city	71.8%	
LAA	Increase in the employment rate for the BME community across the city (All)	57.3%	
LAA	Reduce the levels of worklessness within Coventry's Priority Neighbourhoods	17.72%	

Type of Indicator	EDS Goal	2008 (Baseline)	2013
LAA	Fewer people surveyed (through the Household Survey) say that no-one is in paid employment	12.2%	
CCC RS	City-wide economic activity rates	77.8%	
CCC RS	Number of jobs created	2,900	
LAA	Increase in household incomes across the City	£30,225	
LAA	Reduce the gap in average household income between the city average and the priority neighbourhood average	£4,800 (base)	
CCC CP	Average household income in the city as a percentage of the national average household income	93.7%	
Enterprise			
LAA	Increase in net new VAT registrations	205	
LAA	Increase rates of Total Entrepreneurial Activity in the LEGI target area	*	
LAA	Increase in average size (by numbers employed) those firms in bottom third of IDBR	1.92	
LAA	Increase levels of self-employment in the city	8.7%	
3. Building new homes and transforming communities and neighbourhoods			
	Number of new homes completed per annum	216 at Qtr.2	
	Number of new affordable homes provided per annum	350	
4. Create a city that is more environmentally sustainable with set targets to reduce its carbon impact on the environment			
	Net level of carbon emissions attributable to the city	N/A	
	Hectares of green space improved by investment in regeneration	N/A	

Key to type of performance indicators:

NI	National Indicator (new single set of national indicators)
LAA	Local Area Agreement
SOC	State of the Cities
CCC RS	Coventry City Council – Regeneration Services
JCP	Job Centre Plus
+	Date from 2005
*	Local survey taking place Autumn 2007

9 Conclusion

This strategy is ambitious. It is ambitious for the city – it sets a goal of major transformational growth. It is ambitious in terms of the environmental agenda – it suggests that the road to success requires us to successfully merge our economic, quality of life, and environmental goals. It is ambitious – suggesting that the future, in a dynamic and unpredictable global economy, lies in our own hands.

This strategy focuses on people and their individual contributions. The future will unfold in unpredictable ways. It is our ability to anticipate, adapt and seize opportunities that will set Coventry apart. In terms of leadership it will be how effectively we can work together as partners, putting first the interest of the City, which will demonstrate the ability of the public sector to add value and contribute to achieving the vision and goals that are set out here.

10 An action plan of current and proposed major projects

The table below sets out some of the major projects the City Council is already developing and delivering to achieve the goals set out in this economic development strategy.

Goal	Jobs	Skills	Enterprise	Innovation & Diversification	Growth	Transport	Housing	Quality of Life
Transform and extend the city centre								
Develop and agree a masterplan for the renewal of the city centre	✓		✓		✓	✓	✓	✓
Create a landmark gateway to the city in the area around the railway station	✓	✓			✓			✓
Improve further the retail offer attracting another major anchor store as the corner-stone of developing the city's offer as a sub-regional shopping centre	✓				✓			✓
Create 25,000 jobs through the additional commercial, retail, leisure and hotel investment that takes place in the city centre	✓	✓		✓	✓			✓
Extend the city centre boundary northwards across the inner ring road and include the Swanswell Initiative regeneration area creating a new learning and leisure quarter and providing new investment opportunities for jobs and housing	✓				✓	✓	✓	
Providing more and better quality jobs								
Attracting new businesses to extend and diversify the economic base of the local economy and provide new jobs	✓	✓		✓	✓			
Supporting existing businesses to retain jobs and maintain a globally competitive local economy	✓	✓	✓					
Provide an adequate supply of new and reused employment land to meet the need for the city to grow and provide new jobs	✓			✓	✓			
Encouraging enterprise as a source of jobs, renewal, particularly in the creative industries and service sector, and innovation in design, ICT and engineering, maximising the funds from the Regeneration Zone and High-Technology Corridor	✓	✓	✓	✓				
Improving skills and creating more job opportunities for new graduates		✓						
Develop and resource a program and strategy to retain graduates in the city	✓	✓	✓	✓	✓		✓	✓

Lead Partner	Project	Time Frame and Impact
City Council	Masterplan	2008
Private Sector: Cannon Kirk	Friarsgate – Major commercial development with retail and high quality public realm.	Over 5-10 years will transform the gateway to the city centre from the railway station creating access at ground level
City Council CVOne	To develop a masterplan for the city centre to provide the basis for major investment, especially in retail To positively engage with the business users of the city centre to ensure it is well maintained, attractive and vibrant	To agree a project within 18 months and complete development within 7 years. Over 5 years, to achieve agreed targets and outcomes
City Council	To build on existing investment to attract new relocations from the private and public sector	Create 25,000 net jobs over 20 years.
City Council	To create an education quarter, with new park, leisure facilities and venues, together with new commercial opportunities, and housing.	Substantially complete the project within 10 years.
City Council	Inward Investment marketing and relocation support.	Attract and directly support the relocation to Coventry of at least 2,000 jobs a year for the next ten years
City Council/Chamber of Commerce/AWM	To provide an integrated support service to encourage enterprise, business investment and create jobs	To work with 500 businesses a year in Coventry. To stimulate at least £20 million of new capital investment a year and support the creation and retention of 5,000 jobs a year.
City Council/Private Sector	Ensure the adequate provision and retention of land to support employment uses, in line with the Council's planning policies.	Development for employment of: Ansty, Browns Lane, Ryton. Whitley, Banner Lane (retained land) Identification and designation of additional sites in and around the city.
Learning Skills and Employment Theme Group City Council	Local Enterprise Growth Initiative Develop Creative Industries Quarter	Achieve agreed outcomes by 2011 Develop and initiate project during 2007
Learning Skills and Employment Theme Group	Deliver Employment Strategy Action Plan	Achieve agreed outcomes by 2009
City Council with universities	Graduate Retention Strategy	2008 – 2011

Goal	Jobs	Skills	Enterprise	Innovation & Diversification	Growth	Transport	Housing	Quality of Life
Working with individuals to help them overcome personal and social barriers to finding and retaining jobs	✓							✓
Building new homes and transforming communities and neighbourhoods								
Work with private sector house builders to transform and renew communities that people no longer chose to live in					✓		✓	✓
Create more “mixed communities” which are more stable with a better balance of housing types, wider range of incomes, broader range of ages and which provide a higher quality public realm and are designed to provide safe, useful and accessible public space					✓		✓	✓
Provide a wider range of new housing across the city, link the provision of new housing to the creation of new job opportunities, and securing at least 25% affordable social housing provision from new developments					✓		✓	✓
Ensuring that neighbourhood regeneration is pursued with full involvement and consultation with local communities and that major physical change is accompanied by investment in the social and economic dimensions of community life					✓			✓
Create a city that is more environmentally sustainable with set targets to reduce its carbon impact on the environment								
To develop a more integrated sub-regional economy that recognises both the value of the urban economy of Coventry and the variety of the more rural economy and market towns that provides a high quality environment in the surrounding areas					✓	✓		✓
To create an environmentally efficient public transport system that makes north-south links across the sub-region from Warwick through to Nuneaton					✓	✓		✓
To invest further in the public transport structure of the city to make it more useful, effective and environmentally sustainable						✓		✓
To set standards that require the adoption of high environmental standards in all new investments, both commercial and housing					✓		✓	✓
To work with business to reduce the environmental impact of commercial and industrial activity, and to identify new business opportunities arising from the demand for new measures to help tackle the challenges that are arising from climate change	✓		✓	✓				✓
To encourage sustainability through local supply and purchasing by the public, private and consumer sectors	✓		✓					✓

Lead Partner	Project	Time Frame and Impact
Learning Skills and Employment Theme Group	Local Enterprise Growth Initiative / Deliver Employment Strategy Action Plan	Achieve agreed outcomes by 2011
City Council / Whitefriars Housing Association / New Deal for Communities	Develop neighbourhood-based solutions to areas of problem housing.	Deliver, with NDC, over 15 years, the masterplan to regenerate Wood End, Henley Green, Manor Farm and Deedmore.
City Council	Develop neighbourhood based solutions to areas of problem housing	Canley - Develop 700 new homes, new community facilities, and deliver a programme of social, economic and environmental benefits to the established community
City Council	Identification of appropriate new housing sites to support the growth of the city	Develop proposals as part of the Regional Spatial Strategy
City Council	Engagement and consultation with the community as part of the development of any major regeneration affecting a particular neighbourhood or community Renewing Neighbourhood Centres	Impact measured by engagement in regeneration projects in: Swanswell, Canley, Stoke Aldermore Secure funding support for a project to renew and enhance neighbourhood centres in priority neighbourhoods in the Coventry and Nuneaton Regeneration Zone.
Coventry Solihull and Warwickshire Partnership	To develop a vision for the sub-region and support and secure funding for sub-regional priority projects	Delivery of sub regional priority projects, in regeneration and transport
City Council	To create a dedicated fast and efficient north- south public transport route	Achieve approved funding by 2008
City Council	To further improve the public transport routes across and around the city	Complete delivery of existing programme between now and 2009
City Council	Embed environmental standards and targets in planning, housing and environmental regulations	Complete by end of 2008
Learning Skills and Employment Theme Group	Working with Chamber of Commerce, Coventry and Warwick Universities establish a business and environment project	Seek external funds to establish this work stream by June 2008
City Council	Develop a local supplier infrastructure under LEGI	2008 – 2011

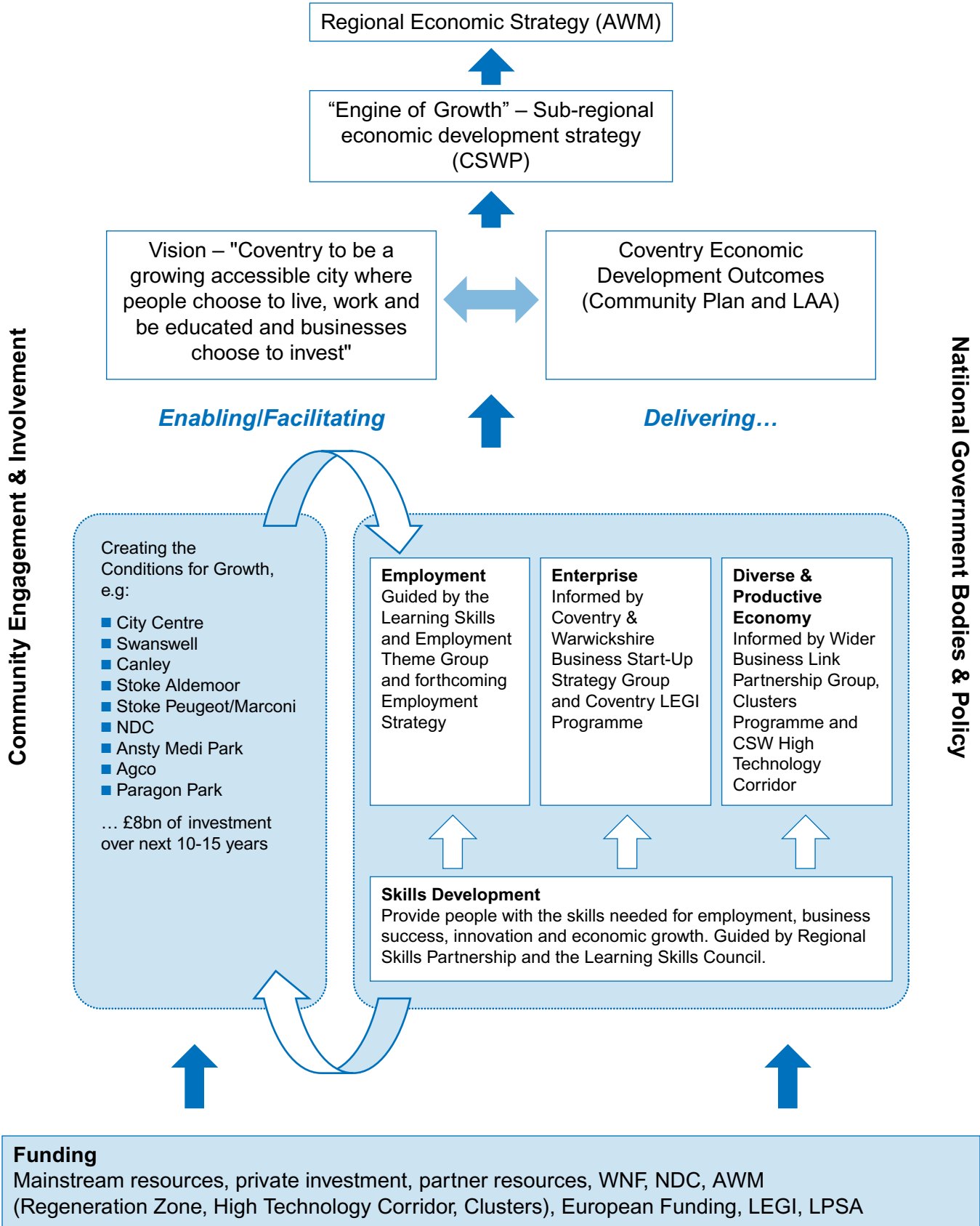
A1 Policy and strategy documents that inform the Economic Development Strategy

The table below sets out some of the main policies and strategies that have influenced and shaped the development of this strategy.

Level and focus of Policy	Policy/ Strategy
Neighbourhood	<ul style="list-style-type: none"> ■ Neighbourhood Charters ■ Neighbourhood Employment & Skills Plans
Local	<ul style="list-style-type: none"> ■ Local Area Agreements (LAA) ■ Neighbourhood Renewal Fund (NRF) ■ Building Schools for the Future (BSF) ■ Employment Strategy ■ Coventry Sustainable Community Strategy ■ Local Development Framework ■ Zone Implementation Plan (ZIP) ■ Local Enterprise Growth Initiative (LEGI) ■ New Growth Point Programme ■ New Deal for Communities (NDC)
Sub regional	<ul style="list-style-type: none"> ■ Zone Implementation Plan (ZIP) 6 ■ City Strategy
Regional	<ul style="list-style-type: none"> ■ West Midlands Regional Spatial Strategy (RSS) ■ West Midlands Economic Strategy (WMES) ■ City Region approach ■ Regional Sustainable Development Framework (SDF) ■ Regional Housing Strategy (RGS) ■ West Midlands Local Transport Plan (LTP)
National	<ul style="list-style-type: none"> ■ Comprehensive Spending Review, ■ Local Government White Paper (LGWP) ■ Three interconnecting White Papers on the environment – Planning, Waste, Energy ■ Sustainable Development Strategy (DEFRA, 2005). ■ Review of sub national economic development and regeneration
European Union	<ul style="list-style-type: none"> ■ Lisbon agenda

The diagram on the following page sets out how this economic development strategy fits into the wider sub regional and regional economic development framework.

Coventry Council's Strategic Approach to Economic Development



A2 Worked example – the medical technologies opportunity

The following represents an exercise in ‘real’ LED planning using the opportunity pathways methodology. We have taken the proposal for a Medical Technologies Park on land acquired by AWM at Ansty and worked through our initial appraisal and diagnostic tools to test: what we know about the market potential, environmental impacts and community benefits of the proposal, and whether this is something that has a real future in Coventry.

Opportunity: Ansty Medical Technology Park

Table: Initial appraisal of existing intelligence

Key questions	Who to lead on this?	Who else needs to be involved at this stage?	Score ¹	Average score per criterion
Qualifying Criteria: Market Potential				
Market trends			Growth. Continued growth over last 5 years/ 3% growth 2006. Benefit from changing demographics, growth in the Government's expenditure, increasing focus on preventative care. Technological advances and innovations have provided opportunities within the market. Particular growth in equipment sector, sterilisers and other supplies over past 5 years and. Decline in demand for medical supplies. Poor development of dressings sector, further decline anticipated. Increasing demand for therapeutic medical equipment. Decline in medical furniture, x ray equipment. 3 – 4?	3-4
Current performance			Detail available on performance of aspects of the market. (Mintel). Local market is fragmented. Lack of critical mass. Builds on traditional strengths – most companies are predominantly working in another sector/s.	
Independent forecasts of viability / growth and costs			Current UK market value - £3546.8m Trend for growth (Mintel, Jan 2007). Rate of growth has declined suggesting a degree of maturity. Decline in R & D investment. Value expected to increase year on year, real term growth of 11% between 2006 – 2011. PFI, Government and private investment expected to fuel demand. Medical equipment expected to account for majority of sales. Greater internationalism of output and degree of rationalisation of production facilities. Work continues to assess the market demand for the range of premises that might be developed at Ansty	
Other commercial indices (to be specified)				

Key questions	Who to lead on this?	Who else needs to be involved at this stage?	Score ¹	Average score per criterion
Qualifying Criteria: Environmental Contribution				
Energy use			Potential. Can be included as aspect of local development	
Pollution levels			Minimal?	
Use of green technologies or systems			Potential. Yes?	
Creation of green technologies or systems			Potential. Yes?	
Other environmental impacts/ benefits (to be specified)			To be defined	
Qualifying Criteria: Community Benefits				
Local business multipliers			Local employment. Services to support the industry. Use of local graduates – large numbers of engineering and biological science graduates. Opportunity for SME development and entrepreneurship.	
Numbers of jobs created			Could be significant based upon detailed proposal	
Wage levels			High skill and professional levels for direct employees.	
Skill/ training levels			Graduate, post graduate, technical and technician	
Other community benefits (to be specified)			Wider health benefits?	

1. Scores: 1-5 where 1 = extremely negative (no potential or benefits) and 5 = extremely positive (massive potential or benefits)

Worth taking to the next stage?

We are assuming that a mean score of 3 or more on each of our three qualifying criteria takes this proposal to the next stage, which offers a diagnosis of Coventry's current state of readiness to pursue it.

Table: Diagnostic profile: current state of readiness

Key factors	To what extent is this factor critical to the successful pursuit of a given opportunity?	To what extent is this factor present in Coventry at the moment?	If this factor is necessary but weak at the moment, is it under active development or scrutiny anywhere in the City?		Who else needs to be drawn into the process at this stage?	Who should be taking the lead?
			Yes – who by?	No		
Existing business base – established local firms or operators in related/ relevant activities	29% of medical and healthcare companies in WM. However, most of these focuses on another sector and are seeking to diversify into medical technologies. Fragmented business base. Local opportunities around imaging, healthcare systems, wellness/ long term care, education and training, NHS purchasing and assistive technologies Importance depends on approach to Ansty development – need to develop an innovative infrastructure to support SM and other developments around opportunities. Feasibility on this is currently underway.	2.5	Development depends upon target for Ansty site. Current feasibility study.		Partnership already active	Senior, experienced project manager to be agreed.
Business community/ networking	Medilink, I Centrum, and others	2.5	Yes, local partners			
Business support services	Yes, via Health Design and Technology Institute (Cov Uni), Medtech (Warwick Uni) and sector new initiative by City Council	3	Necessary and subject to new initiatives by local partners			
Access to finance	Define	?	May be necessary			

Key factors	To what extent is this factor critical to the successful pursuit of a given opportunity?	To what extent is this factor present in Coventry at the moment?	If this factor is necessary but weak at the moment, is it under active development or scrutiny anywhere in the City?		Who else needs to be drawn into the process at this stage?	Who should be taking the lead?
			Yes – who by?	No		
Local skills supply	Biological science graduates, engineering and manufacturing skills. IT skills. Availability of apprenticeships etc.	4	To be defined based on target users			
Local skills suppliers	UoW, Cov Uni, LSC,	4	To be defined based on target users			
Local land supply	Ansty site belongs to AWM.	5				
Planning/ land use services	Planning issues have been resolved and infrastructure work is underway.	5	Yes			
Premises	To be developed to meet needs	5	Yes			
Community cohesion/ engagement/ social capital	Links to be made via LA			No		
Environmental quality (e.g. public open spaces)	To be defined. Science Park/ business park type environment envisaged		Yes, to attract investors			
Built environment	Yes		Yes			
City centre look/ feel/ amenity	Outside city centre			No		
Housing supply/mix	n/a			No		
Other critical success factors	Focus to attract anchor tenants.					

1. Score 1-5, where 1 = irrelevant and 5 = absolutely essential
2. Score 1-5, where 1 = absent and 5 = highly developed

A3 How the Coventry Economic Development Strategy was developed

This strategy was developed through a process of partner/ stakeholder workshops that debated and considered a range of key issues and topics. The main local partners/ stakeholders involved in this process include:

- The City Council's economic regeneration, research and neighbourhood management teams
- JobCentre Plus
- Chamber of Commerce
- Learning and Skills Council
- Coventry University
- Warwick University
- Warwick University Science Park
- Coventry, Solihull & Warwickshire Partnership
- Coventry New Deal for Communities
- Willenhall Education Employment and Training Centre

It was never intended that this group should be in any sense a representative cross-section of the views, which exist in the City about its future prospects. The role of the workshops was to propose and test ideas and hopefully check out with practitioners who deliver publicly funded economic development that this strategy is relevant to the real needs of the City.

The strategy was developed with support from Paul Field (UK Research Partnership Ltd) and Isabel Ford (TeamPro Solutions Ltd).

The draft strategy was put out to public consultation between 5 December 2007 and 25 January 2008. The consultation responses were collated and reported to the City Council Cabinet meeting on 11 March 2008.

The accompanying DVD, Making it Coventry, was independently produced as part of the consultation process, by MidMedia at City College, under the direction and editorial control of Nathan Dodzo.

Carl Pearson, Head of Regeneration at the City Council, was responsible for the overall development and co-ordination of the project.

Further information about the strategy and its implementation is available on the City Council's website where the strategy and accompanying material can be downloaded.

<http://www.coventry.gov.uk/business>

Table: Consultation responses

Consultation - what they said	Organisation / individual	Action - what we thought	Outcome - what we did	EDS Goal
Improvements to city centre should focus upon one or more specific sectors i.e. entertainment/retail	Coventry Partnership	there was a need to reference masterplanning	Additional reference to the city centre masterplan p.7 reads: "Establish a Masterplan to guide and support the future growth and development of the city centre"	Transform and extend the city centre
The strategy should be more specific about the types of job Coventry wants to attract	Coventry Partnership	a need to be specific around types of jobs	alteration to the second goal used on p.7; "Providing more and better quality jobs" and further references to "Create a range of jobs to match the skills and experience of local people and graduates" and also to 'quality' jobs p.33	Providing jobs to create prosperity
The strategy should plan to develop and emphasise an entrepreneurial/ creative culture	Coventry Partnership	noted	reference in section "A vision for Coventry"	Providing jobs to create prosperity
A general feeling that the strategy should be more distinctive to Coventry	Coventry Partnership	need to increase specific references to Coventry	Highlighting the position of Coventry, particularly in Section 4, e.g.; "Coventry is well placed to demonstrate how a city can play a pivotal role in the growth, development and positive transformation of both an urban centre and city-region."	Transform and extend the city centre
The EDS should develop the link between transport and general economic development; the development of a unique/ distinctive transport system	Coventry Partnership	a need to be clear around the strategic context	references made in section 4 to the growth agenda and also changes to the bullet point 'transport'	
Be more explicit as to how we will create a vibrant city day and night	Coventry Partnership	a need to reference city centre strategy	reference made in Section 3, 'A vision for Coventry'; "Establish a Masterplan to guide and support the future growth and development of the city centre"	Transform and extend the city centre
The EDS should be more focused upon 'quality jobs', not merely jobs. A suggested change to the fourth goal inline with this	Scrutiny Board 3 January 17	change similar to that suggested by Coventry Partnership	alteration to the second goal; "Providing more and better quality jobs" and further references to 'quality' jobs p.33	Providing jobs to create prosperity
Change to fourth goal, target of a carbon neutral city is too ambitious: "Creating a city that is more environmentally sustainable and has set targets to reduce its carbon impact upon the environment"	Chris Thomas	change needed to fourth goal	Change to fourth goal: "Creating a city that is more environmentally sustainable and has set targets to reduce its carbon impact upon the environment"	Creating a city that is more environmentally sustainable and has a carbon neutral impact upon the environment

Change to target for fourth goal, p.34 add in the target of a reduction of 3% in emissions	Chris Thomas	change needed to fourth goal	Change to fourth goal: "Creating a city that is more environmentally sustainable and has set targets to reduce its carbon impact upon the environment" and addition of target of 3% emissions on p.34	Creating a city that is more environmentally sustainable and has a carbon neutral impact upon the environment
Change to page 17 re housing; insert the following into the first paragraph: "create a greater variety of housing options"	Chris Thomas	change necessary	amended	Building new homes and transforming communities and neighbourhoods
Current drives for efficiency and consortium buying are limiting opportunities for local business (often SMEs) to successfully compete for public sector business and therefore I believe a proactive approach needs to be taken to ensure this condition is created.	Leslyn Rew	some changes needed to bring out the point more clearly	change made section 8, additional bullet point; "Encouraging local supply and purchasing to improve the environmental sustainability of the city" and further change in action plan	
Is there a case for encouraging local procurement by all sectors, not just by the public sector, to bring even greater benefits to the market size?	Leslyn Rew	noted	considered in changes made	
The paragraph at the top of page 17 is reasonably correct, but it gives slightly the wrong impression that policy comes from Warwickshire	Niall McChesney	noted	draft amended in Section 4 along the lines suggested	
The CDP definition of the City Centre extends beyond the Ring Road, especially to the north and south. It's not so much traditional boundaries as some people's perceptions of the city centre.	Niall McChesney	a need to tackle perceptions of city centre	change incorporated to tackle perceptions of the city centre throughout document	Transform and extend the city centre
Extra clarity around the figures on page 10 (25 000 new jobs) and on page 32 (8 000 people working in the city centre). Also question as to whether jobs in retail or hotels contribute towards jobs figures currently	Niall McChesney	a need for clarification around numbers of new jobs	Historically when Coventry's economy has grown, it has been at a rate of 1,000 to 2,000 jobs a year. However, in the current climate there are indications it may be more like 3,000. We are therefore investigating this further	Providing jobs to create prosperity

Does the extra 2500 people result from expanding the boundaries or by other investment?	Niall McChesney	noted	a mixture	Providing jobs to create prosperity
Indicators. Questions around who is going to collect the information, analyse it and check on whether or not targets are reached?	Niall McChesney	noted	a mixture	Indicators
“I thought the look of the document was very good with it having a clean and accessible appearance that is very readable. I think the corporate look works well and that the use of diagrams and charts was effective. As discussed, I would like to use a similar look for the climate change strategy and will be in touch with Pixeltrix as you advise.”	Michael Checkley	noted	noted	
We would also like to see inclusion and recognition of the role we will play through both the Regeneration Zone and High-Technology Corridor	CSWP	changes needed	additions made in Action Plan and also Section 4; “Coventry is well placed to demonstrate how a city can play a pivotal role in the growth, development and positive transformation of both an urban centre and city-region. The sub-regional economic development partnership, Coventry Solihull and Warwickshire Partnership (CSWP), can help facilitate the growth of the city through our Regeneration Zone priorities around encouraging vibrant town centres. Also vital is the key role that CSWP can play in business – university collaboration through the High-Technology Corridor.”	
We are pleased to see the strategy recognise the importance of key sites outside of its boundaries e.g. Ansty, which will have a huge impact on the economy as they are brought forward.	CSWP	noted	noted	Providing jobs to create prosperity

The Diagnostic Tool outlined within the Strategy also represents a new and well-thought out approach to Partnership work. We hope it will help to identify strong and appropriate partnerships to move the economy of the city forward.	CSWP	noted. Further development of the Diagnostic Tool is taking place		
Flag needs of new graduates in rented housing market – Coventry First?	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; “Develop and resource a program and strategy to retain graduates in the city”	Graduates and Universities
Re-consider possibility of a graduate retention officer (full or part time) – based within I&B	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; “Develop and resource a program and strategy to retain graduates in the city”	Graduates and Universities
Investigate potential of local jobs fair at the two universities	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; “Develop and resource a program and strategy to retain graduates in the city”	Graduates and Universities
Investigate welcome / ‘selling Coventry’ type leaflet for current students, perhaps with a focus on local employment opportunities	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; “Develop and resource a program and strategy to retain graduates in the city”	Graduates and Universities
Investigate graduate development / training opportunities through Young Professionals network	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; “Develop and resource a program and strategy to retain graduates in the city”	
Look at graduate development and entry opportunities within our own organisation, including potential to link to existing public sector training provision at Warwick Business School.	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; “Develop and resource a program and strategy to retain graduates in the city”	Graduates and Universities

Comission special projects team to address issue of grad retention, to draw up a strategy and comission work	Regen Services - Graduate working group	a need to do some specific work on graduate retention to address this factor	reference made in the action plan to; "Develop and resource a program and strategy to retain graduates in the city"	Graduates and Universities
"universities are not only centres of innovation, but also drivers of economic development through knowledge transfer and the provision of highly skilled people. However, the Strategy should include more detail on this, and be more specific on how the universities can drive economic development, and on the particular strengths that they possess. "	Warwick Uni response	a need to bring out the role and contribution of the cities universities	Changes in Section 4; "in particular the partnership between Coventry City Council, the University of Warwick and Coventry University will be decisive. The expansion of the universities and their international reputations will be an integral element of the overall economic growth of the city. Each university has a clear development plan detailing their ambitions for growth."	Graduates and Universities
"real question for the City should be: what can we do to make Coventry a more attractive place for graduates of the two universities? This challenge can only be met if the City can provide top quality jobs to compete with London and the South East, and also a high quality social and cultural environment."	Warwick Uni response	question similar to that raised by Graduate Working Group	addressed by the Action Plan and creation of Graduate Retention Strategy	Graduates and Universities
"We also agree that Coventry should look even further afield - this matches the University's own aspirations, as we now see our "region" as including the "arc of development" taking in Milton Keynes, Oxford and beyond. The University, and the City of Coventry, can benefit from being key players in the innovation and growth area that now extends from Birmingham to London."	Warwick Uni response	noted. investigate where this can be highlighted		Graduates and Universities
" More should be made in the Strategy of the University's international connections "	Warwick Uni response	agreed	Section 4 ; "The expansion of the universities and their international reputations will be an integral element of the overall economic growth of the city. Each university has a clear development plan detailing their ambitions for growth"	Graduates and Universities

<p>“ there is a reference on page 43 to the employment strand being guided by the Jobs & Economy Theme Group; the JSG has recently merged with the Learning and Training Theme Group and is now re-titled the Learning Skills and Employment Theme Group. Could you amend the reference? “</p>	<p>Jane Malbasa JCPlus</p>	<p>agreed</p>	<p>amendments made where necessary</p>	<p>Providing jobs to create prosperity</p>
<p>“we would like to suggest that the Coventry Economic Strategy considers providing a benchmark for current GVA and outlines the medium and long term targets for GVA in order for overall progress to be readily understood”</p>	<p>Advantage West Midlands (AWM)</p>	<p>noted. Research and Strategy to undertake investigation into wellbeing indicators and GVA</p>		



Coventry City Council