



Business, Economy and Enterprise Scrutiny Board (3)

Time and Date

2.00 pm on Wednesday, 16th April, 2014

Place

Committee Rooms 2 and 3 - Council House

Public Business

1. **Apologies and Substitutions**

2. **Declarations of Interest**

3. **Minutes** (Pages 5 - 8)

(a) To agree the Minutes of the meeting held on 19th March 2014.

(b) Matters Arising.

2.05 p.m.

4. **Coventry Rail Story / Rail Investment Strategy** (Pages 9 - 50)

To receive a briefing on the progress and developments of rail projects in the region, including NUCKLE and HS2.

Briefing note and presentation of the Executive Director, Place

2.45 p.m.

5. **Jobs and Growth Strategy for Coventry 2014-2017** (Pages 51 - 66)

To consider the draft revised Job Strategy.

Briefing note of the Executive Director, Place

3.30 p.m.

6. **End of Year Review** (Pages 67 - 68)

Briefing Note of the Scrutiny Co-ordinator

7. **Outstanding Issues**

Outstanding issues are included in the Work Programme below.

8. **Work Programme 2013/14** (Pages 69 - 72)
Report of the Scrutiny Co-ordinator
9. **Meeting Evaluation**
To evaluate the effectiveness of the meeting.
10. **Any other items of business which the Chair decides to take as matters of urgency because of the special circumstances involved**

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Tuesday, 8 April 2014

Note: The person to contact about the agenda and documents for this meeting is Michelle Salmon, Governance Services, Tel: 024 7683 3065, Email: michelle.salmon@coventry.gov.uk

Membership:

Councillors F Abbott, M Auluck, D Galliers, M Hammon, K Maton, T Skipper (Chair), K Taylor, S Walsh and D Welsh

By invitation:

Councillors L Kelly (Cabinet Member (Business, Enterprise and Employment)) and E Ruane (Cabinet Member (Housing and Heritage))

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting OR if you would like this information in another format or language please contact us.

Michelle Salmon

Governance Services

Telephone: (024) 7683 3065

e-mail: michelle.salmon@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Business, Economy and Enterprise Scrutiny Board (3)
held at 2.00 pm on Wednesday, 19 March 2014

Present:

Members: Councillor T Skipper (Chair)
 Councillor F Abbott
 Councillor M Auluck
 Councillor J Clifford (substitute for Councillor Galliers)
 Councillor M Hammon
 Councillor K Maton
 Councillor S Walsh
 Councillor D Welsh

Other Members Councillor L Kelly
(By Invitation):

Employees (by Directorate):

Place D Fitzhugh, L House, A Maqsood, D Nuttall, K Fawcett
 D Taylor

Resources K Larsen, G Paddan,

Apologies: Councillor D Galliers
 Councillor K Taylor

Public Business

47. Declarations of Interest

There were no declarations of disclosable pecuniary interests however; the Board noted that Councillors Auluck and Maton serve as members on the Whitefriars Housing Group.

48. Minutes

(a) The minutes of the meeting held on 12 February 2014 were agreed and signed as a true record.

(b) There were no matters arising.

49. Coventry Homefinder Choice Based Lettings Policy

The Scrutiny Board received a presentation and considered the briefing note in respect of the draft Coventry Homefinder Choice Based Lettings Policy following the

re-write, which was requested by the Cabinet Member (Housing and Heritage) at his meeting on 11th April 2013, before it is presented to Cabinet on 15th April 2014.

The Board noted that the Council no longer owned any housing following the Large Scale Voluntary Transfer of all the former Council Housing to Whitefriars Housing Group in September 2000. The presentation provided a summary of the issues that were being reviewed and the changes to the Policy. Consideration was given to the following:

- Changes to categories of housing needs in bands and reasonable preference categories in the legislation.
- Local connection as qualifying criteria: the Council has discretion whether to apply this new guidance in its allocations policy.
- Applicants that refuse more than five offers without good reason may have their application closed; currently refusal offers stand at 10.
- Whitefriars Housing Group was comfortable with the proposed changes to the Policy.
- Discussion on the number of people waiting to move due to under occupancy (referred to as the "bedroom tax") Releasing of large properties was discussed.
- The condition of the property when up for re-let, together with the location of the property; whether in a desirable area. Property management checks were carried out to ensure good tenable standards of the property.
- Those currently in private rental and waiting for re-housing to Council/housing rental – it was noted that the homefinder facility was open to all.
- Issues relating to large families wanting a six bedroom property and temporary housing of families in bed and breakfast accommodation.

RESOLVED that the Scrutiny Board: -

- a) Notes the content of the briefing note.**
- b) Recommends to the Cabinet Member (Business, Enterprise and Employment) approval of the Coventry Homefinder Choice Based Lettings Policy, with a review of the impacts of the Policy being carried out following the first full year of implementation and the outcomes of the review presented to the Business, Economy and Enterprise Scrutiny Board (3) for consideration.**
- c) Submits a briefing note to Cabinet with the recommendations from the Board.**

50. Tourism Strategy for Coventry

The Scrutiny Board received a presentation and considered a briefing note on the proposals for the Tourism Strategy for Coventry. The Board further reviewed proposals for tourism products that were in development; with the support of the new consolidated Council services for sports, art, heritage, business relationships, tourism and events.

Work has been undertaken on the Tourism Strategy for Coventry and this was summarised in the draft document circulated – ‘Coventry 2014-2024 an emerging Vision for Tourism’. It was noted that the Service had hosted an international Confex 2014 delegation and partnership event in London.

Members of the Board questioned the officers on the Tourism Strategy for Coventry and recommendations, matters raised included:

- Events – Godiva festival being the largest festival for Coventry.
- Sports events that have been held in Coventry and national events that would be coming to the City.
- Graduates – approximately 58,000 students in Coventry.
- Outcomes by 2024 to include: City to establish itself in the top 20 UK Towns and Cities, increase overnight business trips in Coventry, increase information - ‘Visit Coventry and Warwickshire’ website.
- Coventry is not recognised in the Top 20 Towns for all trips at present.
- Coventry does not have a recognised official Destination Management Organisation (DMO) in its own right; therefore invitation to attend official national tourism steering groups (Visit England) was not possible. DMO would take three years to establish.
- Resources used for heritage purposes – outside funding be investigated.
- The Tourism App would be launched tomorrow (20th March 2014).
- City branding – with emphasis on ‘City of Peace and Reconciliation’.

The Scrutiny Board requested that the Tourism Strategy: a) reflects in its priorities, the multi-cultural strengths of the city as well as its importance as a City of peace and reconciliation; b) changed the nuance of the language used from decreasing negative perceptions to increasing positive perceptions of the City.

RESOLVED that the Scrutiny Board: -

- a) Notes the content of the briefing note.**
- b) Makes the following recommendations to the Cabinet Member (Business, Enterprise and Employment) to progress with partners;**
 - i. Encourage the establishment of a Destination Management Organisation for Coventry.**
 - ii. Investigate sources of funding for a dedicated operational budget.**

51. Events Budget

The Scrutiny Board received a presentation and considered the briefing note of the Service Manager and Senior Event Officer, which provided a breakdown of the City Council’s events budget for 2013/14 and details of the projects and programmes funded, including the measured outputs and outcomes for each area of expenditure.

Further consideration was given to budgets that support events and it was noted that the Godiva Festival was the chief free family festival and had been running for 16 years. Officers provided a breakdown of the figures and it was suggested that further sponsorship be sourced.

Members of the Board questioned the officers on the review and recommendations, matters raised included:

- Coventry Half Marathon – funding is from a separate budget.
- Coventry Peace Festival – runs from 1-14 November; documented as being well supported.
- Future of current events was discussed – would a shuttle bus be useful for the Godiva Festival?
- Rebranding of the Godiva Festival to include Coventry and its logo – this would provide better exposure on social media sites.
- Clarification was sought of the ‘General Events’ budget – this budget included events such as St. George’s Day, Armistice Day and Lifestyle (food and fashion).
- Christmas events – source additional funding/supporting budgets.
- Usefulness of the figures presented – what can be delivered with the funds available.

The Scrutiny Board requested that they receive feedback from the Cabinet Advisory Panel, Sports Vision Strategy, Tourism and City Wide Events meeting specifically with regards to the future of the Godiva Festival.

RESOLVED, that the Scrutiny Board notes the content of the briefing note and recommends to the Cabinet Member (Business, Enterprise and Employment) that ways for all the budgets for events to be consolidated into one total events budget, be explored.

52. Outstanding Issues

The outstanding issues were included in the Work Programme.

53. Work Programme 2013/14

The Board noted the Work programme items for the next meeting 16th April 2014.

54. Meeting Evaluation

The Board commented that the meeting had been very informative.

A comment was made by the remaining Board Members that Members should remain until the end of the meeting; unless leave was agreed with the Chair. In addition, The Board suggested that, to aid continuity, Members should serve on Scrutiny Boards for two years.

55. Any Other Public Business

The Chair announced that John Latham had been appointed as Coventry University’s Vice Chancellor. It was agreed that a letter be sent from the Board congratulating him on his appointment.

(Meeting closed at: 4.20pm)



Coventry City Council

Briefing note

To: **Business, Economy and Enterprise Scrutiny Board (3)**

16th April 2014

Subject: **Coventry Rail Story / Rail Investment Strategy**

1 Purpose of the Note

- 1.1 To provide an update on the progress and development of the Coventry Rail Investment Strategy.

2 Recommendations

- 2.1 The Business, Economy and Enterprise Scrutiny Board (3) is recommended to review progress and developments and make any recommendations to the Cabinet Members or partners as appropriate.

3 Information/Background

- 3.1 Coventry has been historically overlooked by the rail industry in formal investment and planning strategies, despite record passenger growth at the station in recent years.
- 3.2 To address and to respond to and inform Network Rail's Long Term Planning Process, which will determine national rail priorities for 2019 through to 2024, an evidence base is being developed which can set out what connectivity would benefit Coventry's economic growth.
- 3.3 Initially called as a working title 'Coventry Rail Story' this is being developed on an evolving basis into a Rail Investment Strategy.
- 3.4 An outline presentation is attached which summarises the work to date.

Mike Waters
Place Directorate
Tel: 024 7683 1048

This page is intentionally left blank

Coventry Rail Investment Strategy

Coventry Station Masterplan

Mike Waters

Coventry City Council

Spring-2014

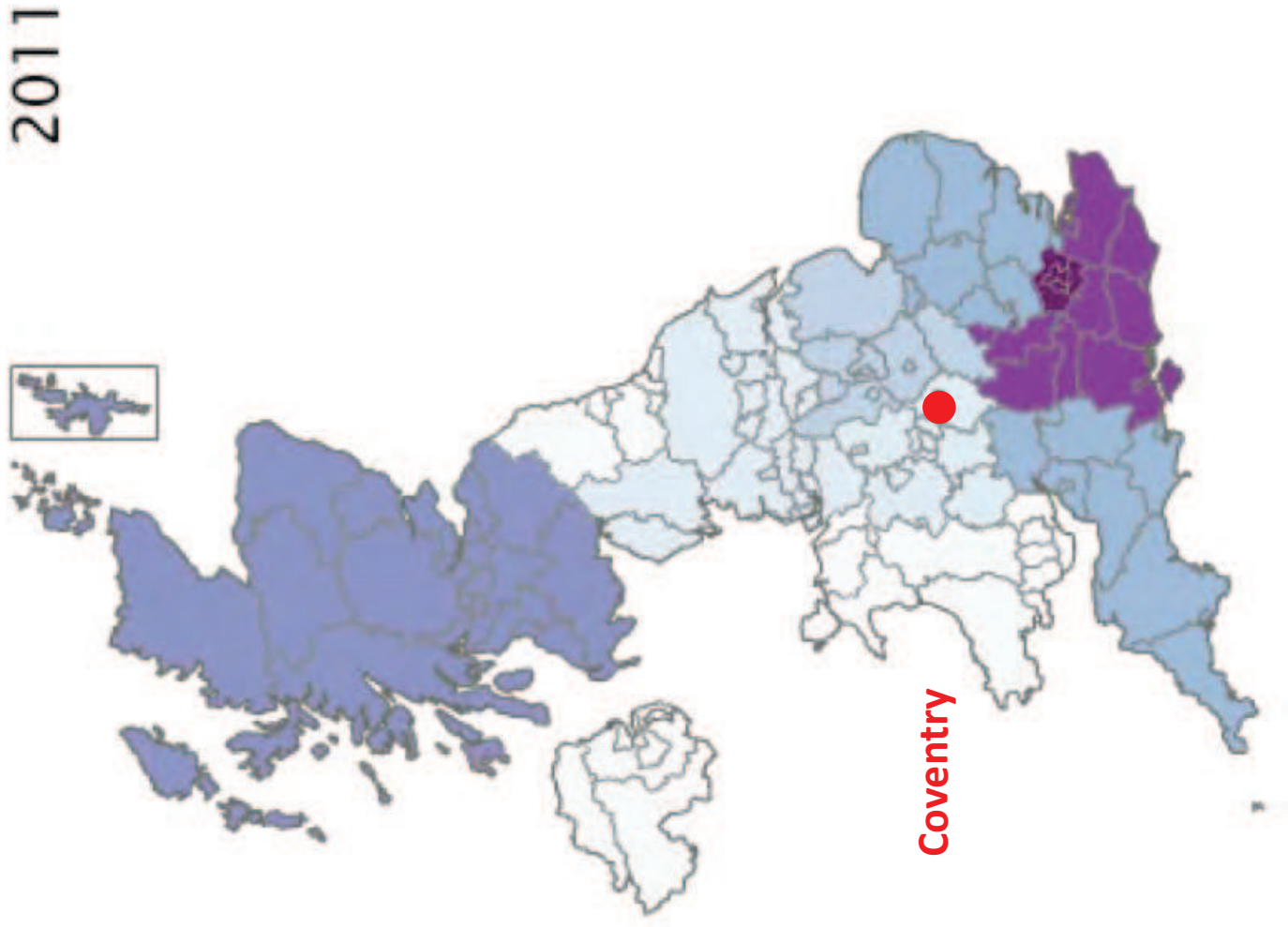


Coventry

- 1. Economy**
- 2. Growth**
- 3. Station**

1. Economy

GVA per head Change 1997-2011



GVA uplift

New jobs

Committed jobs

2. Growth



PASSENGER GROWTH

Coventry Station Annual Passenger Numbers


- ◆ 2001 – 2.24 million
- ◆ 2007 – 3.03 million
- ◆ 2008 – 4.51 million
- ◆ 2012 – 5.42 million
- ◆ 2023 – 7.49 million
- ◆ 2043 – 10.8 million

+ 142%
UK Rail
+ 68%



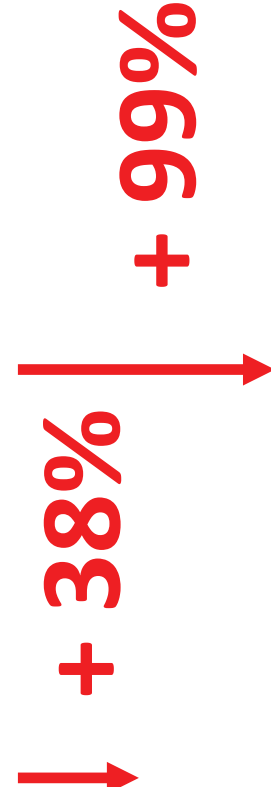
PASSENGER GROWTH

Coventry Station Annual Passenger Numbers

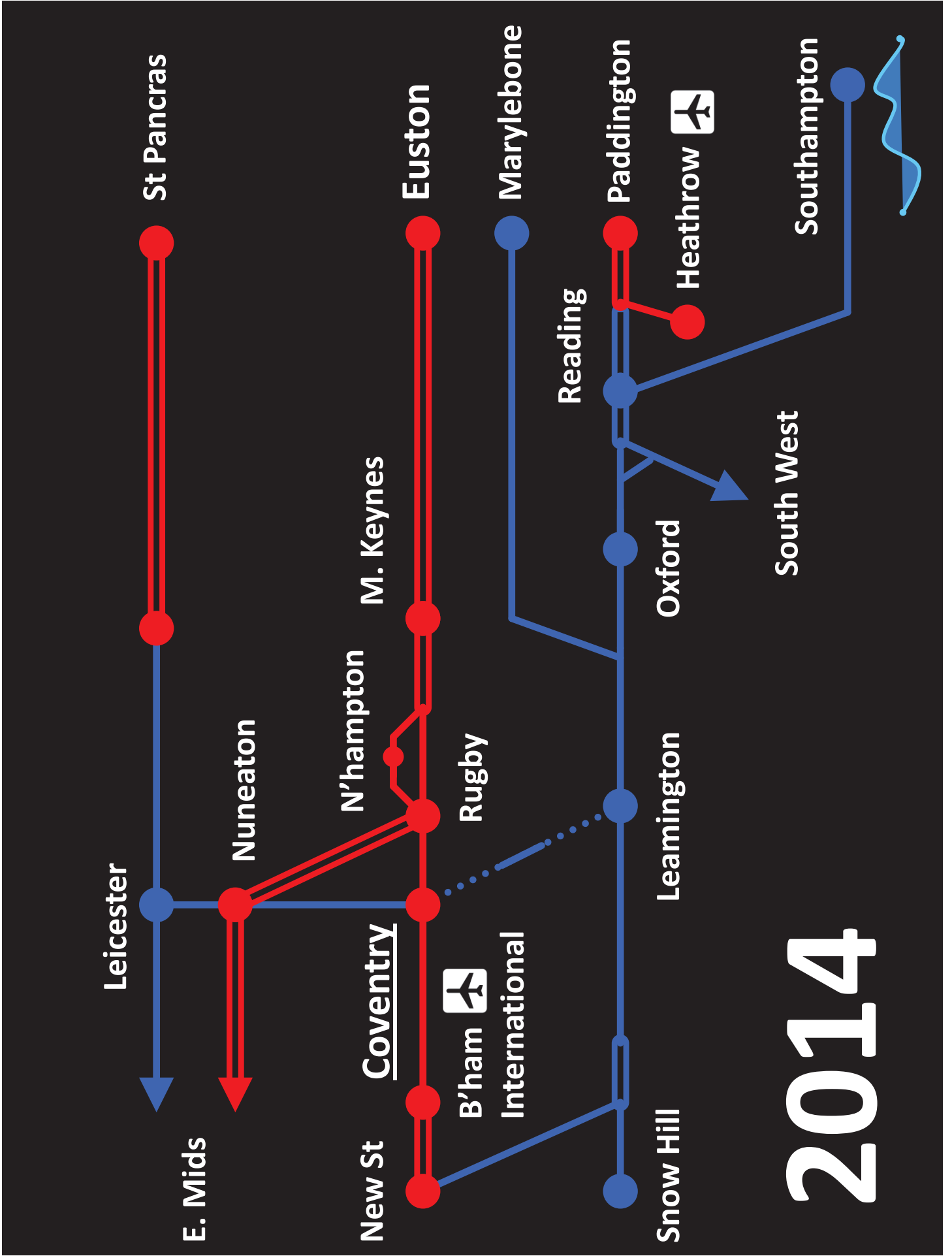
- ◆ 2001 – 2.24 million
 - ◆ 2007 – 3.03 million
 - ◆ 2008 – 4.51 million
 - ◆ 2012 – 5.42 million
 - ◆ 2023 – 7.49 million
 - ◆ 2043 – 10.8 million
- + 142%
New St
+ 133%
- 

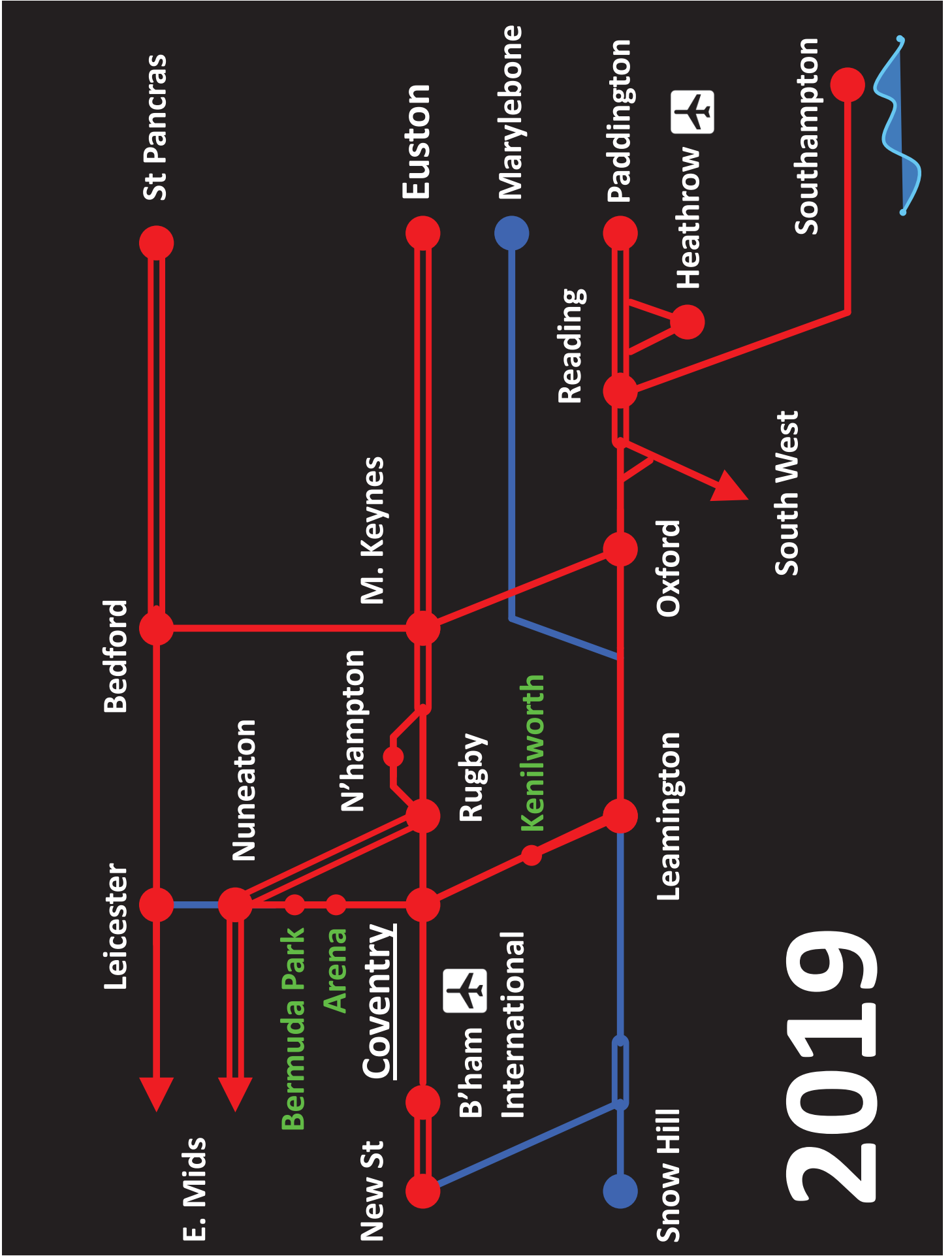
PASSENGER GROWTH

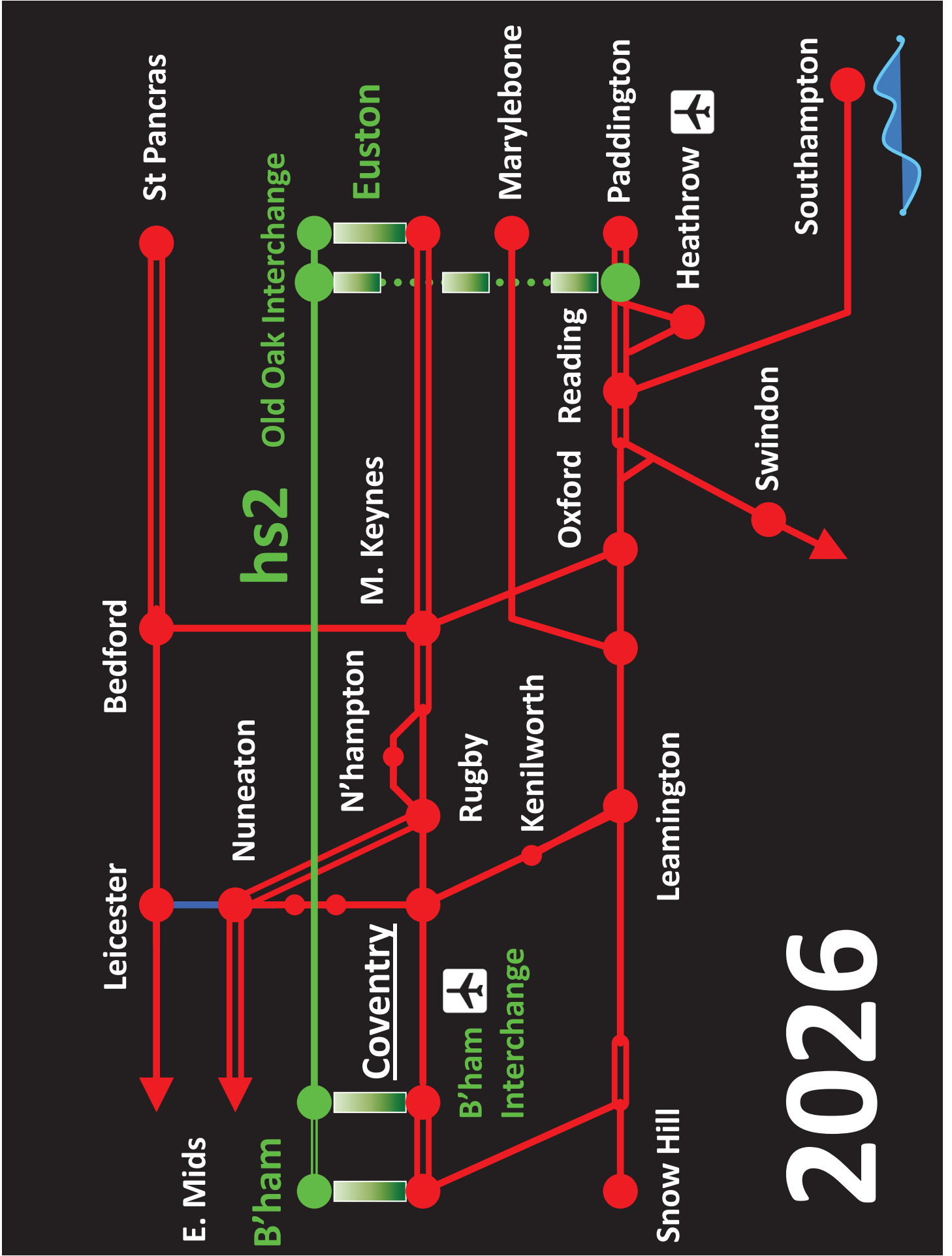
Coventry Station Annual Passenger Numbers

- ◆ 2001 – 2.24 million
 - ◆ 2007 – 3.03 million
 - ◆ 2008 – 4.51 million
 - ◆ 2012 – 5.42 million
 - ◆ 2023 – 7.49 million
 - ◆ 2043 – 10.8 million
- ↓ + 38% ↓ + 99%
- 

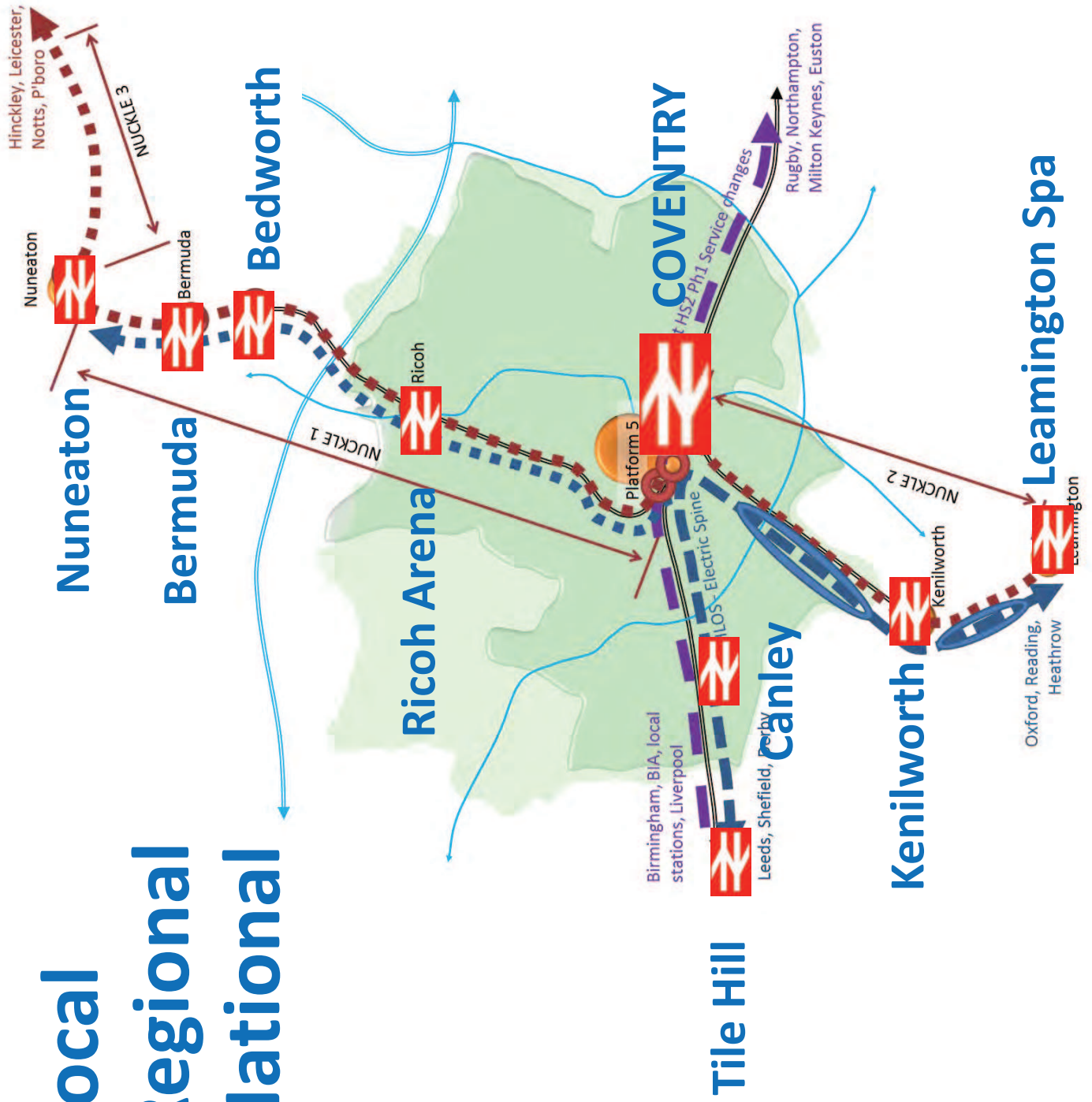






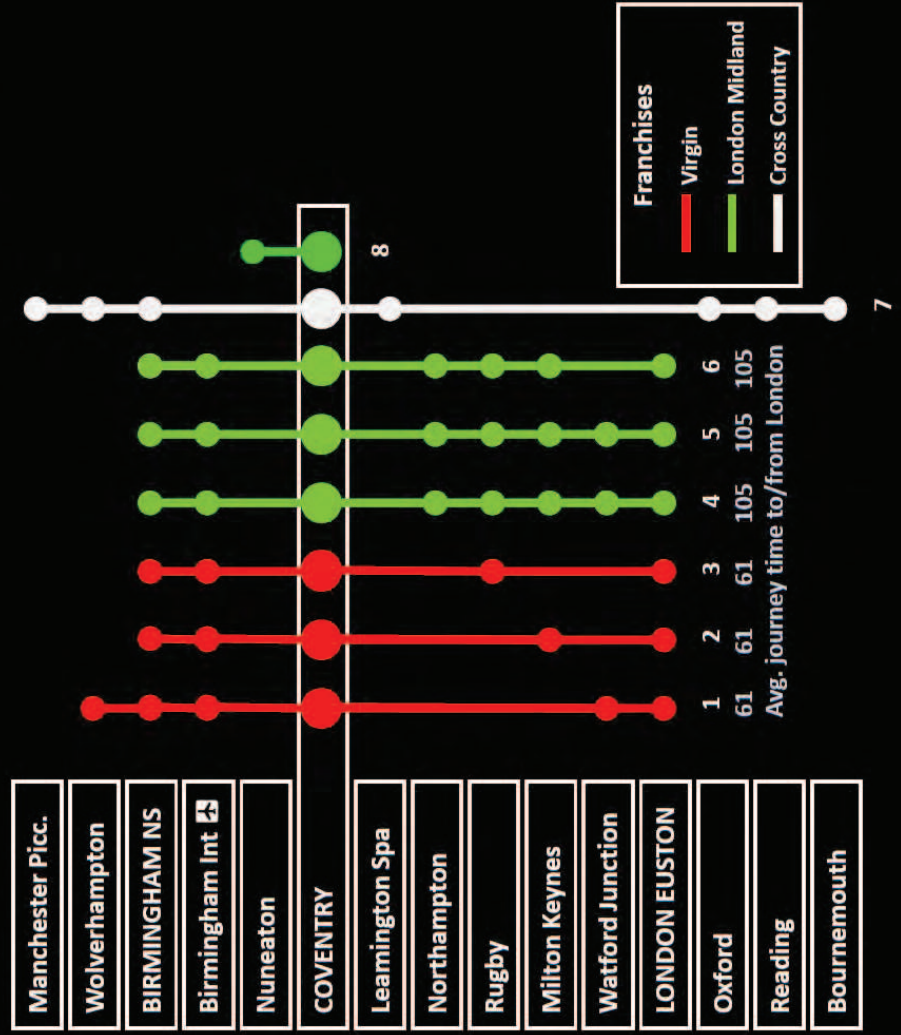


Local Regional National



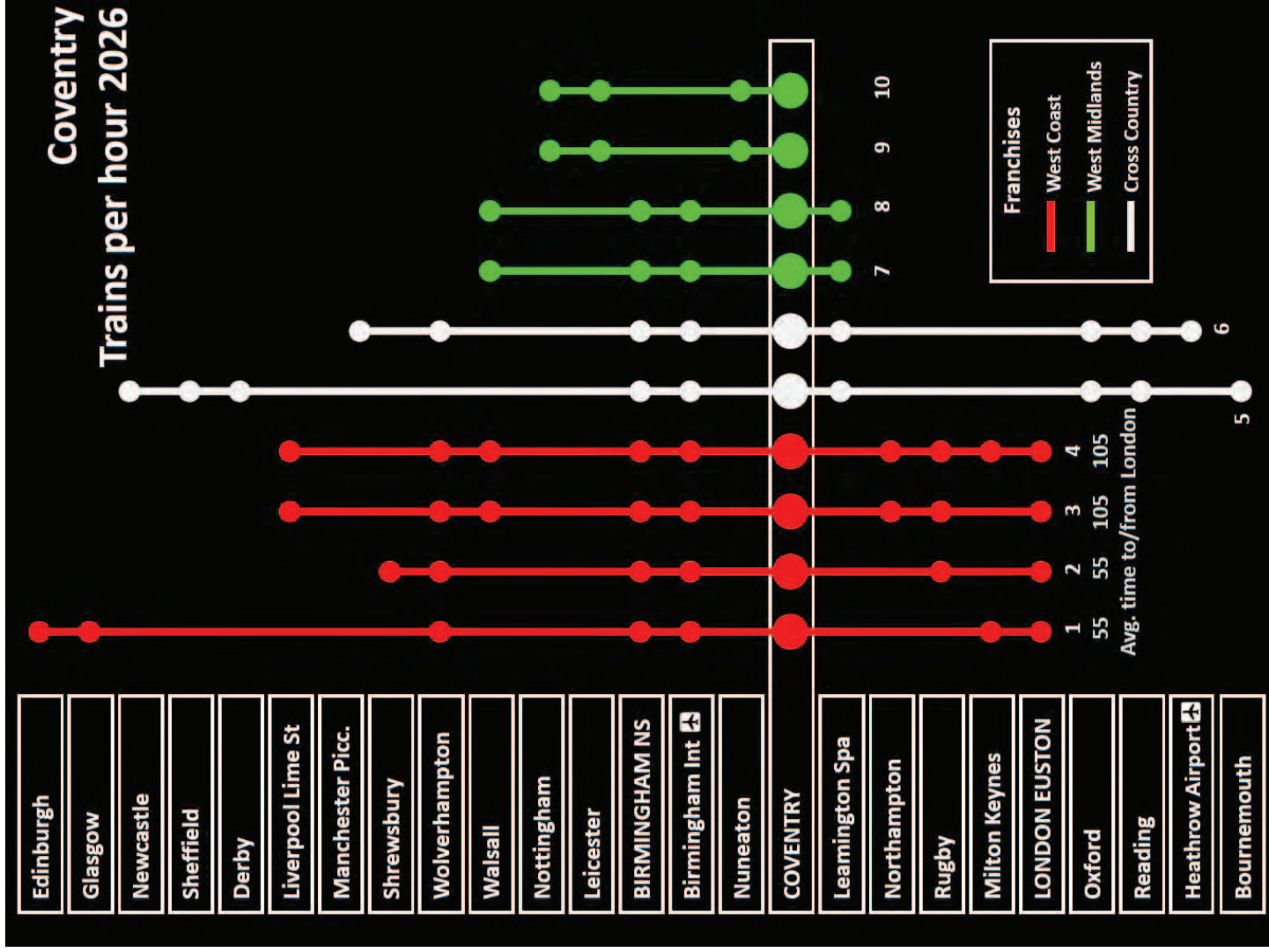
Now

Coventry Trains per hour 2013



2026

Coventry Rail Investment Strategy



3. Station



1960s Ambition

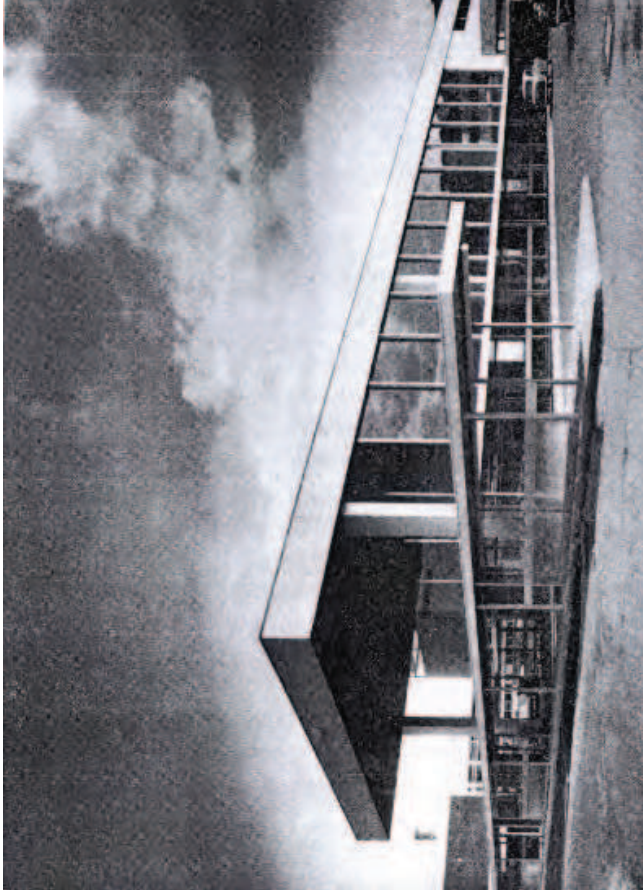


1960s Ambition



COVENTRY STATION

THE NEW MODERN



- Coventry Station a modernist building
- Form Follows Function
- Buildings were considered - Machines for Living
- Reduction in unnecessary ornamentation
- Clean lines expressed vertically and horizontally
- An honest use of materials
- Minimal structure slender columns
- Building featured in both the Architects Journal & Architectural Design in 1962

Comment from the Architects Journal

'designed on the essential idea of movement.'





advantage. Bed-sitting-rooms for managers and catering staff are situated over the booking office. The inevitable queue does not indicate any inadequacy in the planning of the booking office

Comment from the Architects Journal



The Architects Journal Information Library May 30 1964—SFB (93); UDC 725.31 1397

AJ **SFB (93)**
Building Illustrated UDC 725.31 Railway station buildings

Coventry station


architect W. E. Hasleley, regional architect (LM Region) under the direction of A. N. Beilford, chief civil engineer
 J. S. Wyatt, principal assistant architect
 D. Shorten
 J. M. Collins
 M. J. C. Edwards
 K. Rowson

job architect
 assisted by

quantity surveyor J. B. Whybrow, chief quantity surveyor, regional architect's office, and W. A. Storey, principal assistant quantity surveyor

consultants
 structural
 lettering and signs Ore Amp & Partners
 Jack Kinneir

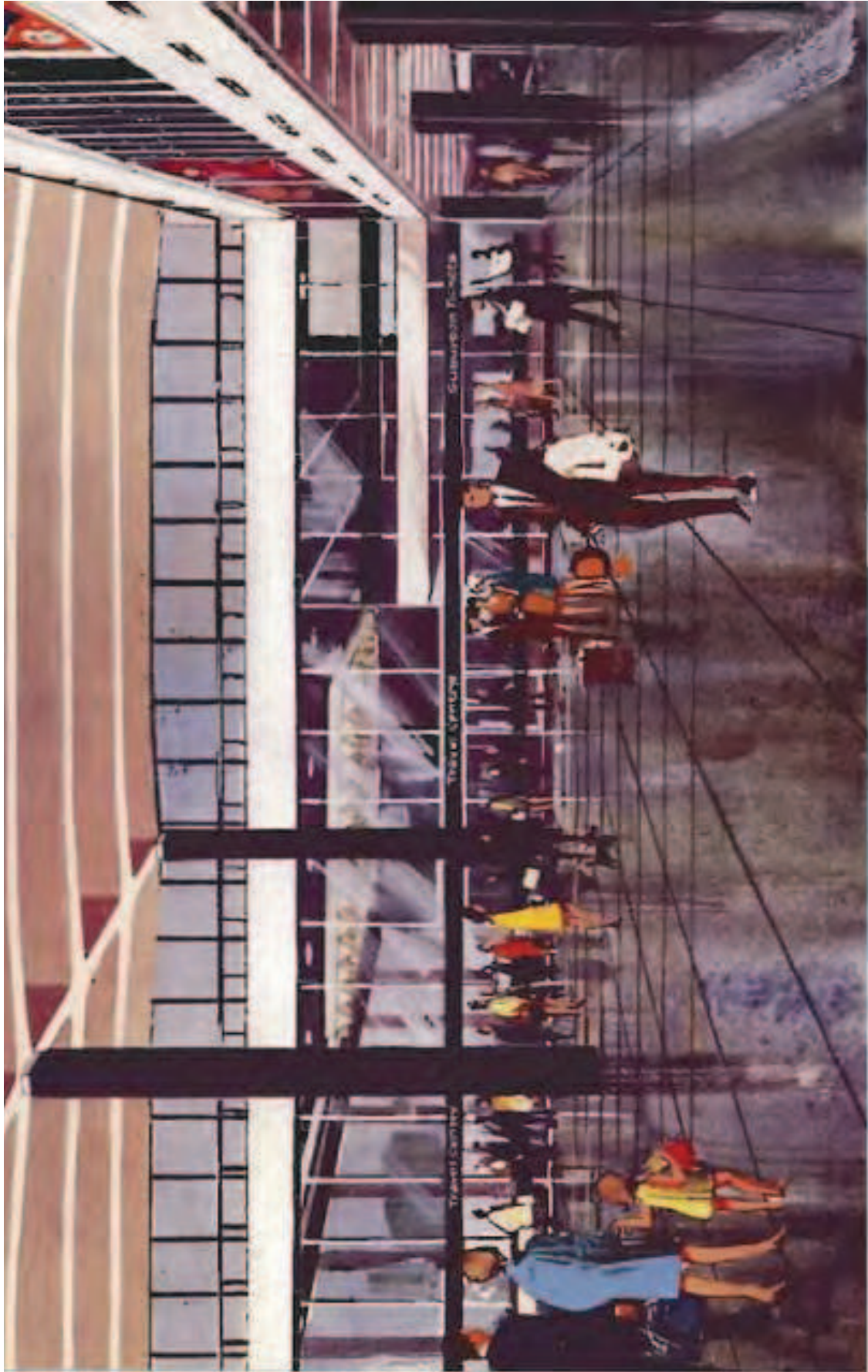
This railway station had to be rebuilt because of electrification of the line and growth in passenger traffic. The architects have produced a building which fully meets the straightforward requirements of the nearby retail city centre. Unfashionably plain, it is a welcome sight for roads to be published, but an outline specification is included.



The main concourse seen from the east end and, to the far left, a developer's boarding which announces the commencement of a 'Station square redevelopment scheme'. It is also development is completed the station will have a more quiet road link with the city centre

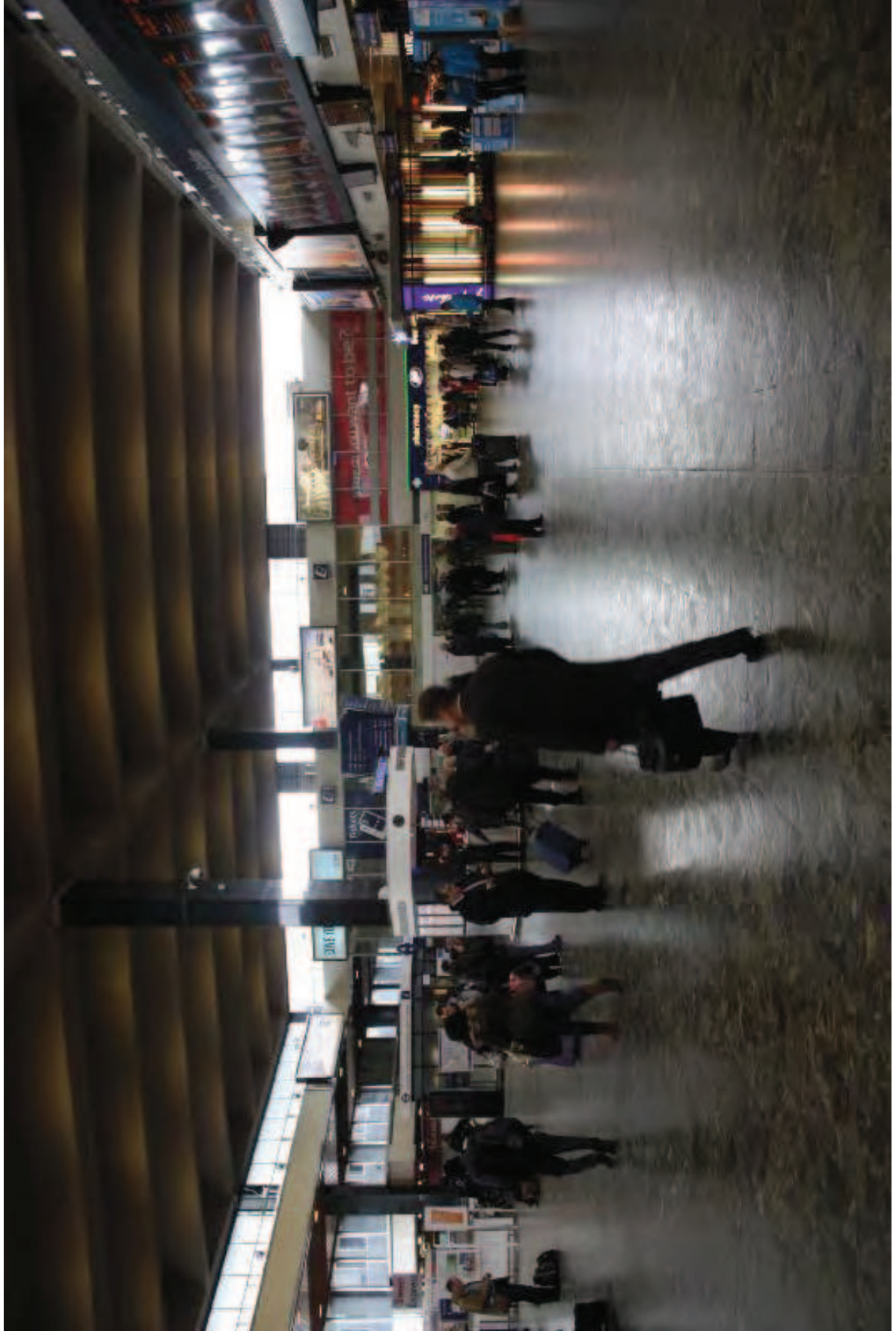
The concourse provides almost all that the intending passenger needs, with easily read 'boards' and plenty of room to circulate. One omission is in the provision of comfortable seating in this area for the weary traveller. The benches (one of which is seen on the left beyond an advertising cube) are hardly adequate and certainly not comfortable





COVENTRY STATION

Euston Station



2010s anonymous



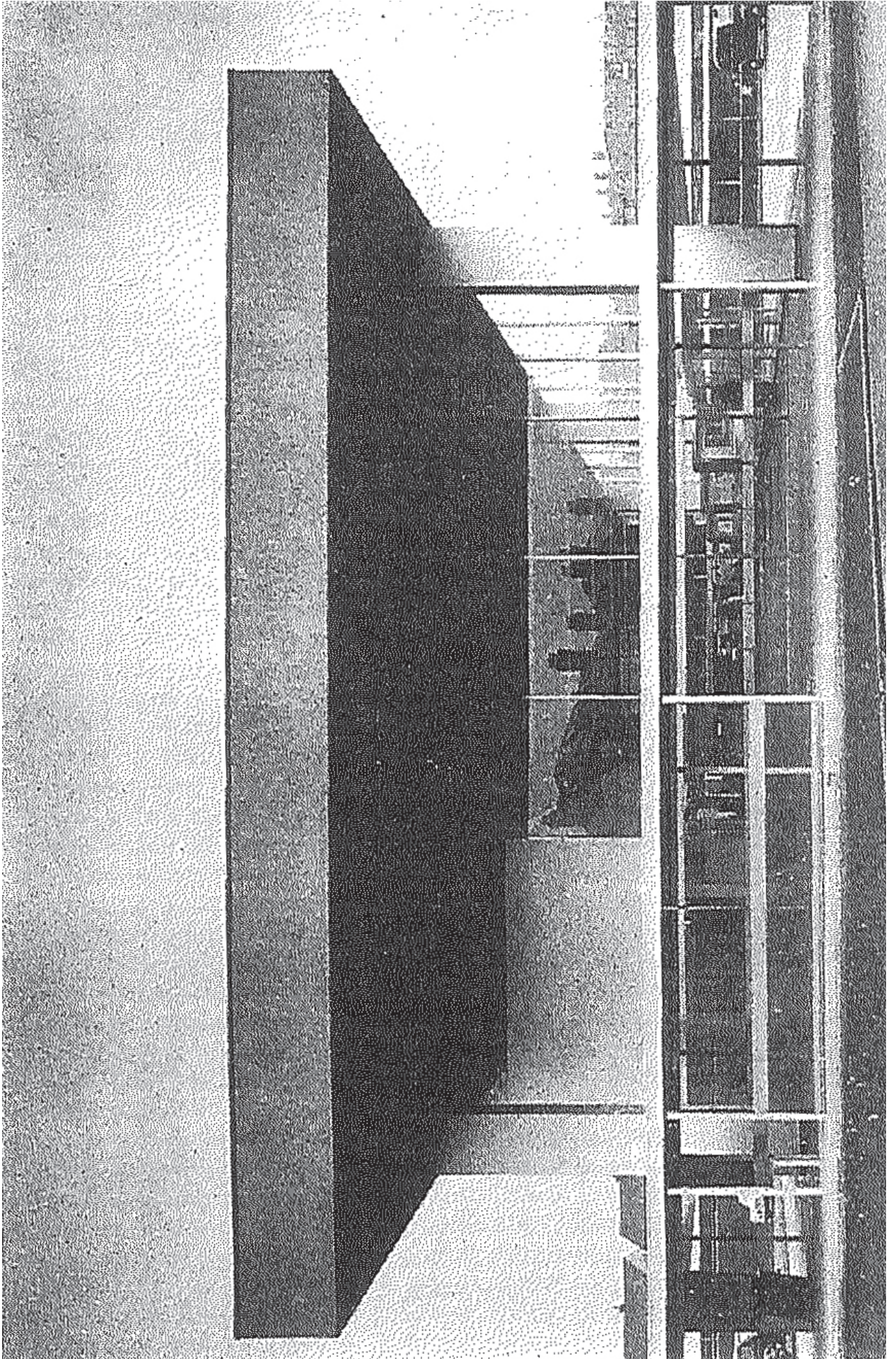


Masterplan



Friargate

1960s Statement



2010s little seen



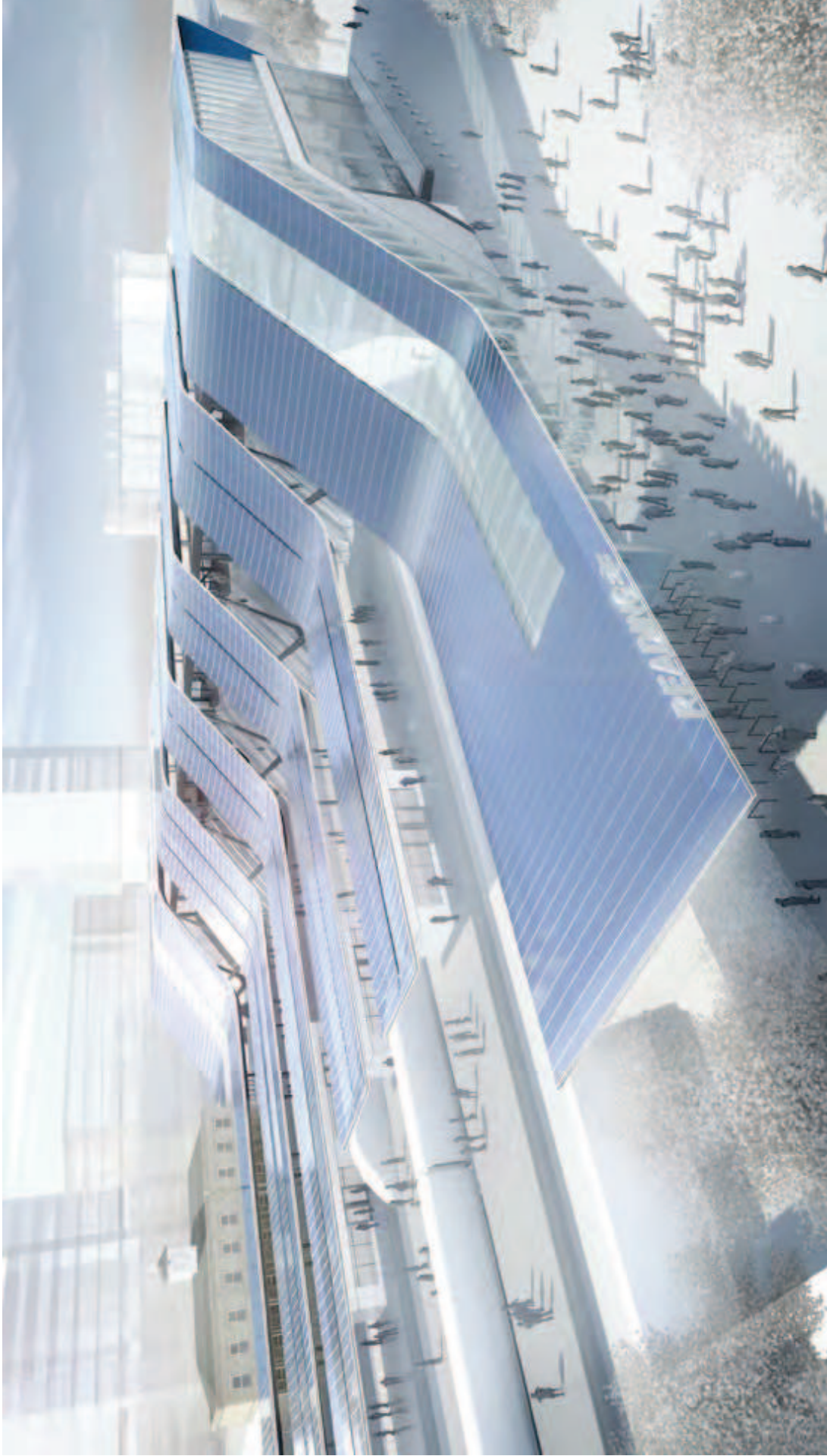
To come

At head of Friargate Boulevard



Ambition

Reading UK (Network Rail)



Car Park, Interchange, 2nd Entrance



*Towards
London*

Business Case

At capacity – 2023

£18.5m

BCR 2.5

This page is intentionally left blank



Coventry City Council

Briefing note

To: **Business, Economy and Enterprise Scrutiny Board (3)**

16th April 2014

Subject: **Jobs and Growth Strategy 2014-2017**

1 Purpose of the Note

- 1.1 This paper gives details of the draft Jobs and Growth Strategy 2014-2017, to be considered by Cabinet on 13th May 2014.

2 Recommendations

- 2.1 The Business, Economy and Enterprise Scrutiny Board (3) is recommended to consider the three objectives of the draft strategy and the associated outputs and suggest any amendments and/or additions that should be considered by the Cabinet Member (Business, Enterprise and Employment) in finalising the strategy.

3 Information/Background

- 3.1 The Jobs and Growth Strategy supports the vision and priorities of the Council's Plan – Coventry Open for Business: Globally connected and locally committed.
- 3.2 This second Jobs and Growth Strategy has been written at a time with a different economic backdrop. Economic indicators are showing improvements - unemployment is falling, business confidence is rising and new infrastructure is being built in the city. This is reflected in the subtle change in the title of the strategy, from a jobs strategy to a jobs and growth strategy, reflecting a change in pace in the development of the city. Although still recognising that despite the more favourable economic climate, many people still face a multitude of barriers to finding employment.
- 3.3 The key objectives of the strategy remain unchanged from the first strategy:
- Secure job opportunities through investment – businesses and investors continue to recognise Coventry as the right place for them to invest and grow
 - Help people get jobs – pursuing prosperity so that in Coventry everyone who wants a job will have the opportunity to secure one that matches their skills,
 - Help people improve their skills – local universities, colleges and businesses will equip people with skills that businesses and investors want and will locate in Coventry to secure.
- 3.4 The focus on supporting young people who are not in education, employment or training (NEETs) remains as well.

3.5 What is different about this Jobs and Growth Strategy is:

- The economic backdrop, nationally and locally
- linking more closely the growth in jobs with those people looking for work in the city
- tackling the growing issue of in-work poverty
- tackling health barriers to work
- a clear focus on the council's role in skills

3.6 The Jobs and Growth Strategy will support a number of other council priorities in terms of reducing poverty levels in the city; alleviating pressure from welfare cuts, reducing health inequalities and improving well-being.

3.7 Outputs - Targets set for 2014-2017 have been based on prudent assumptions around securing external funding as well as assuming that council annual funding remains at the same level as for 2014/15. Targets are at a similar or higher level compared to the estimated actual performance of the first 3 year strategy.

3.8 Detailed in Appendix 1 are the 3 key objectives and output section taken from the draft strategy document.

Rebecca Young
Place Directorate
Tel: 024 7683 3776

Appendix 1

5 - Job Strategy Objectives - Securing Job Opportunities through Investment

National context

The economic development environment has changed significantly since the previous three year Jobs Strategy was approved. Crucially the national economic picture started to improve during 2013 with growth emerging in most regions of the UK. It now seems likely that growth will continue at or even above its long term trend.

Many sectors are already seeing the benefits of this new reality in the city. However the picture is mixed; for example the local property market is showing only tentative signs of improvement and the retail sector remains depressed.

In September 2012 the Government published its Industrial Strategy which sought to tackle growth issues and included specific guidance on sectors which it believed had the opportunity to grow disproportionately quickly. The strategy has been supported at a national level by, amongst other things, grant and loan schemes to assist investors, dedicated sector focussed knowledge and development centres (Catapults), the roll out of Local Enterprise Partnerships and a number of skills initiatives.

The Whitty report of October 2013 recommended greater emphasis in ensuring that innovative ideas generated locally are developed and exploited locally. In short it suggests that more effort into working with the universities and the business community is made to ensure that the commercial and jobs benefits of new concepts are not lost to other areas, more willing to champion innovation.

Local Context

By most measures Coventry's economic performance is behind that of England as a whole and significantly behind regions to the south and east. However, there are clear local successes such as the automotive sector where the City's globally recognised design and engineering capabilities are helping attract significant investment from UK and foreign owned businesses. Other sectors currently doing well locally and that dovetail with the Government's Industrial Strategy include aerospace, digital technologies and professional services where jobs are being created by businesses large and small. In addition it is becoming apparent that the construction industry is beginning to expand as a consequence of new infrastructure initiatives – highways, rail, power and housing – both in Coventry and in the wider area e.g. Birmingham airport's expansion.

The Council's actions to kick start major projects such as Friargate, City Centre South and the Toll Bar- Whitley road improvements are sending the right signals to potential investors and will provide far reaching advantages when complete. The ability to support job creating investment projects through currently available grants and loan programmes is also an important factor in both attracting investment and preventing leakage to competing cities both in the UK and globally.

From 2013/14 local authorities like Coventry City Council have been able to benefit where there is growth in business rates. With this change the vibrancy of the local economy has become ever more important. To this end the Council has helped drive City Deal and establish the Coventry and Warwickshire Local Enterprise Partnership's Clearing House / local Growth Hub. The City Council has also launched the Coventry Investment Fund, a £50m fund to help businesses finance new developments and thus grow business rates. To this end the creation of this fund gives the ability for the Council to invest in city wide projects complementing the grant and loan programmes already in place.

City Council's Role

The challenge for Coventry City Council is to develop a way forward that is over and above that currently offered by the city and its partners to give Coventry and its wider economic area additional commercial advantages and an improved investor profile. The approach needs to be both flexible and inclusive.

Crucially it needs to focus on the Council's unique ability to bring together its operational teams and its political and civic arms to present an integrated market led offer that is underpinned by an enviable profile and reputation.

The City Council secures, coordinates and delivers the many of Coventry and Warwickshire Local Enterprise Partnership business investment badged initiatives. It is able to do this because those initiatives form but one element of a wider economic development strategy that is particular to the city and includes infrastructure development, city centre development, public realm enhancements, electric vehicle charging and electric bus services, ultra-fast broadband and attracting investors.

Types of Activities

The Council is uniquely placed to drive forward initiatives that will secure investment and jobs and that make a real difference. They are characterised under three headings:

Promoting and Enabling

- proactively communicating that Coventry and Coventry City Council are very business friendly - 'open for business' – with 'businesses as partners'
- focusing support to those sectors which will bring growth and where the city has a competitive advantage, including the Advanced Manufacturing and Engineering sector (AME) and at the same time creating opportunities for volume employment for entry level jobs
- encouraging and facilitating international trade as a precursor to investment
- adapting national and European programmes and initiatives in a very local and particular way to maximise local impact on jobs, skills and wellbeing
- ensuring its procurement processes are suitable for local small businesses – this means requiring, or asking as appropriate, that infrastructure project contractors and grant beneficiaries support the local economy through

- local community benefit clauses and local supply chain management
- boosting the numbers of scientists, mathematicians and engineers available to local businesses

Providing Infrastructure

- establishing a mix of readily available properties for manufacturers
- installing ultra-high speed broadband, open wi-fi and 4g

Supporting Businesses

- offering financial support to investment projects that create jobs, business and economic regeneration in the city
- extending the financial and commercial offer to new innovative businesses and prospective investors

Impact and Outcomes

These initiatives will make a real and lasting contribution to the economy of Coventry by generating additional investment which in turn will lead to new jobs, higher skills and improved well-being.

DRAFT

6 - Help People Get Jobs

National context

Over the last few years we have seen significant change in the way people are supported back from the welfare state and into work. In the first instance the introduction in 2011 of the Work Programme, the Governments' flagship initiative to support job seekers into work, has changed the landscape for Jobcentre Plus, for local authorities and for other partners who previously were the main agencies tackling worklessness, and the recipients of any associated funding.

Whilst the claimant count has begun to fall, further recovery is required to return to pre-recession levels of unemployment, particularly amongst more vulnerable groups. There is also evidence that despite the reducing claimant count the level of people in employment has not increased. Whilst the number of workless people is always significantly higher than the claimant count, this is a worrying trend suggesting that some people may be stopping their claims for benefits without actually finding work.

The commissioning of Prime Contractors (almost exclusively private sector, backed by finance from commercial markets) represents a shift towards outsourcing public facing services and a similar process is now taking place within the Ministry of Justice, called 'transforming rehabilitation', which is changing the way employment services are delivered to offenders.

Official figures for the Work Programme show disappointing results with only 3.5% of job seekers finding work that lasted for over 6 months. The programme appears to be particularly failing both the most vulnerable and young people, with significant pockets of youth unemployment emerging across the country.

The Welfare Reform Act 2012 has also introduced a raft of changes for benefit recipients and the roll out of universal credit (which makes fundamental changes to the system) is currently underway. For some the reform may be beneficial, but for many the impact is potentially negative, with claimants requiring more support from advice agencies. There is also an increasing trend towards in-work poverty with the percentage of children living in poverty where one or more parent works, increasing from 45 to 61%. This indicates that work alone is not sufficient. Job creation needs to provide work of sufficient quality, duration and hours to ensure it is sustainable, allows financial independence and improved quality of life.

Local context

Coventry's unemployment rate has seen an improvement over the last few years but much still needs to be done. There are 7,900 jobseekers (JSA claimants) in the city (a decline of over 1,000 people in the last year), 13,900 unemployed people, 27,600 people claiming out of work benefits (including sickness benefits) and 61,000 people who are not economically active (this includes students). Whilst the jobseekers claimant count and the number of people claiming all out of work benefits has fallen, the percentage of the population in work has not increased. This means that rather than securing work some people are choosing not to claim a qualifying benefit. There

appear to be increasing numbers of people who are unemployed who do not claim benefit.

Coventry has also experienced high levels of youth unemployment and as such has been designated a NUTS 2 area (regions where youth unemployment has reached 25%) and therefore qualifies for additional national resources to tackle this problem.

There have been improvements in the rates of young people not in employment, education or training (NEETS) but worryingly there are 355 18-24 year olds who have been claiming a job seeking benefit for over a year (compared to 50 in 2006).

Latest nationally published NEETs data for 16-18 year olds in Coventry (November-January '14 average) show 7.4% NEET and Not Knowns 9.4%. This compares to last years figures of 5.2% NEETs and 17.1% Not Knowns. Whilst on the face of it this looks like the NEETs figure for the city has risen. Part of the reason for this is that the Not Known figure has fallen (these are individuals who have not made contact with CSWP who have responsibility for tracking NEETs in the City) and as individuals have connected with CSWP they now fall into the NEET category and are receiving support .

The Coventry Job Shop has provided the city's flagship service in tackling worklessness (for all ages, whether on benefit or not) and this essential service has helped to minimise the impact of recession and welfare reform locally. Over 34,000 visitors have used the service in the last year and this support has come at a vital time whilst voluntary and community employment services have all but disappeared - as a result of national changes such as commissioning prime contractors over much larger regions (rather than local procurement) and payment by results programmes.

Over the last year more than 5,000 people have been supported across the Employment Team, with over 1,100 securing quality and sustainable work. The service has concentrated on the most vulnerable with 279 NEETS moving into positive destinations (e.g. work, education, self employment), 126 disabled people finding work or safeguarding their jobs, 103 people from troubled families with complex social problems being supported into work and 23 offenders securing sustainable jobs.

Nevertheless despite these achievements, more needs to be done, particularly as the change in national welfare policy and the recession have significantly impacted locally. Significant variances exist across the city with some communities of interest and some geographical areas experiencing much higher levels of unemployment and deprivation. This is most apparent in the north east of the city but areas such as Radford, Canley and Tile Hill have become relatively more deprived over the last few years. Coventry's overall employment rate at 64% remains significantly below its 2007 (pre-recession) rate of 71%. Our unemployment rate (9.1%) also compares unfavourably to the national average (7.7%), and 30% of our population are inactive compared to 23% nationally. Providing sufficient quality jobs for local people and ensuring our residents have fair access to those opportunities remains an essential objective.

The Council has supported the CWLEP in developing their Strategic Economic Plan 2014-2025 which sets out the local vision for growth and have helped to set the

priorities for the European Structural Investment Funds 2014-2020, potentially securing £53 million for Coventry & Warwickshire area to tackle unemployment, social inclusion and skills.

As a Marmot city the Council recognises that employment is one of the key elements in addressing deprivation and improving health outcomes.

City Council's role

It's vital that Coventry City Council continues to provide strong leadership, bring together services and ensure all residents have access to support, particularly as the number of people being supported through Jobcentre Plus is reducing.

In Coventry, despite the recession and reduction in partners' services, we have been able to achieve best value, attract both grant and private sector funding, and maintain quality employment delivery by bringing services together across the city. We have strong partnerships and an excellent reputation for delivery.

This approach is best reflected in the Job Shop which has brought together all of Coventry's major contributors in the skills and jobs sector, re-defined a collective service at minimal cost and produced an outstanding, flagship service for all Coventry residents. This approach allows some of the most vulnerable people to receive the tailored support they require. The next logical step for this successful approach is to extend it to how we work with employers in the city, how we work with education providers (schools, FE & HE) and to significantly boost the employment opportunities for our young people. We will also be working to ensure local community benefit clauses provide genuine opportunities for local residents.

In addition, to creating these sorts of innovations in delivery of services, it is also essential that Coventry City Council continues to exert strategic influence in terms of employment issues. This approach has worked well in relation to developing the Strategic Economic Plan and the European Structural Investment Funds Strategy, ensuring that local knowledge is applied and strategy is designed to tackle real challenges.

Type of activities

There are four key priorities for this area of work which will allow significant elements of the council plan to achieve real impact:

1. Delivery of advice, employment support and access to jobs to all Coventry residents who need support. Provision of quality and tailored support through the Job Shop is essential to delivering on this priority. This facility will also contribute across all priorities, providing a youth zone, housing the employer hub and specialist support for disabled jobseekers.
2. The Employment Team will address demand side challenges and ensure that employers are sufficiently engaged, ensuring their jobs are accessible to priority customer groups. The Employer Hub service launched in February 14 will ensure that local employers publicly commit to supporting accessible employment practices (such as using the Job Shop to recruit) and providing apprenticeship opportunities for young people.

3. Tackling youth unemployment and ensuring effective links with schools, further and higher education to ensure a smooth transition into the workplace. The employment team's youth service, which influences local delivery for young people and delivers a paid placement programme (ensuring 70% of NEETS go into sustained work) will continue to be developed. It will achieve significant positive impact by enabling mentoring, quality traineeships, apprenticeships, graduate internships and other activity to improve the employability of the City's young people .
4. Support for the most vulnerable groups, ensuring there is greater support for marginalised groups who struggle to benefit from more mainstream programmes. In particular, the focus will continue to be on people with severe & enduring mental ill health, disabled people, NEETS. Grants will be sought to support other vulnerable groups including offenders, young offenders and troubled families.

Impact and Outcomes

These activities will help ensure Coventry's growth is inclusive, that prosperity is shared and that local people can secure quality and sustainable work; transforming their lives, and helping to alleviate poverty. .

7 - Help People Improve their Skills

National context

The Government strategy, “Skills for Sustainable Growth” states that the ambition for the UK is to have a world-class skills base, and that skills have the potential to transform lives by transforming life chances and that having higher skills also enables people to play a fuller part in society. Improving qualification levels has a direct impact on a local economy’s Gross Value Added position. Growth and jobs in the future will depend on the UK having a workforce that can exploit new technologies and discoveries.

“Skills” crosses boundaries. The Department for Business, Innovation & Skills (BIS) is the Government Department tasked with supporting economic growth and focusses on upskilling those in employment whilst the Department for Work & Pensions (DWP) focus more on supporting the unemployed into work including employability skills.

Skills gaps and skills shortages have an impact on the productivity of the economy. A skills gap can be filled by further training of the existing workforce, whereas overcoming a skills shortage requires the recruitment of more people into the industry. It is reported nationally that 16% of unfilled vacancies are caused by skills shortages, most commonly in skilled trades, professional and associate professional roles, whilst only 5% of employees are said to have skills gaps. The manufacturing, wholesale & retail, community, social & personal services and business services sectors experience above average skills issues across a wide range of occupational roles. Many believe the growing skills vacuum is threatening the recovery, as demand from firms is outstripping supply.

Current Government education and learning policy centres on making schools more academic and colleges more vocational. “Reforming qualifications and the curriculum to better prepare pupils for life after school” (Department for Education) and “Improving the quality of further education and skills training” (BIS) being the main policy drivers. This will take time to come through the system and have an impact on the quality and type of skills young people are coming out of education with. The UKCES publication Employer Ownership of Skills—Building the Momentum discusses the importance of incentivising greater collaboration between colleges and businesses and encouraging colleges to look outwards to their local labour markets to ensure curriculums are in line with the needs of local employers.

Local context

The Coventry & Warwickshire Local Enterprise Partnership (CWLEP) have recently developed a skills strategy for the Coventry & Warwickshire area which focuses on 3 strategic priorities:-

- Using skills to drive growth and create jobs.
- Developing skills to tackle unemployment.
- Getting a better fit between education and employment.

These priorities fit closely with this Jobs and Growth strategy.

In 2011 the Coventry and Warwickshire LEP commissioned a report - "Employer demand for skills in Coventry & Warwickshire". *insert footnote re source* This stated that *the area contains a diversity of businesses many of which work in niche and emerging technologies. Their skills demands are complex which provides challenges to delivering training to meet their needs.* The research identified that employers had widespread concern about a lack of basic English & Maths skills in perspective employees at all levels. Management and project management skills are reported as the largest skills gap currently, with manufacturing and construction sectors seeing a higher proportion. Employers see better education and training as the most important way of overcoming the problem of skills shortages.

35% of Coventry's employed residents are in management/professional (higher skilled and qualified) roles, this is lower than the UK (44%). Coventry has 24% of its employed residents in elementary (lower skilled and qualified) role, significantly higher than the UK (11%).

Analysing data from the UK Commission for Employment and Skills (UKES) The "Working Futures 2010-2020 data offers labour market projections for Coventry and Warwickshire. Professional services and support services sectors are forecast to see the largest net increase in employment between 2010-2020. A further 175,000 new entrants are required to replace those leaving the labour market in the area between 2010 and 2020 (replacement demand) many of which will be in wholesale and retail trade, Education and Health and social work. The Coventry and Warwickshire labour market forecasts a general upskilling, particularly a net increase in the demand for those qualified to higher education level.

There are a number of skills networks in the area covering all aspects of education and learning. Key stakeholders in these groups include schools, colleges, universities, public sector organisations and private sector training providers.

The Employer Skills Survey 2013 classes Coventry as an area with a high % of vacancies that are hard to fill due to lack of available skills (32% as opposed to the English average of 22%). It also suggests Coventry has a higher percentage of establishments that have trained staff over the last 12 months (69% as opposed to English average of 66%) but a higher number of staff that are not fully proficient (18% as opposed to English average of 15%).

Qualifications Data for Coventry

Looking back over the last decade Coventry has seen an initial improvement at all qualification levels around 2007/2008 followed by a subsequent deterioration possibly caused by the economic downturn proving that there is considerable work still to do post downturn.

Locally, some 15.2% of Coventry's working age residents have no qualifications. Whilst this figure is improving, it is not at the rate of the West Midlands or UK average. The percentage of Coventry residents with Level 1 or 2 qualifications is

improving but not at the same levels as the West Midlands or the UK.¹ In terms of the number of residents with Level 3 and above, Coventry has had a higher percentage since 2004 than the West Midlands.² At Level 4 disappointingly Coventry is lower than both the West Midlands and the UK. This indicates an issue with graduate retention within the city. Coventry's two universities and colleges produce significant numbers of qualified graduates, but on completion many of them do not live and work in the City. If this situation could be improved upon, the percentage of residents with level 4 or above would be higher.

Two of the key priorities for the Council in terms of educational attainment include "Improving attainment for all pupils including the performance of higher attaining students by ages 16 and 19" and "increasing the proportion of young people making progress in English and Mathematics".

-
1. Level 1 qualifications are GCSE's, NVQ L1 etc) Level 2 qualifications are higher grade GCSE's, GNVQ, NVQ level 2 etc)
 2. Level 3 qualifications are A Level, Higher National Certificate etc. Level 4 qualifications are Higher National Diploma or degree etc
 - 3.

MOVE ABOVE AS A FOOTNOTE TO THIS PAGE

City Council's role

The City Council carries out numerous interventions impacting on the skills of its residents and within businesses: membership and representation on key partnerships and learning organisations boards; the Education and Inclusion Team influence primary and secondary schools and partnership centres; the work related learning service supports pre-NEETs in year 10 & 11; the entry to employment team support young people into City Council apprenticeships - particularly looked after children and care leavers; Adult Education are moving towards more delivery of skills to increase employability; and, through the Economy & Jobs Service those looking to move into employment, many of whom come from the most vulnerable groups within our City and those looking to up-skill are supported.

With so many links to the skills system both from a strategic and a delivery perspective, the City Council has an excellent opportunity to influence based on robust data and experience. We have used our influencing role in a number of ways recently with programmes of work such as the C&WLEP Skills Strategy and the European Strategic Investment Plan.

Coventry City Council approved its Social Value Policy in March 2014. Through the policy a set of outcomes have been developed that will enable the Council to consider the economic, social and environmental well-being of the city and its residents when commissioning and procuring goods and services. By utilising the Social Value Act and ensuring the Authority's Social Value Policy is maximised local economic development and business growth initiatives for economic outcomes will be harnessed.

Through the Social Value Act, the Council has been working to ensure that local companies and local people benefit from the work that we procure. Specifically through the “Think Local” initiative employment and training opportunities for local people and local businesses will be maximised through community clauses. The Council requires outcomes such as job opportunities, work placements, apprenticeships and training. Companies required to sign up to community clauses are able to access a number of council led services that can help them to achieve those outcomes. There is also an opportunity to use the intelligence gathered during this process to influence training and inform labour forecasting/skills forecasting.

Types of activities

1. Collate and disseminate skills information effectively

Having a clear evidence base so that the City Council is best placed to be an effective influencer in the skills arena. This will include understanding national and local data around:

- Qualification and progression levels
- Sector skills forecasts
- Local skills provision
- Funding for skills provision

Disseminating skills data widely to ensure learning providers at all levels are equipped with the knowledge to link local provision to current and future labour market demands. Providing realistic labour market projections to inform career choices of young people by working with schools.

2 . Improving Skill levels

This will be delivered by focusing on the following:-

2.1 Skills Development of disadvantaged Young People

Continue to deliver innovative programmes such as the Construction Shared Apprenticeship Scheme, Traineeships & placement programmes as routeways into work with a clear focus on skills.

2.2 Working with those in employment to up-skill

Work with internal colleagues and partners to identify ways of supporting companies to encourage low qualified employees to up-skill and turn skills into qualifications.

2.3 Raising the skills of the unemployed/supporting those with no skills and low skills

Equipping residents with skills which are in demand in the labour market and supporting residents to turn skills into qualifications.

2.4 Encouraging a skilled and well qualified future workforce

Given the City is home to a significant numbers of students – circa 36,000, work with agencies to ensure that the right occupations exist for students to use their skills to stay in the City once their studies are complete.

To break down barriers and provide support for under-represented groups particularly those entering higher level qualifications specifically in Advanced Manufacturing and Engineering Sector.

Impact and Outcomes

The outcomes from this work include improving the skills base for the City, which will in turn have a positive impact on the productivity of the local economy, seen in indicators such as local GDP. In addition this work will support the narrowing of the skills gap between the most affluent wards and the most deprived wards of the City.

DRAFT

8 – Outputs of the Jobs and Growth Strategy and Performance Management

The Council's direct contribution to the 2014-17 Jobs and Growth Strategy is as follows:

	2014-17 Target	2011-14 (Actual to Feb 14)	2014/15 Target	2015/16 Target	2016/17 Target
a) Business Assisted	948	794	436	326	186
b) New jobs	3,150	3249	1,200	1,200	750
c) Business Investment (£m)	200	199	75	75	50
d) New businesses investing in the City	14	6 (13/14 figure)	5	5	4
e) Customer Assists	96,000	Not collected	32,000	32,000	32,000
f) People engaged	15,086	16,106	5,066	5,010	5,010
g) People into jobs	3,642	3,735	1,222	1,210	1,210
h) NEETs into work, education and training	786	660	256	260	270
i) People helped to improve their skills	86	Not collected	66	10	10
j) Organisations influenced in their delivery of skills provision	18	Not collected	8	6	4

In terms of the targets set for 2014-2017 these have been set at a similar or higher level compared to the estimated actual performance of the first 3 year strategy. It should be noted that the targets for 2014-17 are forecast to be achieved with fewer resources, than was available over the previous 3-year period. There are a number of reasons for this: a service review of the Economy and Jobs area in 2013 resulted in a reduction in staff levels; innovative and more cost effective service delivery.

The targets for 2014-17 have been based on assumptions about future levels of resources, both City Council and external funding. It has been assumed that for both types of funding, levels will remain the same or similar.

An additional 3 performance measures will be monitored compared to the previous strategy. These are:

1. Customer Assists – this covers the work of supporting people into work. The purpose of including this measure is to show the volume of contacts that the council has with individuals who are looking for work. The definition of a

customer assist is the number of interventions we provide to people who access one of the employment initiatives or engage with employment services.

2. People helped to improve their skills. This is designed to capture the work the council does in supporting people to improve their skills levels to gain employment or to enhance their employment. The definition of this measure is the number of people taking part in provision that improves their skills.
3. Organisations influenced in their delivery of skills provision. This measure will capture some of the strategic outcomes from the Jobs and Growth Strategy. The definition of this measure is the number of organisations that have changed their delivery of skills provision due to City Council influence either voluntarily (e.g. colleges changing curriculum subjects delivered) or contractually (e.g. community benefit clauses).

For both of new skills measures, the targets set represent existing project outputs. It is expected that actual figures will be higher, as both new projects come on board over the three year period and management information systems are adapted to capture skills outputs from employment projects.

We have sought to make some measures more specific. For example, measure (h) has changed from young people to NEETs, as this is the specific group of young people being targeted within the strategy.

Performance will be monitored on a regular basis through the Economy and Jobs Service within the Place Directorate and reported formally to the Cabinet Member for Business, Employment and Enterprise on a six month and annual basis.



To: Business, Economy and Enterprise Scrutiny Board (3)

16 April 2014

Subject: Review of 2013/14 Scrutiny Activity

1 Purpose of the Note

- 1.1 To review the work of the Scrutiny Board carried out during the course of the 2013/14 municipal year and identify any priorities or issues for consideration when planning next year's scrutiny work programme.

2 Recommendations

- 2.1 The Scrutiny Board is asked to review the activities and issues covered by the Board during the year and make any comments or recommendations for consideration as part of work programming and planning for the 2014/15 municipal year.

3 Information/Background

- 3.1 During the year, the Board has met 8 times and considered the items set out in the Work Programme, included at item 8 on this meeting's agenda.
- 3.2 The Cabinet Members and portfolio responsibilities covered by the Board are set out in Appendix 1.
- 3.3 To help with the review, it is suggested that the Board include consideration of the following questions:
- 3.3.1 Recognising that the Board cannot cover everything, the work programme was used to prioritise issues for consideration. There are some issues on the work programme that were not covered during the year and some areas of Cabinet Member portfolios that were not addressed. The national and local policy landscape is also constantly changing.
Are there any issues that should be given priority for next year?
- 3.3.2 During the year, Scrutiny Boards have carried out their business through a range of activities including traditional board meetings, task and finish groups and visits. Boards have gathered evidence from and engaged with Cabinet Members, council officers, partner organisations from the public, private and third sectors and members of the public.
What has worked most effectively and what should be taken into account when planning arrangements for next year?

Business, Economy and Enterprise Scrutiny Board (3)

Cabinet Member	Portfolio Responsibility
Business, Enterprise and Employment	Regional Housing and Planning
	Transportation
	Community Economic Development
	City Centre
	Inward Investment
	Urban Regeneration
	Tourism and Marketing
	International Liaison (except Lord Mayor's)
	Events
	Property
Housing and Heritage	Archives
	Arts
	Heritage
	Museums
	Conservation
	Sport
	Housing

Agenda Item 8

Last updated 3rd April 2014

Business, Economy and Enterprise Scrutiny Board (3) Work Programme 2013/14

For more details on items, please see pages 2 onwards

5th June 13

Job Strategy Update

10th July 13

Coventry City Centre

11th Sept 13

Tourism Strategy

Research report – Advanced Manufacturing and Engineering Skills

13th Nov 13

Promoting small and medium enterprises (SME'S) - business start-ups, growth potential businesses and social enterprises

Coombe Abbey (Private Report)

15th Jan 14

Financial accountability of CWLEP

CWLEP Strategic plan consultation

Events – Coventry Carnival/Parade

12th Feb 14

Presentation - The Grimsey Review

Presentation on the City Centre Task Force

19th March 14

Tourism Strategy

Events Budget

Homefinder Policy

16th April 14

The Rail Story

Job Strategy 2014-2017

Carried over to next work programme

Core Strategy/ Coventry Development Plan

MIPIM outcomes (briefing note only)

City of Culture Bid

Creative Industries

Friargate – business case

Meeting Date	Work programme item	Lead officer	Brief Summary of the issue	Source
5 th June 13	Job Strategy Update	Rebecca Young	An update on progress on the action plan and the new action plan	
10 th July 13	Coventry City Centre	David Cockroft/Nigel Clews	This is an opportunity to look at a variety of different policy areas that affect the city centre, such as empty shops, commercial property, tourism, residential developments etc. The Board will also hear from businesses in the city centre and other interested parties.	
11 th Sept 13	Tourism Strategy	David Cockroft/ David Nuttall	The Board will consider how the Council promote business, conference and leisure tourism in the city. Particularly looking at the staffing and location of facilities such as the Priory Visitors Centre and the Tourist Information Centre. The Board will look at the links with the cultural and heritage offer and the cultural strategy as well as the role of events in promoting the city. The Board will need to consider links with the Cabinet Member Advisory Panel (Sports Vision and Strategy, Tourism and City Wide Events).	
	Research report – Advanced Manufacturing and Engineering Skills	Paula Deas	The Board are interested to know the outcomes of the research and how this will be used to influence future work by the Council alongside the LEP.	
13 th Nov 13	Promoting small and medium enterprises (SME'S) - business start-ups, growth potential businesses and social enterprises	David Cockroft	The Board are interesting at looking at the links between the Council and small businesses, in particular the links with the Chamber and the Federation of Small Businesses. The Board will also consider the fact that the Council has a political commitment to support social enterprise but no explicit strategy on how to do this.	
	Coombe Abbey (Private Report)	Parminder Mudhar	This item was referred by Council to SB3 on 10/9/13	

Business, Economy and Enterprise (3) Work Programme 2013/14

Meeting Date	Work programme item	Lead officer	Brief Summary of the issue	Source
15th Jan 14	Financial accountability of CWLEP	Martin Yardley/Paula Deas	The Council is the accountable body for the funding that is managed and distributed by the LEP. The Board will look at how the funding is contributing to and supporting the CWLEP strategic plan and progress.	
	CWLEP Strategic plan consultation	Martin Yardley/Paula Deas	The CWLEP will need to publish a strategic plan that will need a wide consultation process. The Board will feed into the consultation process on the strategic plan.	
	Events – Coventry Carnival/Parade	David Nuttall/Lee House	Discussion of Godiva Festival/Carnival	Meeting 12/12/13
12th Feb 14	Presentation - The Grimsey Review	Kristi Larsen	Overview of the Grimsey Review and the key recommendations and their relevance to Coventry.	
	Presentation on the City Centre Task Force	David Cockroft	Following their meeting on 10 th July the Board requested further information on progress on the development of a strategy for the city centre, including contributions from both the City Council and partner organisations. The Chair also requested a response to the recommendations identified in the Grimsey Review.	Meeting 10/7/13
19th March 14	Tourism Strategy	David Nuttall	Following their meeting on 11/9/13 the Board requested a further update on progress on a Tourism Strategy - Vision Statement and Terms of Reference	Meeting 11/9/13
	Events Budget	David Nuttall	The Board are interested in looking at the costs of all events and any evaluations/impact reports in terms of increased footfall/spend etc	Meeting 15/01/14
	Homefinder Policy	Ayaz Maqsood	Following a task and finish group last municipal year, the Homefinder Policy is being re-written. The Board are interested in seeing the report before it goes to Cabinet for final decision.	Meeting 20/01/14
16th April 14	The Rail Story	Mike Waters/Cllr McNicholas	The Board will look at the progress and developments or various rail projects in the region, including NUCKLE and HS2.	

Meeting Date	Work programme item	Lead officer	Brief Summary of the issue	Source
	Job Strategy 2014-2017	Rebecca Young	The Board will gain an overview of the draft 2014-17 Jobs Strategy and have an opportunity to feed in their comments on the proposed vision/outcomes.	
Carried over to next work programme	Core Strategy/ Coventry Development Plan	Jim Newton	As part of the new core strategy, the links with Social Housing need to be considered, including links with other policies.	All Members briefing 26/6/13
	MIPIM outcomes (briefing note only)	Deidre Fitzhugh	A conference report to be presented for MIPIM 2014 and Board requested an update briefing note on the outcomes and progress made on the follow ups from the MIPIM 2013 conference.	Meeting 5/11/13
	City of Culture Bid	David Nuttall	The Board requested this to be added to the programme for next year	Meeting 15/01/14
	Creative Industries	David Cockcroft/Business Improvement Team	The Board are interested to know what work is being done in the city to promote, develop and nurture the creative industries in the city.	Meeting 10/7/13
	Friargate – business case	David Cockcroft/Martin Vickery	The Board requested a report including information on the financial sustainability for the Council and proving the private sector approach, what work is being done to encourage the private sector and also about the robustness of the business case and ensuring that it is good use of public money.	Meeting 10/7/13