
Cabinet
Business, Economy and Enterprise Scrutiny Board (3)

11th August 2015
16th September 2015

Name of Cabinet Member:

Cabinet Member for Business, Enterprise and Employment - Councillor K Maton

Director Approving Submission of the report:

Executive Director of Place

Ward(s) affected:

City-wide

Title:

Delivering the Jobs and Growth Strategy – Annual Progress 2014/2015

Is this a key decision?

No - Although this matter affects all wards, this is an annual progress report and, the impact is not considered to be significant.

Executive Summary:

This report summarises the progress made to deliver the Jobs and Growth strategy in its first year from April 1st 2014 to March 31st 2015.

All performance measures have been met and have exceeded the targets set for the year. Working with local businesses, job opportunities across the sub region have been created; business investment has also been secured for the benefit of the city via programmes such as ERDF (European Regional Development Fund) and the Regional Growth Fund.

The number of people engaging with the employment support services far exceeded the target set for the year, with over 7000 people accessing employment support. More than 2000 people who engaged with the service have progressed into work. Many of these individuals have used the service offered through the Council's city centre Job Shop.

The Jobs and Growth Strategy has had a particular focus on supporting young people into employment. Nearly 300 young people who are NEET (Not in Education, Employment or Training) have been supported by the Council into work, further education, self-employment or another positive outcome.

Recommendations:

Cabinet are requested to:

- (1) Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry in its first year (April 2014-March 2015)

Business, Economy and Enterprise Scrutiny Board (3) are requested to

- (1) consider and endorse the progress made by the strategy in its first year (April 2014 – March 2015)

List of Appendices included:

Appendix 1; A Jobs and Growth Strategy for Coventry Action Plan and Progress Report 2014/15

Background papers:

None

Other useful documents:

None

Has it been or will it be considered by Scrutiny?

Yes – Business, Economy and Enterprise Scrutiny Board (3) will consider this report at its meeting on the 16th September 2015.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

1. Context (or background)

- 1.1 This report concerns the first year of delivery against the 3-year Jobs and Growth Strategy for 2014-17. This Jobs and Growth Strategy supports the vision and priorities of the Council's Plan – its ambition to be a top ten city, where everybody can share in the benefits of growth including the most vulnerable residents. This strategy articulates how the council will use its resources to make Coventry a city open for business and growth, providing jobs and prosperity for local people. The strategy details key priorities, outputs and finances and a detailed action plan for delivery.
- 1.2 Key objectives within the Jobs and Growth Strategy are to:
- Secure job opportunities through investment
 - Help people get jobs
 - Help people improve their skills
- 1.3 Coventry City Council is delivering the strategy, primarily led through the work of the City Centre and Development Services Division in the Place Directorate. Services include Economy & Jobs; Development and Regeneration Services; and Resources & New Projects. Other Coventry City Council services also contribute to delivering the aspirations of the Strategy. For example, Adult Education, Education and Inclusion and Public Health and Workforce Development (through the Council's Apprenticeship Strategy).
- 1.4 Coventry City Council cannot deliver the *Jobs and Growth Strategy* alone. The Council will continue to drive the progress of the Strategy by building on the excellent partnership working that exists, whilst at the same time forging new partner relationships when opportunities arise. Key partners include the Coventry & Warwickshire Local Enterprise Partnership; Coventry Partnership; Right Steps; Job Centre Plus; The Chamber of Commerce; sub-regional colleagues; Warwickshire County Council; Universities; FE Colleges; third sector agencies; businesses and investors.

2. Options considered and recommended proposal

- 2.1 If Coventry City Council was not to implement a Jobs and Growth Strategy a slower and a less inclusive improvement in the economic wellbeing of the city and its residents would be seen. By not acting proactively to seize investment opportunities, these may be lost to other areas, and Coventry would lose out on the positive benefits. The strategy plays a key role in reducing inequalities across Coventry, through ensuring that support is provided to those who need it most. If this did not happen, it would result in widening the inequalities gap across the city.
- 2.2 The *Jobs and Growth Strategy for Coventry* is integral to the delivery of Coventry City Council's corporate priorities, - Coventry A Top Ten City: Globally Connected and Locally Committed. It aligns to delivering the priorities of the Coventry and Warwickshire Local Enterprise Partnership. It also feeds into the delivery of the Coventry Partnerships key priorities of: Getting People into Good Jobs; and Raising Income and Financial Inclusion.
- 2.3 The following table shows the performance of the Jobs and Growth Strategy in 2014/15 against the targets set. It shows there has been excellent progress towards the achievements of the *Jobs and Growth Strategy for Coventry* in the first year of its implementation.

Job Strategy Measure	14/15 Target	14/15 Performance (actual)	Original 15/16 Target	Revised 15/16 Target
Businesses Assisted	436	519	326	266
New Jobs Secured	1200	1796	1200	1000
Investment Secured (£m)	75	86.6	75	75
New Businesses Investing in Coventry	5	5	5	5
Customer Assists	32900	38980	32000	28500
No. of people engaged	5066	7858	5010	4100
No. of people in to jobs	1222	2094	1210	1000
No. of young people in to positive destinations	256	297	260	150
People helped to improve their skills	66	105	10	66
Organisations influenced in their delivery of skills provision	6	8	6	6

- 2.4 375 local businesses benefited from the Council's Super Connected Cities voucher scheme last year. This means that more and more of businesses are able to connect with customers and suppliers at super -fast speeds. The programme has been so successful that it has been extended to cover Warwickshire and Northamptonshire.
- 2.5 In collaboration with the Leadership and the Lord Mayor's office, the Business Investment Team has been working to develop international trade and investment as a means of developing the City's economy. A successful programme of ambassadorial visits, the hosting of international delegations, and high level overseas trips (Delhi and North West India in 2014/15) has been introduced that is starting to enhance Coventry's profile and reputation as a place to invest.
- 2.6 The Council directly assisted 519 businesses across the sub-region in 2014/15. This includes offering advice on a range of issues: financial, marketing, business planning, skills development; people management and well-being. As a consequence of the range of business support activities the Council undertakes with businesses in the city, over £86m worth of investment has been invested by businesses into the city. This directly supports job creation in the city, over 1,700 new jobs and enables companies to meet demand current and future demand for their products and services. In addition council business support services have helped secure major investments by Jaguar Land Rover and London Taxis. Much of the investment has been in wider manufacturing and digital sectors and the professional and financial services sector that supports them.
- 2.7 During 2014/15, 17 graduates were supported into year- long employment placements with local SME's in the advanced manufacturing and engineering (SME) sector. In addition 93 people who were employed in the AME sector received skills training specific to their companies identified needs.

- 2.8 Nearly 8,000 people engaged with the Council's Employment Team and over 2000 of Coventry's vulnerable residents were helped into work. These residents were predominately those not accessing or gaining the assistance they require to find work through other services and agencies. Many of whom were families living in poverty, young people without any support network and people facing significant challenges to securing work, such as a learning disability.
- 2.9 297 young people who were NEET (Not in Education, Employment or Training) have been supported by the Employment Team into work, further education, self-employment or another positive outcome. This is a significant achievement, enabling Coventry's young people to create more positive and independent futures.
- 2.10 The City Council's Job Shop is a key feature of the way in which employment services are delivered to all those looking for work in the City and last year the footfall exceeded 38,000. Based at the Job Shop, services such as the Youth Zone and the Employer Hub continue to support young people and adults into paid placements, apprenticeships and quality jobs. Over 85% of our young people going through paid placements with a range of private sector businesses continue on in sustained employment beyond the 6 month placement, making it one of the most successful programmes to tackle NEETS.
- 2.11 Nearly 500 families with complex needs engaged with our service and 220 individuals from these families were helped to gain work.
- 2.12 The Employer Hub has worked with a wide range of businesses to both create jobs and fill vacancies with local people who would otherwise have struggled to be considered for these opportunities. Business-tailored services have been developed for a range of sectors including care, call centre, engineering, retail, production & warehouse, hospitality & catering, civil engineering, driving, construction and security. Companies such as Sitel, Ikea, BHS, E.on, BAM Construction, Parcelforce, JLR, Primark, Boots Opticians, and a range of SMEs (e.g. DDS Metals, MPL Fabrications, Acton Finishing) all now use this service to directly recruit and address their skills needs. Support has been given to City College to set up a Construction Employer Board which influences the construction curriculum officer.
- 2.13 The Construction Shared Apprenticeship scheme, an innovative scheme developed by the Council in partnership with local construction companies continues to make good progress with 12 new starters this year taking the total number of apprentices supported by the scheme up to 42. 100% of our completers have progressed into employment, self-employment or further training which is a far higher average than comparable schemes. The awards ceremony held during National Apprenticeship Week in March celebrated the achievements of the apprentices some of which have been in spite of challenging circumstances.



2.14 Coventry was reputed to be the first West Midlands Authority to formally adopt a Social Value Policy and the Economy & Jobs Team has continued to lead on the “economic” theme. We encourage economic benefit through all aspects of our work particularly through our procurement and commissioning work contractually, wherever possible or voluntarily if it not possible via a contract. In the last year we have included economic social value considerations into 5 contracts and 4 voluntary arrangements. The Council won the FSB’s “Best small business friendly procurement policy” award in April 2014 for the meet the buyer event with Costain that enabled local companies to get onto Costains supply chain.



- 2.15 Through Social Value considerations we have encouraged education to employment links. A total of 1200 young people either went on a site visit or attended a careers related event by one of our developers during the year. A number of case studies are being produced to showcase our Social Value work and will be available on the website.
- 2.16 Appendix 1 – the Jobs and Growth Strategy Action Plan 2014/15, details progress made against specific actions that deliver the objectives of the strategy.
- 2.17 The performance table above shows that targets for 2015/16 have been revised. This is partly as a result of the uncertainty over the level of external funding that will be secured for this financial year (bids covering a range of services are currently with government to assess) as well as a reduction in staff resources (see para 5.1). Targets have been revised downwards for a number of measures. However, given the over achievement in 2014/15 of all performance measures, it is anticipated that the 3 year targets as set out in the Jobs and Growth Strategy in May 2014 will be achieved.
- 2.18 Performance of the City Council's second Jobs and Growth Strategy (2014-2017) will continue to be monitored on a regular basis through the Economy and Jobs Service within the Place Directorate and will be reported formally on a six month and annual basis.

3. Results of consultation undertaken

- 3.1 A key element of delivering the strategy is to engage and consult with stakeholders and partners, and secure joint commitment with partners in its delivery. Dialogue with partners is on-going at both a strategic and operational level. .

4. Timetable for implementing this decision

- 4.1 The *Jobs and Growth Strategy for Coventry* is a three year strategy covering the period from April 2014 to March 2017. Progress against the strategy has been reported at half year intervals. This is the first annual report, outlining progress for the first year of the Strategy's implementation (April 2014 – March 2015).

5. Comments from Executive Director, Resources

5.1 Financial implications

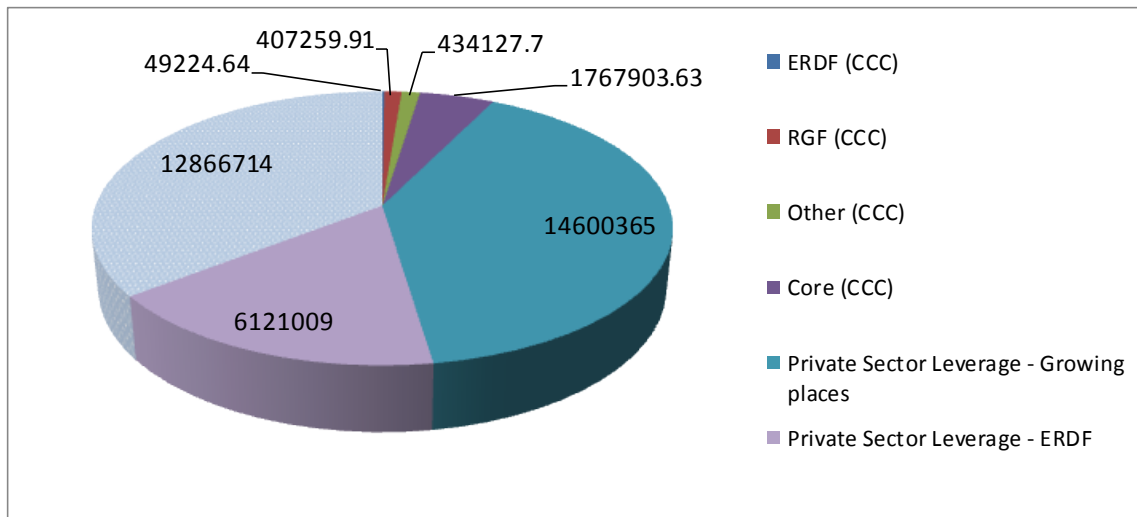
There are no direct financial implications from the recommendations in this report.

The 3 year Jobs and Growth Strategy for Coventry as approved in May 2014 is funded from a number of sources, estimated spend of £5.94m over the 3 year period.

In 2014/15, total expenditure for the Economy and Jobs Service was £ 2.66m compared to the forecast of £2.65m. This was funded by £1.26m city council revenue funding, £0.5m of reserves and £0.89m of external funding and contract income.

The Jobs and Growth Strategy requires the service to raise new income to support some of the costs of service provision included in the projected 3 year spend above. The assumptions behind these income projections are based on realistic expectations based on past performance and the known availability of future grant and contract funding opportunities. The grant levels available/achieved do vary from year to year resulting the service needing to respond on an on-going basis to reflect available resources. External funding is becoming increasingly challenging to secure. However, the services which deliver the Jobs and Growth Strategy have a highly successful track record of securing funding and an excellent reputation with funders.

The pie chart below shows the large amount of private sector leverage achieved during 2014/15 as a result of our key business investment grant programmes. It shows this alongside the amount of city council expenditure and grant income for the Economy and Jobs service.



As a result of the nature of short-term external funding, the implications of the ER/VR round and a one-off reserve fund for the service now used, the Economy and Jobs Service has recently undertaken and concluded a service review, which has seen a reduction in posts within the service.

There is a particular challenge around securing funding for the supported employment service, which is currently delivered by the Council's TESS service. Officers are currently considering with members options for the future delivery and funding for this service.

5.2 Legal implications

The pursuit of economic well-being is strongly aligned with the core functions of local authorities, with the mandate for local authorities to promote economic well-being provided by the Local Government Act 2000. Section 4 of the Act requires local authorities to join with other bodies to establish a sustainable community strategy for promoting or improving the economic, social and environmental well-being of their area. The power in the 2000 Act for local authorities to take any steps they consider likely to promote or improve the economic, social or environmental well-being of their area and its residents (the "well-being power") was repealed and replaced by the new general power of competence for local authorities in the Localism Act 2011.

The Public Sector Equality Duty under Section 149 Equality Act 2010 includes a duty upon public bodies to have due regard to the need to advance equality of opportunity between persons who share a relevant characteristic and others who do not, including by removing or minimising disadvantages and encouraging participation in public life or in other activities in which participation by such persons is disproportionately low.

6. Other implications

6.1 How will this contribute to achievement of the Council's Plan?

The Jobs and Growth Strategy for Coventry is integral to the delivery of Coventry City Council's priorities within its Council Plan, Coventry A Top Ten City: Globally Connected and Locally Committed. It supports the delivery of the Council's Social Value Policy (2014) by applying community clauses to contracts to ensure local companies and local people benefit from the work the Council procures.

The strategy strongly aligns to delivering the priorities of the Coventry and Warwickshire Local Enterprise Partnership Strategic Economic Plan and European Investment Strategy. The Jobs and Growth Strategy for Coventry also aligns strongly with the priorities of the Coventry Partnership priorities: Getting People into Good Jobs; and Raising Income and Financial Inclusion.

Outcomes from the Jobs and Growth Strategy will also impact on the employment related indicators reported in the Public Health Outcomes Framework including: 16-18 year olds not in education employment or training; and the gap in the employment rate between those with a long-term health condition and the overall employment rate.

6.2 How is risk being managed?

This report concerns the performance of the first year of the Jobs and Growth Strategy – 2014/15. Risks have been managed effectively.

6.3 What is the impact on the organisation?

Coventry City Council gave a financial commitment to the delivery of the Jobs and Growth Strategy. This contributed towards the cost of staff. Consequently, if funding is reduced or increased there will be an effect on the number of staff working in this service area. Any reduction in staff would involve Trade Union and staff consultation.

6.4 Equalities / EIA

One of the key objectives of the Jobs and Growth Strategy is to have a significant positive impact on people within Coventry who are identified as more vulnerable in terms of economic wellbeing and gaining sustainable employment. Services offered are tailored to meet the needs of the following groups: workless people not supported by the Government's Work Programme; priority client groups such as families with complex needs, offenders, those lacking relevant skills and experience; the most vulnerable in society including those with severe mental health problems and people with learning disabilities; and young people not in education, employment and training (NEETS).

Services within the Economy and Jobs Service play a key role in contributing towards the aims and objectives of the Corporate Equality Strategy, which highlights the Council's commitment to making a difference to the lives of the people of Coventry by improving equality of access to Council services and ensuring that our employment opportunities are fair and that our workforce reflects the demographics of our city.

The strategy also makes a positive contribution to reducing health inequalities in Coventry. Coventry will continue to work with Professor Sir Michael Marmot, Public Health England and the Institute of Health Equity as a Marmot city. Being in good quality sustainable employment is known to be one of the key factors in having a positive impact on an individual's health and wellbeing.

6.5 Implications for (or impact on) the environment

The Jobs and Growth Strategy supports investment in key sectors including energy and low carbon vehicles. The Council supports the adoption of emerging technologies that in turn create entirely new markets and support additional jobs. The Strategy also aims to improve the skills match between Coventry's local residents and the emerging job opportunities.

6.6 Implications for partner organisations

The Strategy explicitly calls upon partner organisations and other stakeholders in the city to make a commitment to work with the Council to deliver its aims. Within the strategy it sets out the clear premise that "Coventry City Council cannot deliver a Jobs and Growth Strategy on its own. It is looking to engage with and draw on the work, skills and resources of other partners and stakeholders" to ensure its successful implementation.

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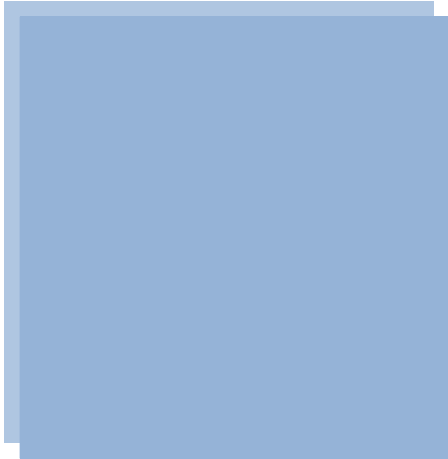
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John Norton	Investment and International Trade Manager	Place	06/05/15	11/05/15
Mark Williams	Business Manager	Resources	6/7/15	8/7/15
Lara Knight	Governance Services Team Leader	Resources	22/7/15	22/7/15
Names of approvers for submission: (officers and Members)				
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Julie Spayson	Senior Solicitor	Resources	14/7/15	21/7/15
Jaz Bilen	Human Resources Manager	Resources	14/7/15	14/7/15
Martin Yardley	Executive Director	Place	22/7/15	22/7/15
Councillor K Maton	Cabinet Member (Business, Enterprise and Employment)	Place	22/7/15	23/7/15

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A JOBS and GROWTH STRATEGY FOR COVENTRY April 2014 - March 2017 Action Plan for Year 1



Objective 1: Secure Job Opportunities through Investment

Action	Service Area	Expected Outcome	Progress	Contribution Towards Headline Target & Priorities
Delivery of business support activities	Business Investment Team	<ul style="list-style-type: none"> Individual businesses assisted to develop and grow Business collaboration networks supported Well Being Charter delivered in line with service contract 	<ul style="list-style-type: none"> Team members assisted a record 420 businesses in the year. Six local business networks from aerospace to professional services were supported The Well Being Charter was successfully delivered 	<ul style="list-style-type: none"> New jobs created It total 1796 new jobs mainly in manufacturing were created by businesses the team assisted
Delivering investment grant and loan schemes	Business Investment Team	<ul style="list-style-type: none"> Regional Growth Fund, ERDF, and other initiatives delivered as contracted CIF supported 	<ul style="list-style-type: none"> All investment finance initiatives were delivered to target CIF was supported where appropriate 	<ul style="list-style-type: none"> New jobs created Investments secured Over £85m in private sector investment was secured

<p>Developing the local economy</p>	<p>Business Investment Team</p>	<ul style="list-style-type: none"> • Influence and support CWLEP's strategies and Business Groups • Engage with and support the Coventry and Warwickshire Growth Hub • Engage and support the work of the Employer Hub in Coventry • Exchange intelligence with other local authority economic development teams 	<ul style="list-style-type: none"> • The team was an active member of the Local Authority Economic Development Group and several LEP Business Groups • It led on the development and acceptance of a common SEP delivery strategy • The team manager jointly managed the establishment of the Growth Hub. Other team members led on key delivery portfolios for the first four months of its existence • The Employer Hub was engaged as an increasingly important service to growing businesses 	<ul style="list-style-type: none"> • New jobs created • Investments secured
<p>Delivering key infrastructure initiatives that directly benefit businesses and/or showcase technology</p>	<p>Business Investment Team</p>	<ul style="list-style-type: none"> • Deliver Super Connected Coventry project – ultra high speed broadband • Support the Future Cities model to create the data necessary to introduce new delivery mechanisms • Licence open access wireless and 4g Capability 	<ul style="list-style-type: none"> • Over 400 local businesses received vouchers to help connect to ultra-fast broad band. Speeds averaged over 100 Mbps. • Work continued to promote and deliver projects that helped the city prepare for the future. • Progress was made in bringing open access wireless to large parts of the city. 	<ul style="list-style-type: none"> • Profile and reputation of the city raised • Competitive advantages for Coventry business secured

Attracting new investors	Business Investment Team	<ul style="list-style-type: none"> • Maintain web based, social media, App and hard copy materials to publicise Coventry as a place to invest • Secure new investors to Coventry from the wider industrial and technology sectors • Proactively engage with targeted overseas locations and businesses to secure investments • Further develop the on line property enquiry system • Work with partners including the Growth Hub and UKTI to secure new investments 	<ul style="list-style-type: none"> • The team continue to deliver on measures to attract new investment. • Five significant new investors were attracted including Sitel, Productive and Wasps. • Initial steps were taken to update and improve the enquiry system. A new provider will now help drive the system which is shared with other Local Authorities • Much of the work in this field was undertaken with UKTI, The Growth Hub and the Universities 	<ul style="list-style-type: none"> • New jobs created • Investment secured • Profile and reputation of the city raised
International Trade	Business Investment Team	<ul style="list-style-type: none"> • Seek agreement for an International Trade strategy • Work with the Leadership, the Lord Mayor and senior executives to maximise the impact of incoming and outgoing trade missions and civic visits 	<ul style="list-style-type: none"> • An International Trade and Investment Strategy was developed and agreed. The Twin Cities strategy was updated in parallel. • The pro-active engagement of the Lord Mayor and Leadership in the business investment arena proved successful. The arrangement was underpinned by the appointment of a Liaison Officer. Monthly meetings proved valuable in setting detailed plans. 	<ul style="list-style-type: none"> • New jobs created • Investment secured • Profile and reputation of the city raised

Secure external funding to support this objective	Business Investment Team	<ul style="list-style-type: none"> • Search out and secure project funding to further the work of the Team from local, national and European sources • Work with colleagues and partners to secure programme funding 	<ul style="list-style-type: none"> • The team successfully secured or helped secure new external finance including an extension to European investment finance funds, broadband connection vouchers and a trial of mobile city centre retailing 	<ul style="list-style-type: none"> • New jobs created • Investment secured • Profile and reputation of the city raised
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Objective 2: Help People get Jobs

Action	Service Area	Expected Outcomes	Progress	Contribution Towards Headline Target & Priorities
Delivery of advice and employment support to the unemployed	The Employment Team	<p>Yearly Targets:</p> <ul style="list-style-type: none"> • Employment Support to 5,000 people • 1,200 people supported into work 	7736 people engaged with the Council's Employment Team and 2,065 of Coventry's vulnerable residents were helped into work. These residents were predominately those not accessing or gaining the assistance they require to find work through other services and agencies. Many of whom were families living in poverty, young people without any support network and people facing significant challenges to securing work, such as a learning disability.	People into jobs
Delivery of Coventry's flagship employment service at the Job Shop	The Employment Team	<ul style="list-style-type: none"> • Delivery of flexible partnership services to meet customer need • Holistic support including triage, careers, employability skills and employment advice. 	The City Council's Job Shop has become a key feature of the way in which employment services are delivered to all those looking for work in the City and last year the footfall exceeded 38,000. Jobcentre Plus, Rightsteps, FE Colleges, learning	People into jobs

			providers, specialist agencies all deliver services within the facility and 2710 residents accessed a range of workshops delivered by our partners.	
Delivery of a range of employment programmes	The Employment Team	<ul style="list-style-type: none"> • Delivery of employment provision for vulnerable families • Delivery of advice and support for offenders on a probation order 	484 families with complex needs were engaged on the programme last year and 220 progressed into employment. The project to support offenders completed its European Funding with 61 offenders engaged and 36 people going into work last year.	<p>People into jobs</p> <p>Protecting and supporting the most vulnerable</p>
Developing equality of access to work through support for the most vulnerable	The Employment Team	<ul style="list-style-type: none"> • Tailored employment provision for customers with a learning disability, autism or severe mental ill health • Further develop the identification of health barriers to work and deliver solutions to manage these barriers to work • Provision of employment related money advice to remove debt, benefit and financial barriers to work 	75 people with severe & enduring mental ill health, autism or a disability were engaged, 36 undertook voluntary work and 39 secured employment. All Job Shop staff undertook Mental Health Training and in partnership with Rethink a comprehensive programme of staff training was held. 41 residents were also referred into contracted health provision. Money advice and advocacy was delivered to 1088 residents ranging from managing debt to financial assessments helping to make work pay for local people.	<p>People into jobs</p> <p>Reducing the impact of poverty</p> <p>Protecting and supporting the most vulnerable</p> <p>Reducing health inequalities</p>
Further develop services to help young people into work	The Employment Team	<ul style="list-style-type: none"> • Develop the Youth Zone at the Job Shop, delivering in partnership a distinct offer to young people • Delivery of the young people's placement programme and other paid placement opportunities • Further develop the education to employment pathways for young 	290 young people who were NEET (not in Education, Employment or Training) have been supported by the Employment Team into work, further education, self-employment or another positive outcome. This is a significant achievement, enabling Coventry's young people to create more positive and independent futures. Based at the Job Shop, services such as the Youth Zone and the Employer	<p>Local people into jobs</p> <p>NEETs into work, education or training</p>

		<p>people, including enhanced careers activity, schools participation within the Youth Zone, the disabled young people's pathway and a range of other transition activities.</p> <ul style="list-style-type: none"> Partnership delivery of training and vocational learning opportunities, including apprenticeships, traineeships, paid graduate internships, supported internships, employability workshops and bespoke training for NEETS (e.g. Bootcamp) 	<p>Hub continue to support young people and adults into paid placements, apprenticeships and quality jobs. Over 85% of our young people going through paid placements with a range of private sector businesses continue on in sustained employment beyond the 6 month placement, making it one of the most successful programmes to tackle NEETS.</p> <p>23 marginalised young people undertook a Bootcamp.</p>	
Develop our Employer Partnerships to create access to work	The Employment Team	<ul style="list-style-type: none"> Further develop the Employer Hub to provide local business with skills and employment solutions, on behalf of key strategic partners Engage with and support the Coventry and Warwickshire Growth Hub Deliver Employer Events at the Job Shop, promote use of recruitment and interview facilities on site and engage young people into jobs with training (apprenticeships / paid placements etc) 	<p>The Employer Hub has become an integral feature of the Job Shop bringing recruiting employers into the facility most weeks. The Employer Hub has worked with a wide range of businesses to both create jobs and fill vacancies with local people who would otherwise have struggled to be considered for these opportunities. Business-tailored services have been developed for a range of sectors including care, call centre, engineering, retail, production & warehouse, hospitality & catering, civil engineering, driving, construction and security. Companies such as Sitel, Ikea, BHS, E.on, BAM Construction, Parcellforce, JLR, Primark, Boots Opticians, and a range of SMEs (e.g. DDS Metals, MPL Fabrications, Acton Finishing) all now use this service to directly recruit and</p>	<p>People into jobs</p> <p>Business Assisted</p> <p>People helped to improve their skills</p>

			address their skills needs. Last year 117 businesses were assisted and 483 vacancies were managed through this service.	
Developing inclusive economic growth	The Employment Team	<ul style="list-style-type: none"> • Influence and support the CWLEP Strategies and Business Groups • Engage and influence Coventry and Warwickshire Growth Hub skills and employment activities • Engage and influence the growing private sector market in employment and welfare provision • Influence the local response to national reform of rehabilitation services 	We work closely with the CWLEP and provide information for the Skills Business Group. We have also been instrumental in developing the CWLEP European Structural Investment Funds Strategy, leading on priority-setting for £58million of social fund locally. We have also supported the LEP with the development of the Strategic Economic Plan (SEP) and we continue to work closely with the Growth Hub. In terms of the welfare sector we have very positive relationships with most major private providers and have both advised on their development of services in the locality and secured grant from this source.	People into jobs
Secure external funding to support this objective	The Employment Team	<p>Work collaboratively with partners, including Public Health, Prime Contractors and others to develop and fund local employment and skills solutions</p> <p>Guide, shape and seek to attract funding for employment initiatives through the European Social Fund</p>	We have robust partnership arrangements and work closely with key local agencies such as Jobcentre Plus, Rightsteps, private contractors and public health. We have played a key role in developing the LEP's European Structural Investment Fund Strategy and continue to bring partners together to form consortiums, work collaboratively and identify added value, allowing them to access grant for local residents.	

Objective 3: Help People Improve their Skills

Action	Service Area	Expected Outcomes	Progress	Contribution Towards Headline Target & Priorities
Developing a clear evidence base for skills data and information.	Skills & Growth	Understanding national and local data around: <ul style="list-style-type: none"> • Qualification and progression levels • Sector skills forecasts • Local skills provision • Funding for skills provision 	Qualification levels of residents in city – broken down by ward/ethnicity/gender/age/employment status – completed but will need a refresh in the new year Skills networks – completed but needs updating periodically Sector Skills Councils - completed but needs updating periodically	People into jobs People helped to improve their skills
Disseminate skills data widely.	Skills and Growth	To influence skills funding provision with Skills Funding providers such as Skills Funding Agency, National Apprenticeship Service. Influence local training providers to deliver courses that meet the needs of the local economy i.e. providing courses in skills gap areas.	Website pages for skills now includes downloads and links for Skills Data CCC Website has now been revamped. Skills data is included with insight information. In addition to the data posted onto the website, Skills data is disseminated to	People helped to improve their skills

			CWLEP, colleges and partners as appropriate	
Utilising the Social Value Act and ensuring the Authority's Social Value Policy is maximised to harness economic development and business growth initiatives for employment outcomes.	Skills and Growth	Think Local for Coventry clauses to be included wherever possible in the procurement process.	<u>Contractual</u> <ul style="list-style-type: none"> • Costain – Friargate Bridge • Costain – Whitley Junction • Motor museum extension developers • Motor museum fit out contractor • Fargo Village contracts <u>Voluntary/non contractual</u> <ul style="list-style-type: none"> • Barratts – City Wharf • Montpelier - Stoke House • Balfour Beatty – Far Gosford Street Public Realm • BAM – Cov uni building <p>Leading on “economy” for Social</p>	Jobs Created Business Assisted People into jobs People helped to improve their skills

			<p>Value for all Council procurement contracts</p> <p>Developing the “economy” accreditation element of the business charter for social responsibility</p> <p>Much closer links between Council services (eg disposals and acquisitions team working with employer hub)</p> <p>Winner of FSB small business friendly award for the “Think Local” work with Costain</p> <p>Established referral route into Employer Hub</p> <p>Process to link developments with schools established. Over 1200 young people have either visited a site or have had a visit from one of the developers</p>	
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			<p>Updated PROC process (permission to procedure with a procurement) Social Value is now a consideration. We comment on all PROC 2 documents now as they go through the process</p> <p>Development work with planning colleagues has resulted in consideration of employment clauses in larger planning applications.</p> <p>Case studies developed to showcase our work</p>	
Skills Development of NEETs	Skills & Growth	Deliver the Construction Shared Apprenticeship Scheme as a route way into work with a clear focus on skills	<p>12 starters this year (42 in total)</p> <p>6 completers this year (19 in total)</p> <p>5 frameworks completed this year (18 in total) 100% of completers into positive destinations</p>	<p>People into jobs</p> <p>Supporting businesses to grow</p> <p>Business Assisted</p> <p>People helped to improve their skills</p>

			<p>(employment, self-employment or further accredited training)</p> <p>Report on first 3 years of programme completed</p> <p>Report on 1st year of new programme completed</p> <p>Engaged with 7 new local construction businesses this year (25 in total)</p> <p>Supported City College to set up Construction Employer Board which influences the construction curriculum officer.</p> <p>Worked with colleges to establish a more flexible enrolment therefore we no longer have to wait until September to start.</p>	
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<p>Encouraging a skilled qualified future workforce (<i>higher level skills/Graduate retention</i>)</p>	<p>Skills & Growth</p>	<p>Work with agencies to ensure that we are producing the right skills in the right occupations for students to stay in the City once their studies are complete.</p> <p>To break down barriers and provide support for under-represented groups particularly those entering the Advanced Manufacturing and Engineering Sector.</p>	<p>Skills 4 Growth graduate programme has supported 17 graduates into AME companies encouraging the skills to stay in the City and local area.</p> <p>Registered graduates that were not successful at achieving a placement were signposted to the Councils youth team or job shop accordingly.</p> <p>Bursary work has been developed but funding needed to pursue further</p>	<p>People helped to improve their skills</p> <p>People into jobs</p>
<p>Working with those in employment to up-skill (<i>medium level skills - workforce development</i>)</p>	<p>Skills & Growth</p>	<p>Deliver the City Deals Skills 4 Growth programme</p> <p>Work to identify funding to support companies to encourage low qualified employees to upskill and turn skills into qualifications.</p>	<p>74 graduates registered 17 graduates placed into 1 year employment placements with SME AME's 86 companies supported</p> <p>Skills element of Skills 4 Growth</p>	<p>People into jobs</p> <p>Supporting businesses to grow</p> <p>Business Assisted</p> <p>People helped to improve their skills</p>

			<p>supports companies to training lower qualified employees. Up until 31st March 2015, 93 people have received skills training (profile 60 until June 2015) therefore already over target.</p> <p>Through our skills support for training, one of our businesses won “Skills Innovation award” at the SEMPTA skills awards and another has been shortlisted for the Investors in People Award for the Best newcomer category</p>	
<p>Raising the skills levels of those with no skills and low skills (<i>lower level skills - unemployed</i>).</p>	<p>Skills & Growth</p>	<p>Equipping our residents with skills which are in demand in the labour market.</p> <p>Encourage partners to support residents to turn skills into qualifications.</p> <p>Work to negotiate flexible Funding to deliver more accessible provision.</p>	<p>Working with schools to link education to employment.</p> <p>Encouraging young people to achieve qualifications to enable them to aspire to careers that the education to employment work is</p>	<p>People helped to improve their skills</p>

			<p>highlighting.</p> <p>School visits organised for:-</p> <ul style="list-style-type: none"> • Costain – Friargate Bridge • Costain – Whitley Junction • Motor museum extension developer • Motor museum fit out contractor • Barratts – City Wharf <p>Careers events have been attended by the contractors</p> <p>Over 1200 young people have either visited a site or have had a visit from one of the developers up until 31st March 2015</p>	
Secure external funding to support this objective	Skills & Growth	<ul style="list-style-type: none"> • Work collaboratively with partners including Skills Funding Agency, National Apprenticeship Service, training providers and others to develop and fund local skills 	Working with CWLEP to support the writing of the specifications for ESIF European	People helped to improve their skills

		<p>solutions</p> <ul style="list-style-type: none"> To influence, guide and seek to attract funding such as European funding to support skills initiatives. 	<p>funding</p> <p>Submission to Youth Employment Initiative for consideration of funding to expand the shared apprenticeship scheme</p> <p>Submission to Growth Hub for gap funding for the successful Skills 4 Growth project</p>	
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