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Cabinet Member for Business, Enterprise and Employment  
Business, Economy and Enterprise Scrutiny Board (3)

8<sup>th</sup> December 2015  
16<sup>th</sup> December 2015

**Name of Cabinet Member:**

Cabinet Member for Business, Enterprise and Employment - Councillor Maton

**Director Approving Submission of the report:**

Executive Director of Place

**Ward(s) affected:**

City-wide

**Title:**

Delivering the Jobs and Growth Strategy - Half Year Progress (April 2015- September 2015)

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**Is this a key decision?**

No - Although the matter within the report can affect all wards in the City it is not anticipated that the impact will be significant and it is therefore not deemed to be a key decision

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**Executive Summary:**

The Jobs and Growth Strategy for Coventry was endorsed by the Council in May 2014. The Strategy supports the vision and priorities of the Council's Plan – Coventry Open for Business: Globally connected and locally committed. It 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 Jobs and Growth Strategy is in its second year of delivery. This report summarises the progress made to deliver the strategy in the past six months from April 1<sup>st</sup> 2015 to September 30<sup>th</sup> 2015. The news is very positive, with performance measures on track to meet the targets set for the year.

Key achievements include:

The Economy and Jobs service, part of the City Centre and Development Division, has directly contributed to creating 1,670 new job opportunities within Coventry against a target of 1,000 set for the year.

£322 million pounds of business investment has also been secured for the benefit of the city. The Council's services have already supported 205 businesses to grow and develop.

The number of people engaging with the Council's Employment Team is far exceeding targets set. In the past 6-months over 3,500 people have accessed employment support. 827 people who have engaged with the services provided have progressed into work. This is a significant achievement. The majority of these individuals are engaging through the Council's city centre Job Shop located in Bull Yard.

**Recommendations:**

The Cabinet Member for Business, Enterprise and Employment is recommended to:

Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry between April - September 2015.

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

Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry between April - September 2015.

**List of Appendices included:**

Appendix 1: Jobs and Growth Strategy for Coventry: Action Plan (April - Sept 15)

**Other useful background papers:**

N/A

**Has it been or will it be considered by Scrutiny?**

Business, Economy and Enterprise Scrutiny Board (3) – 16th December 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

**Report title:** Delivering the Jobs and Growth Strategy (April - September 2015) Half Year Progress

**1. Context (or background)**

- 1.1 The Jobs and Growth Strategy for Coventry was endorsed in May 2014. It is the second 3-year Jobs and Growth strategy the Council has published. It plays a key role in driving growth, investment and creating the opportunity for local people to share in the growth of the City.
- 1.2 The key objectives of the strategy are: securing jobs through investment; helping people get jobs; and helping improve the skill levels of residents. The focus on supporting young people who are not in education, employment or training (NEETs) remains as well.
- 1.3 The strategy plays an integral part in achieving the outcomes of the Council Plan. It delivers on the commitments of “open for business” and “driving growth and investment in the local economy that can be shared by all of its citizens”.
- 1.4 The wider economy has seen positive growth in business numbers, resulting in Coventry being identified as “one of five stand-out cities for jobs and business in the past 10-years” (The Guardian). A resurgence in manufacturing, high workplace earnings and an improving city centre (up to 47th in the UK retail ranking from 58th in 2013).

However there are some economic challenges in the city, having a relatively low business stock, low GVA per worker, large inequalities between workforce and resident wages, a large proportion of residents with no formal qualifications and a large decline in the share of workers employed in intermediate occupations. In general, the city is an economic position where it has an opportunity to maximise its strengths, utilise its assets (a growing population, two thriving Universities and a number strong sectors) and tackle its underperforming attributes.

Local intelligence gained from the relationships developed with local businesses, show that businesses are optimistic about their future prospects and investment plans.

With regards to the City’s labour market, post-recession the city’s economy saw a pattern of job creation with little if any impact on resident employment levels. In addition to this the city saw a fall in unemployment levels, with figures suggesting that those local residents moving out of unemployment were more likely to become economically inactive rather than moving into work.

In recent years (2012-15) this trend appears to have changed. Resident employment levels have increased; the picture of how the number of jobs within the city boundary has changed is less clear. One data source (APS) shows no net change in jobs in the city between 2012 and 2015 and another (BRES) indicates an increase up to 2014. These figures, which are more in line with national trends than previously, suggest a stronger internal economy within the city with more of those residents moving from unemployment moving into employment rather than becoming inactive.

The overall employment situation still remains challenging for particular groups, such as those people who have been out of work for some time and groups such as young people who continue to find it difficult to gain sustainable employment, given the competitive nature of the labour market.

Coventry	Number	Short-term trend (6 months)	Long-term trend
Residents in employment	144,500	Increasing	Increasing
Jobs in the city	177,900	Increasing	No Change/Increasing*
Residents unemployed	10,400	Falling	Falling
JSA claimants*	4,308	Falling	Substantially falling**
Key out-of-work benefits	23,810	Falling	Falling

\*APS shows no change between 2012-15 and BRES shows an increase between 2012-14

\*\*Evidence suggests that substantial falls in JSA claimant numbers are a reflection of Welfare Reforms rather than a healthy labour market.

- 1.5 The Council plays both a strategic and delivery role in all of the key objectives of the Jobs and Growth Strategy. Its strategic role is particularly important. In this role the Council actively supports the Coventry and Warwickshire Local Enterprise Partnership (LEP). The Council has been instrumental in assisting the LEP in developing both the Strategic Economic Plan and the European Structural and Investment Fund Strategy.
- 1.6 The Council delivers the Jobs and Growth Strategy, primarily through the work of the Place Directorate and specifically the City Centre and Development Division. Services include those delivered through Economy and Jobs. Other areas of the Council also contribute to delivering the aspirations of the Strategy. For example, Workforce Development in Resources Directorate, Adult Education and the Education and Inclusion Service in the People Directorate.
- 1.7 The strategy's progress is being driven through the excellent partnership working that already exists between the Council and its partners. Key partners include CSWP, Investors, Jobcentre Plus, The Chamber of Commerce, Warwickshire County Council, Universities, FE Colleges, Third Sector Agencies, Training providers, Coventry Partnership, the Growth Hub and the Coventry & Warwickshire Local Enterprise Partnership. When new opportunities arise new partner relationships are forged.

## **2. Options considered and recommended proposal**

- 2.1 There are a number of implications for the local area, it's residents and businesses, if the Council chose not to implement its Jobs and Growth Strategy: a steeper decline in the economic wellbeing of the city and its residents would be likely; by not acting proactively to seize investment opportunities, these would be lost to other areas, and Coventry would lose out on the positive benefits of job creation; reducing inequalities across Coventry, actively linking job creation to local residents looking for work would not be so easily achieved.
- 2.2 Appendix 1 contains details of the progress made against the specific actions which will deliver the Jobs and Growth Strategy.

The table below shows performance for April 2015– Sept 2015, compared to the target for the year.

	<b>Actual</b>	<b>Target</b>
<b>People</b>	<b>Apr - Sep 2015</b>	<b>2015-16</b>
Customers Assisted	18177	28500
People engaged/ registered	3547	4100
People into work	827	1000
NEETS into work, education or training	196	150
<b>Investors and business sectors</b>		
Investment into the city (£million)	£322.6m	£75m
Jobs created in the city and across the sub-region	1670	1000
Businesses and enquiries assisted	205	266
New Businesses Investing in Coventry	4	5
<b>Skills</b>		
People helped to improve their skills	72	66
Organisations influenced in their delivery of skills provision	4	6

- 2.3 In the first six months of the financial year the Business Investment Team has worked with 121 businesses to help them grow and develop. This work has contributed to over £322 million of business investment and the creation of 1670 jobs.

The City has benefited from significant Chinese investment with notable examples being the London Taxi Company and Covpress Assembly. These investments alone have resulted in £280 million of investment, safeguarded over 500 jobs and created 1100 new jobs.

Chinese success is just one output of the International Strategy. Work to link investment and economic development with the civic function of the Lord Mayor’s office has resulted in strengthened links to markets in China and India. Recent highlights include an inward delegation of ICT companies from India who visited the area to investigate trade and investment opportunities and forge on-going relationships with our local companies. Work is continuing to link local companies with opportunities in China and a trade delegation is proposed for 2016. Additionally, a programme of ambassadorial visits is developing links to numerous markets including Romania, Poland, Palestine, Latvia, Serbia and Mexico,

Companies we have welcomed to the City include Formula One Autocentres, automotive consultants Landar Ltd and over-fifty’s travel specialists Staysure Travel, whose offices were officially opened by the Lord Mayor in September 2015.

- 2.4 The Business and Investment team have been very successful attracting European Regional Development Funds (ERDF) to help businesses in Coventry and Warwickshire who are looking to invest in capital equipment and create jobs. In total they have awarded grants of £3.9m, attracting £21m of private investment and created 673 jobs in the region. The success of this funding stream has been the basis for the next round of the European Structural and Investment Funds (ESIF) bid, earmarked to start 1<sup>st</sup> January 2016 to 31<sup>st</sup> December 2018. This will provide funding for companies to invest and create employment locally.
- 2.5 The team recognises that innovation is a key driver for economic growth, enabling businesses to increase productivity, capital investment and create new jobs. The Innovative Coventry team supports local businesses to grow by encouraging and providing opportunities for innovation; supporting trials and using the city as a test-bed; promoting the adoption of new ideas and technologies and creating the smart/future city concept. This long-term strategy has many benefits for the city and its citizens, including: preparing the city for challenges of the future; providing businesses with a competitive advantage both nationally and internationally; generating resident prosperity and well-being; providing a 'Place' to enable scalability and testing of solutions; offering substantial motivations for attracting high quality investors into the city.
- 2.6 The Innovative Coventry Programme brings together projects that are supporting the implementation of crucial infrastructure work required to ensure the city remains on a level playing field with other major cities in the UK and Europe. This includes providing superfast broadband connectivity to SMEs; the installation of free public city Wi-Fi and 4G; the development of smartphone applications; installation of electric charging infrastructure for the general public and businesses, plus a feasibility study on the opportunity for electric taxi's in the city; data management for the future is another key priority which the team is working closely on with other departments across the Council and external organisations.
- 2.7 According to the latest Centre for Cities report the creative and digital sector is growing much faster than businesses in traditional industries, creating a big impact on the wider city economy by increasing demand and jobs in other sectors. The team is working with businesses, universities and other organisations to encourage knowledge exchange and match skills provision within this sector.
- 2.8 The Superfast Broadband Connection Voucher project has been highly successful over the past two years. 2,000 SMEs have been engaged and approximately 1,500 vouchers have been issued with values up to £3,000.
- 2.9 The Skills 4 Growth project concluded with excellent results exceeding all targets. The project funded by the Regional Growth Fund supported 37 SMEs in the advanced manufacturing and engineering sector, with skills training support for over 8,500 hours of training for 156 employees. In addition 17 graduates were employed on 12-month employment placements, 88% of whom have progressed into positive destinations. Some additional funding has been won from the Growth Hub to continue the work of the project until December 2015, outcomes of which will be reported in the year-end report.



2.10 Over 3,475 workless, unemployed and vulnerable adults and young people have engaged with the Council's Employment Services over the past 6 months, well on the way to exceeding the target of 4,100 set for the year. Our primary engagement route is through the city centre Job Shop. The shop continues to experience high demand for its employment services and has helped 827 people into employment in the past 6 months out of a yearly target of 1,000 - this is already a significant achievement. The Employment Team is beginning to see the benefit from new services created such as the Employer Hub. The Hub has actively worked to promote over 350 job opportunities to the customers of the Job Shop.



2.11 The Council is committed to supporting young people into employment, particularly those who fall into the NEETS category (young people not in education, employment or training). Work to tackle youth unemployment, has resulted in 672 young people accessing careers advice, training on CV writing, IT skills and employability skills. 196 NEETS have been supported into a positive destination as a result, which includes work, apprenticeships, further education and self-employment. Over 50 young people will be supported into a paid-placement this year with a range of businesses across the city. For those who've completed their placement at least 84% of them are sustaining employment with either their placement employer or another business.

2.12 Successful completion of the Support for Families programme has seen the team develop best practice that has been used in new European funding bids. Over 1,500 people had started on the programme, with 28% achieving 6-month job outcomes - significantly above the targets set. In fact Coventry City Council's element of the programme was recognised nationally for delivery and has proven again how the Council can utilise its position in the community to maximise the impact of these new 'pay by result' initiatives. A European bid supporting young people into employment known as 'Ambition Coventry' and wider ESIF initiatives are currently being developed with a view of carrying on the legacy left by Support for Families programme.

- 2.13 Coventry has continued to maintain its status as a national Centre of Excellence through its TESS service, providing individual placement and support to residents with severe and enduring mental ill-health. Young disabled people can now access an easier route to work through the 'Employment Pathway' established across Coventry. Through this pathway we are increasing the number of people with learning disability, physical or sensory impairments, severe mental ill-health and autism, getting and keeping paid employment. Over the past 6-months 18 people have been supported into employment with an average of 100 people being supported at any given time to sustain work.
- 2.14 The Construction Shared Apprenticeship Scheme has taken on 46 young people and is on schedule to achieve its target of 60 before the end of March 2017. A total of 21 apprentices have achieved their apprenticeship framework, 100% have gone on to employment, self-employment or further learning.



- 2.15 The "Think Local" work that supports the Council's commitment to Social Value has generated a number of positive outcomes for local people and local businesses. 55 businesses have benefitted from supply chain opportunities from major developments in the City, a total of 56 apprenticeship weeks have been worked by apprenticeships generated on major developments and well over 1,000 young people have attended site visits or careers talks. Further joint working between the Business Investment Team and the Employer Hub has resulted in 13 companies employing 44 people. In addition, much work has been done with colleagues in the Procurement team of the Resource Directorate to ensure that social value considerations are embedded into all City Council procurement and commissioning, so much so that 59 contracts are currently being appraised for social value consideration. Work is also on-going with Planning colleagues to include employment conditions into major planning applications.
- 2.16 Over the next six months services delivering the Jobs and Growth Strategy will focus on the following strategic actions:
- Managing service reduction implications as one-off reserve funding ends. The Economy and Jobs Service will have to reduce delivery in certain areas of the service to manage the reduction in reserves. This will have implications on performance against certain indicators – which will reduce.



- Income Generation - Maximising the opportunity to secure funding for services through new contracts and grants. The main opportunity being pursued is European funding. To date five second stage applications have been submitted for funding. This would be bringing in £3.7m additional funding for service delivery over the next 3-years. If successful these services will begin delivery early in 2016. There will be further opportunities to bid for European funding over the next few months.
- Cross Directorate Working within the Council - In order to make effective use of limited resources, opportunities for joined up working with other Directorates will continue. Work is on-going with the People Directorate to link education and employment closer to ensure young people leaving education are given information on the range of options available to them including employment. .
- Maximising the benefit of the Social Value Act for local people and businesses. Extensive work on community clauses to ensure that as a Local Authority we are maximising the economic impact our commissioning and procurement processes have.
- Partnership Working - Work will continue to identify opportunities to influence and shape the work of the Coventry and Warwickshire Local Enterprise Partnership (LEP), officers are playing key roles in delivering LEP priorities.

### **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. This happened through the range of strategic partnerships we Chair or are part of.

### **4. Timetable for implementing this decision**

- 4.1 The *Jobs and Growth Strategy for Coventry* is a three year strategy from April 2014 to March 2017. Progress against the strategy is reported at half year intervals.

### **5. Comments from Executive Director of 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 one-off monies 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. Core revenue funding is critical in enabling external funding to be secured, as match funding is nearly always required when funds are being bid for competitively.

Funding available to the service has fallen significantly in 2015/16 compared to previous years. This is as a result of both the fall-out of the one-off resources, which will end during 2015/16 and the reduction in core funding from 2015/16 as a direct impact of the ER/VR round. This will result in reduced capacity to provide some services. The service is currently working with members to agree which services are to be scaled back.

## 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") has now been repealed and replaced by the new general power of competence for local authorities in the Localism Act 2011.

## 6. Other implications *Any other specific implications*

### 6.1 **How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

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. The City Council's Joint Health and Social Care Self-Assessment and the Adult Social Care Outcomes Framework, reports on the outcomes of the work of the TESS service.

### 6.2 **How is risk being managed?**

The key risks associated with the *Jobs and Growth Strategy for Coventry* are:

- The reduction in funding to the service as described in 5.1 above and the real financial challenge this brings, which will lead to service reductions. Alternative funding will be pursued whenever appropriate e.g. local authority budgets, public health funding, partner funding. However recent discussions around particular services have highlighted the financial challenges and competing priorities other organisations face. There are increasingly limited funding opportunities, with more external funding being based on a payment by result model. The Council is proactively responding to these changes through identifying more innovative ways of funding priorities, and developing further partnership approaches to delivery.

- Stakeholders could be reluctant to commit to work jointly on the delivery of the strategy - Stakeholders continue to respond very positively to the strategy, and given the pressure on public resources across a number of sectors, partners are increasingly coming together to ensure that resources are used as productively as possible to meet local needs.

### 6.3 What is the impact on the organisation?

As funding to deliver the Jobs and Growth Strategy reduces, as described in 5.1 above, there may be an effect on the number of staff working in this service area. Any reduction in staff would involve Trade Union and staff consultation, plus the Council's Security of Employment Agreement would be applied.

### 6.4 Equalities

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 Place Directorate play a key role in contributing towards the aims and objectives of the Corporate Equality Strategy, and its key priorities around Economy Learning, Skills and Employment.

In the absence of the Strategy, we would expect there to be more inequalities across the city in terms of employment. Those who are more vulnerable find it more difficult to secure employment, fare even worse as a result.

The strategy also makes a positive contribution to Coventry as a Marmot City, in terms of having a positive impact on an individual's health and wellbeing when they find work.

Proactively encouraging investment by existing business and businesses looking to locate in the city brings new jobs to the area and creates wealth in the local economy.

### Implications for (or impact on) the environment

- 6.5 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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John Norton	Investment & International Trade Manager	Place	27/10/15	02/11/15
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<b>Names of approvers for submission: (officers and members)</b>				
Finance: Phil Helm	Finance Manager	Resources	05/11/15	11/11/15
Legal: Julie Sprayson	Principal Legal Executive - Commercial Team	Resources	05/11/15	11/11/15
HR: Jaz Bilen	HR Business Partner	Resources	05/11/15	09/11/15
Director: Martin Yardley	Executive Director	Place	12/11/15	16/11/15
Members: Cllr Kevin Maton	Cabinet Member for Business Enterprise and Employment	Place	23/11/15	24/11/15

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# A JOBS and GROWTH STRATEGY FOR COVENTRY April 2014 - March 2017 Action Plan for Year 2



## 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"> <li>Individual businesses assisted to develop and grow</li> <li>Business collaboration networks supported</li> <li>Well Being Charter delivered in line with service contract</li> </ul>	<ul style="list-style-type: none"> <li>Team members assisted 121 businesses in the year.</li> <li>Six local business networks from aerospace to professional services were supported</li> <li>The Well-Being Charter is being successfully delivered</li> </ul>	<ul style="list-style-type: none"> <li>New jobs created</li> <li>In total 1670 new jobs mainly in manufacturing were created by businesses the team assisted</li> </ul>
Delivering investment grant and loan schemes	Business Investment Team	<ul style="list-style-type: none"> <li>Regional Growth Fund, ERDF, and other initiatives delivered as contracted</li> <li>CIF supported</li> </ul>	<ul style="list-style-type: none"> <li>All investment finance initiatives were delivered and exceeded the original targets and due to its success additional ERDF funding was secured.</li> <li>CIF was supported where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>New jobs created</li> <li>Investments secured</li> <li>Over £100m in private sector investment was secured</li> </ul>

<p>Developing the local economy</p>	<p>Business Investment Team</p>	<ul style="list-style-type: none"> <li>• Influence and support CWLEP's strategies and Business Groups</li> <li>• Engage with and support the Coventry and Warwickshire Growth Hub</li> <li>• Engage and support the work of the Employer Hub in Coventry</li> <li>• Exchange intelligence with other local authority economic development teams</li> </ul>	<ul style="list-style-type: none"> <li>• The team was an active member of the Local Authority Economic Development Group and several LEP Business Groups</li> <li>• It led on the development and acceptance of a common SEP delivery strategy</li> <li>• Worked closely with the Growth Hub giving referrals and receiving grant applications.</li> <li>• The Employer Hub was engaged as an increasingly important service to growing businesses. The team is working in conjunction with Coventry University and the Fab Lab to be launched in January to promote STEM skills and link businesses with students, young people and citizens.</li> <li>• The team has made links with the City College and its newly launched Innovation Hub with Fujitsu to encourage innovation and linking young people with businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs created</li> <li>• Investments secured</li> </ul>
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<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"> <li>• Deliver Super Connected Coventry project – ultra high speed broadband</li> <li>• Support the Future Cities model to create the data necessary to introduce new delivery mechanisms</li> <li>• Licence open access wireless and 4g Capability</li> </ul>	<ul style="list-style-type: none"> <li>• The expanded broadband voucher scheme has benefited over 900 businesses who have received vouchers to help connect to superfast broadband, this is in addition to the 419 businesses who benefitted before April 2015. Average download speeds increased to over 90 Mbps.</li> <li>• Work continued to promote and deliver projects that helped the city prepare for the future plus new initiatives and funding sought and secured.</li> <li>• Progress was made in bringing open access wireless to large parts of the city. City Centre free public Wi-Fi planned for installation by the beginning of 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• Profile and reputation of the city raised</li> <li>• Competitive advantages for Coventry business secured</li> </ul>
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<p>Attracting new investors</p>	<p>Business Investment Team</p>	<ul style="list-style-type: none"> <li>• Maintain web based, social media, App and hard copy materials to publicise Coventry as a place to invest</li> <li>• Secure new investors to Coventry from the wider industrial and technology sectors</li> <li>• Proactively engage with targeted overseas locations and businesses to secure investments</li> <li>• Further develop the on line property enquiry system</li> <li>• Work with partners including the Growth Hub and UKTI to secure new investments</li> </ul>	<ul style="list-style-type: none"> <li>• The team continue to deliver on measures to attract new investment. Improvements made to social media resources. A new city smartphone application is due for development early 2016.</li> <li>• Investors that have been attracted include Staysure Travel, Landar Ltd and Formula One Autocentres. Additional overseas investment has been secured via Geely / London Taxi Company and Shandong Yongthai / CovPress Assembly.</li> <li>• Links with India and China continue to strengthen. A programme of ambassadorial visits is developing links to markets including Romania, Poland, Palestine, Latvia, Serbia and Mexico.</li> <li>• The online property system has been upgraded and an effective management system has been implemented.</li> <li>• Much of the work in this field was undertaken with UKTI, The Growth Hub and the Universities. Increased partnership working with the universities and other external organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs created</li> <li>• Investment secured</li> <li>• Profile and reputation of the city raised</li> </ul>
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International Trade	Business Investment Team	<ul style="list-style-type: none"> <li>• Work with the Leadership, the Lord Mayor and senior executives to maximise the impact of incoming and outgoing trade missions and civic visits</li> </ul>	<ul style="list-style-type: none"> <li>• The pro-active engagement of the Lord Mayor and Leadership in the business investment arena is proving successful. The arrangement is underpinned by a Liaison Officer. Monthly meetings proved valuable in setting detailed plans.</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs created</li> <li>• Investment secured</li> <li>• Profile and reputation of the city raised</li> </ul>
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<p>Secure external funding to support this objective</p>	<p>Business Investment Team</p>	<ul style="list-style-type: none"> <li>• Search out and secure project funding to further the work of the Team from local, national and European sources</li> <li>• Work with colleagues and partners to secure programme funding</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Successfully secured funding for a feasibility study to initiate the change of taxi fleet to electric.</li> <li>• The team is successfully delivering the superfast broadband connection vouchers scheme across Coventry, Warwickshire and Northamptonshire.</li> <li>• The team is working closely with the universities and other external organisations to secure funding for the city, specifically around innovation, technology and smart/future city developments.</li> <li>• Assisted with the ESIF funding application to help secure the delivery of the program 31<sup>st</sup> December 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs created</li> <li>• Investment secured</li> <li>• Profile and reputation of the city raised</li> </ul>
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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"> <li>• Employment Support to 5,000 people</li> <li>• 1,200 people supported into work</li> </ul>	<ul style="list-style-type: none"> <li>• 3,475 people engaged with the Council's Employment Team and 809 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.</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> </ul>
Delivery of Coventry's flagship employment service at the Job Shop	The Employment Team	<ul style="list-style-type: none"> <li>• Delivery of flexible partnership services to meet customer need</li> <li>• Holistic support including triage, careers, employability skills and employment advice.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Jobcentre Plus, Rightsteps, FE Colleges, learning providers, specialist agencies all deliver services within the facility and 560 residents accessed a range of workshops delivered by our partners.</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> </ul>

<p>Developing equality of access to work through support for the most vulnerable</p>	<p>The Employment Team</p>	<ul style="list-style-type: none"> <li>• Tailored employment provision for customers with a learning disability, autism or severe mental ill health</li> <li>• Provision of employment related money advice to remove debt, benefit and financial barriers to work</li> </ul>	<ul style="list-style-type: none"> <li>• 23 people with severe &amp; enduring mental ill health, autism or a disability were referred to TESS, 10 people have undertaken work experience placements and 18 people secured employment. 100 people are supported at any one time to remain in employment and the average number of people accessing support from the service was 174. A supported Internship programme with UHCW and Hereward College for people with learning disabilities was launched.</li> <li>• Money advice and advocacy was delivered to 780 residents ranging from managing debt to financial assessments helping to make work pay for local people.</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> <li>• Reducing the impact of poverty</li> <li>• Protecting and supporting the most vulnerable</li> <li>• Reducing health inequalities</li> </ul>
<p>Further develop services to help young people into work</p>	<p>The Employment Team</p>	<ul style="list-style-type: none"> <li>• Develop the Youth Zone at the Job Shop, delivering in partnership a distinct offer to young people</li> <li>• Delivery of the young people's placement programme and other paid placement opportunities</li> <li>• Further develop the education to employment pathways for young people, including enhanced careers activity, schools participation within the Youth Zone, the disabled young people's pathway and a range of other transition activities.</li> </ul>	<ul style="list-style-type: none"> <li>• 161 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Local people into jobs</li> <li>• NEETs into work, education or training</li> </ul>

		<ul style="list-style-type: none"> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>10 marginalised young people undertook a Bootcamp.</li> </ul>	
Develop our Employer Partnerships to create access to work	The Employment Team	<ul style="list-style-type: none"> <li>Further develop the Employer Hub to provide local business with skills and employment solutions, on behalf of key strategic partners</li> <li>Engage with and support the Coventry and Warwickshire Growth Hub</li> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Business-tailored services have been developed for a range of sectors including care, call centre, engineering, retail, production &amp; warehouse, hospitality &amp; 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 address their skills needs. Last year 82 businesses were assisted and 130 vacancies were managed through this service.</li> </ul>	<ul style="list-style-type: none"> <li>People into jobs</li> <li>Business Assisted</li> <li>People helped to improve their skills</li> </ul>

<p>Developing inclusive economic growth</p>	<p>The Employment Team</p>	<ul style="list-style-type: none"> <li>• Influence and support the CWLEP Strategies and Business Groups</li> <li>• Engage and influence Coventry and Warwickshire Growth Hub skills and employment activities</li> <li>• Engage and influence the growing private sector market in employment and welfare provision</li> <li>• Influence the local response to national reform of rehabilitation services</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> </ul>
<p>Secure external funding to support this objective</p>	<p>The Employment Team</p>	<ul style="list-style-type: none"> <li>• Work collaboratively with partners, including Public Health, Prime Contractors and others to develop and fund local employment and skills solutions</li> <li>• Guide, shape and seek to attract funding for employment initiatives through the European Social Fund</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	

### 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	<p>Understanding national and local data around:</p> <ul style="list-style-type: none"> <li>• Qualification and progression levels</li> <li>• Sector skills forecasts</li> <li>• Local skills provision</li> <li>• Funding for skills provision</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Skills networks – completed but needs updating periodically</li> <li>• Sector Skills Councils - completed but needs updating periodically</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> <li>• People helped to improve their skills</li> </ul>
Disseminate skills data widely	Skills and Growth	<ul style="list-style-type: none"> <li>• To influence skills funding provision with Skills Funding providers such as Skills Funding Agency, National Apprenticeship Service.</li> <li>• Influence local training providers to deliver courses that meet the needs of the local economy i.e. providing courses in skills gap areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Coventry City Council website has now been updated and skills data is included with insight information.</li> <li>• In addition to the data posted onto the website, Skills data is disseminated to CWLEP, colleges and partners as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>
Utilising the Social Value Act and ensuring the Authority's Social Value Policy is maximised to harness	Skills and Growth	Think Local for Coventry clauses to be included wherever possible in the procurement process.	<p><u>Contractual</u></p> <ul style="list-style-type: none"> <li>• A total of 8 projects have included contractual considerations</li> </ul>	<ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Business Assisted</li> <li>• People into jobs</li> </ul>



<p>economic development and business growth initiatives for employment outcomes.</p>			<p><u>Voluntary/non contractual</u></p> <ul style="list-style-type: none"> <li>• A total of 5 have committed non-contractually</li> <li>• Leading on “economy” for Social Value for all Council procurement contracts</li> <li>• Developing the “economy” accreditation element of the business charter for social responsibility. A total of 4 businesses are currently going through the process of accreditation</li> <li>• Much closer links between Council services (eg disposals and acquisitions team working with employer hub)</li> <li>• Established referral route into Employer Hub</li> <li>• Process to link developments with schools established. Over 1,700 young people have either visited a site or have had a visit from one of the developers</li> <li>• 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. A total of</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>
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			<p>59 contracts are being considered for Social Value clauses this year.</p> <ul style="list-style-type: none"> <li>• Development work with planning colleagues has resulted in consideration of employment clauses in all larger planning applications.</li> <li>• Case studies developed to showcase our work</li> </ul>	
Skills Development of NEETs	Skills & Growth	Deliver the Construction Shared Apprenticeship Scheme as a route way into work with a clear focus on skills	<ul style="list-style-type: none"> <li>• 3 starters this year (46 in total)</li> <li>• 3 completers this year (21 in total)</li> <li>• 3 frameworks completed this year (21 in total)</li> <li>• 100% of completers into positive destinations (employment, self-employment or further accredited training)</li> <li>• Report on first 3 years of programme completed</li> <li>• Report on 1<sup>st</sup> year of new programme completed</li> <li>• Engaged with 3 new local construction businesses this year (28 in total)</li> <li>• Supported City College to set up Construction Employer Board</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> <li>• Supporting businesses to grow</li> <li>• Business Assisted</li> <li>• People helped to improve their skills</li> </ul>

			<p>which influences the construction curriculum officer.</p> <ul style="list-style-type: none"> <li>• Worked with colleges to establish a more flexible enrolment therefore we no longer have to wait until September to start.</li> </ul>	
<p>Encouraging a skilled qualified future workforce (<i>higher level skills/Graduate retention</i>)</p>	<p>Skills &amp; 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>	<ul style="list-style-type: none"> <li>• Skills 4 Growth graduate programme supported 17 graduates into AME companies encouraging the skills to stay in the City and local area. 88% went into positive progressions following their placement</li> <li>• Registered graduates that were not successful at achieving a placement were signposted to the Councils youth team or job shop accordingly.</li> <li>• Bursary work has been developed but funding needed to pursue further</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> <li>• People into jobs</li> </ul>
<p>Working with those in employment to up-skill (<i>medium level skills - workforce development</i>)</p>	<p>Skills &amp; 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>	<ul style="list-style-type: none"> <li>• 17 graduates placed into 1 year employment placements with SME AME's. 88% positively progressed after their placement.</li> <li>• Skills element of Skills 4 Growth supported companies to train</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> <li>• Supporting businesses to grow</li> <li>• Business Assisted</li> </ul>

			<p>lower qualified employees.</p> <ul style="list-style-type: none"> <li>• A total of 37 companies were supported with skills training for 156 employees totalling 8,859 hours of training.</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>
<p>Raising the skills levels of those with no skills and low skills (<i>lower level skills - unemployed</i>).</p>	<p>Skills &amp; 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>	<ul style="list-style-type: none"> <li>• Working with schools to link education to employment.</li> <li>• Encouraging young people to achieve qualifications to enable them to aspire to careers that the education to employment work is highlighting.</li> <li>• Careers events have been attended by the contractors</li> <li>• Over 1,700 young people have either visited a site or have had a visit from one of the developers to date</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>
<p>Secure external funding to support this objective</p>	<p>Skills &amp; Growth</p>	<p>Work collaboratively with partners including Skills Funding Agency, National Apprenticeship Service, training providers and others to develop and fund local skills solutions</p> <p>To influence, guide and seek to attract funding such as European funding to support skills initiatives.</p>	<ul style="list-style-type: none"> <li>• Working with CWLEP to support the writing of the specifications for ESIF European funding</li> <li>• Submission to Youth Employment Initiative for consideration of funding to expand the shared apprenticeship scheme has got through to full submission stage</li> <li>• Successful submission to Growth Hub for gap funding for the successful Skills 4 Growth project until December 2015</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>

