

---

Business, Enterprise and Employment Scrutiny Board (3)  
Cabinet

8<sup>th</sup> July 2016  
2<sup>nd</sup> August 2016

**Name of Cabinet Member:**

Cabinet Member for Jobs and Regeneration – Councillor O’Boyle

**Director Approving Submission of the report:**

Executive Director of Place

**Ward(s) affected:**

City-wide

**Title:**

Delivering the Jobs and Growth Strategy – Annual Progress 2015/2016

---

**Is this a key decision?**

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

---

**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 Plan. It articulates how the council will use its resources to make Coventry a city that supports 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 twelve months from 1 April 2015 to 31 March 2016. Performance was at or above target for all measures.

The Economy and Jobs service, part of the City Centre and Development Division, has directly contributed to creating 1,694 new job opportunities against a target of 1,000 set for the year.

£323m of business investment has also been secured for the benefit of the city, with the Council's services directly supporting 398 businesses to grow and develop.

The number of people engaging with the Council’s Employment Team has far exceeded targets set. In the past 6 months over 6,800 workless, unemployed and vulnerable adults and young people have accessed employment support. 1,844 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 Business, Economy and Enterprise Scrutiny Board (3) are requested to:

1. Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry in Year 2 from April 2015 – March 2016.
2. Forward any recommendations to Cabinet for consideration.

Cabinet is recommended to:

1. Consider any recommendations from the Business, Enterprise and Employment Scrutiny Board (3).
2. Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry in Year 2, from April 2015 - March 2016.
3. Ask officers to work on the development of the West Midlands Combined Authority Growth Company. Coventry and the surrounding geography should be considered for the physical location of this West Midlands wide body, because of the City's track record in attracting inward investment, as well as its world renowned business base.

**List of Appendices included:**

Appendix 1: Jobs and Growth Strategy for Coventry: Action Plan (Year 2, April 2015 - March 2016)

**Other useful background papers:**

None

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

Yes – Business, Enterprise and Employment Scrutiny Board (3) – 8<sup>th</sup> July 2016

**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 – Annual Progress 2015/2016

### 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 “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 the city being identified as “one of five stand-out cities for jobs and business in the past 10 years” by *The Guardian*), a resurgence in manufacturing, high workplace earnings and an improving city centre (up to 47<sup>th</sup> in the UK retail ranking from 58<sup>th</sup> in 2013).
- 1.5 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 of strong sectors) and tackle its underperforming attributes.
- 1.6 Local intelligence gained from the relationships developed with local businesses, show that businesses are optimistic about their future prospects and investment plans.
- 1.7 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.
- 1.8 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 (Annual Population Survey - APS) shows no net change in jobs in the city between 2012 and 2015 and another (Business Register and Employment Survey - 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. In the last 6 months however, there are signs that resident employment and unemployment numbers have levelled off (although due to survey reliability short-term trends in this data may be due to survey error rather than actual trends).
- 1.9 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	Time period and data source	Short-term trend (12 months)	Long-term trend (3 year)
Residents in employment	142,300	Jan – Dec 2015 Annual Population Survey, ONS	Flat	Increasing
Jobs in the city	180,600	Jan – Dec 2015. Annual Population Survey, ONS	Increasing	No change/Increasing*
Residents unemployed	9,600	Jan – Dec 2015 Annual Population Survey, ONS	Falling	Falling
Resident economically inactive (aged 16-64)**	69,400	Jan – Dec 2015 Annual Population Survey, ONS	Flat	Increasing
JSA claimants	4,315	April 2016 Claimant count, ONS	Falling	Substantially falling
Key out-of-work benefits	22,460	October – December 2015 DWP benefit claimants - working age client group	Falling	Falling

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

\*\*An estimated 26,800 of the inactive are students. Much of the 3 year increase quoted was amongst students.

- 1.10 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.
- 1.11 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.
- 1.12 The strategy's progress is being driven through the excellent partnership working that already exists between the Council and its partners. Key partners include investors, Jobcentre Plus, The Chamber of Commerce, Warwickshire County Council, Universities, FE Colleges, Third Sector Agencies, training providers, Partnership for Coventry, 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, its 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 in 15/16 which will deliver the Jobs and Growth Strategy.

The table below shows performance for April 2015 – March 2016, compared to the target for the year.

	<b>Actual</b>	<b>Target</b>	<b>Target</b>
<b>People</b>	<b>April 2015 - March 2016</b>	<b>2015-16</b>	<b>2016-17</b>
Customers Assisted	37,249	28,500	28,000
People engaged/ registered	6,869	4,100	5,319
People into work	1,844	1,000	1,437
NEETS into work, education or training	395	150	167
<b>Investors and business sectors</b>			
Investment into the city (£million)	£323.2m	£75m	£50m
Jobs created in the city and across the sub-region	1,694	1,000	1,219
Businesses and enquiries assisted	398	266	243
New Businesses Investing in Coventry	5	5	5
<b>Skills</b>			
People helped to improve their skills	226	66	17
Organisations influenced in their delivery of skills provision	6	6	6

- 2.3 Through 2015/16 398 businesses have been supported to help them grow and develop. This work has contributed to over £323 million of business investment and the creation of 1694 jobs. The Business Support Team has directly assisted businesses to access finance, find new premises, improve their staffs health and well-being and support their growth plans across Coventry and Warwickshire during 2015-16. The team successfully secured European funding for a 3 year SME Business Competitiveness programme, aimed at creating long-term relationships with SME's in Coventry & Warwickshire to encourage competitiveness and growth and supply chain opportunities and to support SME's to achieve the Workplace Wellbeing Charter accreditation. This programme will result in 18 businesses being assisted, 30 new jobs created and 48 businesses supported towards achieving Charter accreditation.
- 2.4 The City has benefited from significant Chinese investment with notable examples being the London Taxi Company (Geely) and Covpress Assembly (Shandong Yongtai). These investments alone have resulted in £280 million of investment, safeguarded over 500 jobs and created 1,100 new jobs.
- 2.5 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. 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. In addition, delegations from Dalian in China and Olofstrom in Sweden have been hosted with a view to developing successful relationships that will result in future investment in to Coventry.

- 2.6 Business events aimed at supporting local companies to trade in overseas markets have been held covering China, India and Poland. These have been delivered in collaboration with key partners such as Santander Bank, State Bank of India, China Britain Business Council and UK Trade and Investment.
- 2.7 Companies we have welcomed to the City include Formula One Autocentres, ice hockey equipment supplier Contact Sports UK, automotive consultants Landar Ltd and over-50s travel specialists Staysure Travel, whose offices were officially opened by the Lord Mayor in September 2015.
- 2.8 The service has been 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. Throughout 2015/16 these funds have been utilised to provide grants totalling £1.01m, attracting £5.2m of private investment and creating 147 jobs in the region. The success of this funding stream has been the basis for a successful bid to the next round of the European Structural and Investment Fund (ESIF). This support is due to commence in June 2016 and the project will run through to 31 December 2018. .
- 2.9 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. 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. The team also played an important role in establishing and driving the need for a Digital Strategy that incorporates digital activity in the city.
- 2.10 A European Structural Investment Fund grant of £1.7m to support SMEs with developing and testing new innovative products has been secured. The Innovative Coventry team will provide grants of over £25,000 to businesses with products that are at the testing and commercialisation stages. The funding will also support collaboration projects between businesses and other organisations such as the universities, Catapult centres and other relevant innovation providers, with funding of £450K revenue grants and £800K capital grants.
- 2.11 In order for local businesses to remain competitive the city has supported SMEs with funding superfast broadband connections. 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.
- 2.12 Low carbon emission vehicle activity will continue to be a priority for the city, ensuring Government targets are met for air quality issues and future regulations that will be in place in the next 4 to 10 years. Planning ahead for these eventualities is essential to prevent unnecessary expenditure and encourage the uptake of Ultra Low Emission Vehicles (ULEV) into the city. The Innovative Coventry Team will support businesses and work closely with Transport for London's LoCity scheme to acquire knowledge and advice on the next steps.
- 2.13 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. The additional Skills 4 Growth funding secured from the Growth Hub extended the programme from July 2015 to March 2016. A further 32 SMEs were engaged resulting in a total of 152 employees receiving skills support.

- 2.14 In March 2016, the West Midlands Combined Authority (WMCA) Shadow Board considered establishing a Growth Company, which would accelerate the productivity gains and economic impact of the region's infrastructure plans. Senior Officers have been working with others from across the WMCA geography to influence the design and development of a Growth Company. This work is on-going. The roles of a Growth Company being explored include strategy, co-ordination and delivery across a range of functions. A set of guiding principles for the Growth Company are being developed. Coventry's strong track record in attracting inward investment, as well as supporting its world renowned business base are being considered in discussions about role, function and location of a Growth Company.
- 2.15 Over 6,800 workless, unemployed and vulnerable adults and young people have engaged with the Council's Employment Services in the past year, significantly exceeding the target of 4,100 set for the year. Our primary engagement route is through the city centre Job Shop and the services offered continually evolve to meet the changing needs of customers. As such the shop continues to experience high demand for its employment services and helped 1,844 people into employment last year – almost double the annual target of 1,000 which is a significant achievement.
- 2.16 The Employment Team has also seen an incredible benefit from new services created such as the Employer Hub. The Hub has actively worked with local employers to promote over 533 job opportunities for Coventry residents. The Hub has built strong business relationships with a range of employers, helping them to tailor vacancies, recruit locally and use the Job Shop to directly recruit. Companies such as Sitel, Ikea, E.on, BAM Construction, Staysure, National Express, Brose, Mission Foods, National Grid and many others have held recruitment days, delivered employability training directly to customers and ultimately offered hundreds of jobs to local people. We are also leading on ground breaking work to improve the quality of jobs available and encourage local employment for the care sector. This involves several local employers, including Consummate Care, Dignus, Platinum Care, Crossroads, MBI and others, holding regular recruitment events at the Job Shop.



- 2.17 The Council is committed to supporting young people into employment, particularly those who fall into the NEET category (young people not in education, employment or training). Work to tackle youth unemployment has resulted in 1983 young people accessing careers advice, training on CV writing, IT skills and employability skills. 395 young people have been supported into a positive destination as a result, which includes work, apprenticeships, further education and self-employment. 45 young people have been supported into paid work placements this year with a range of businesses across the city. For those who have completed their placement, at least 81% are sustaining employment with either their placement employer or another business.
- 2.18 Significant resource has been secured through the European Structural Investment Funds to continue and expand our work with young people. We are leading on Ambition Coventry, an £8m programme which will significantly improve prospects for NEETS, particularly our most vulnerable young people.
- 2.19 Work has also taken place to support better connections between schools and local employers. All local careers advisors are now receiving regular current labour market information and we have brokered relationships between employers such as Primark and The Builders Federation and a number of local schools, helping to build aspirations and promote career pathways for young people.
- 2.20 The Construction Shared Apprenticeship Scheme has taken on 53 apprentices in the period up to 31 March 2016, ahead of schedule to achieve its target of 60 before the end of March 2017. A total of 25 apprentices have achieved their apprenticeship framework and 100% have gone on to employment, self-employment or further learning. This includes one learner who dropped out of the scheme due to personal reasons but asked to return, and with support and a lot of determination on his part successfully completed his apprenticeship and secured employment.
- 2.21 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 apprentices 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.
- 2.22 We have been working positively with planning colleagues to include employment clauses in planning conditions where appropriate, and to date have applied conditions to six applications over the last few months which will generate employment, placements, work experience, education to employment links and local supply chain opportunities. In addition, skills and employment plans are being delivered against on The Friargate Development (Bowmer & Kirkland), Belgrade Plaza student accommodation (George Downing Construction), and Coventry University's Health and Life Sciences Building (BAM Construct UK). To date this has resulted in nine apprentices starting on site achieving a total of 85 working weeks, 12 schools and colleges visiting sites or being visited by site staff in school which has involved 210 young people, and 121 local people have been employed on the sites.
- 2.23 The performance table above shows that targets for 2015/16 have been met or exceeded. Targets have been set for 16/17 based on known activity and activity planned but subject to confirmation of securing external funding. If these targets are met in 16/17, then the Jobs and Growth Strategy will have met or exceeded its 3-year target.



### **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 and annually.

### **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 2015/16, total expenditure for the Economy and Jobs Service was £2.41m compared to the forecast of £2.63m. This was funded by £1.32m city council revenue funding, £0.3m of reserves and £0.78m 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 in 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 fell significantly in 2015/16 compared to previous years. This is as a result of both the fall-out of the one-off resources, which ended 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.

#### **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 the Council Plan. 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 Partnership for Coventry priorities: Getting People into Good Jobs; and Raising Income and Financial Inclusion.

### 6.1.1 Tackling Health Inequalities

The objectives of the strategy are at the heart of the City's new Marmot Strategy and will address three out of the four priorities: improve quality of jobs; help vulnerable people into work; and improve levels of education, employment and training.

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 brings real financial challenges to deliver this service. 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 external funding opportunities, with more external funding being based on a payment by result model. The service is proactively responding to these changes through identifying more innovative ways of funding priorities, and developing further partnership approaches to delivery.

## 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, those lacking relevant skills and experience; the most vulnerable in society including those with 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 creating employment opportunities and wealth in the local economy.

## **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. Creating the conditions for future growth through the development of the city's' infrastructure including electric vehicle charging infrastructure will have a positive impact on the environment.

## **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.

### **Report author(s):**

#### **Name and job title:**

Rebecca Young, Economy & Jobs Manager

#### **Directorate:**

Place

#### **Tel and email contact:**

024 7683 3776

[rebecca.young@coventry.gov.uk](mailto:rebecca.young@coventry.gov.uk)

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
David Cockroft	Assistant Director, City Centre and Development Services	Place	2/6/16	6/6/16
Kate Martin	Business Support Manager	Place	26/5/16	27/5/16
Kim Mawby	Employment Manager	Place	26/5/16	2/6/16
Julie Venn-Morton	Skills and Growth Manager	Place	26/5/16	2/6/16
John Norton	Investment & International Trade Manager	Place	2/6/16	3/6/16
Lee-Rose Jordan	Innovative Coventry Manager	Place	2/6/16	3/6/16
Mark Williams	Lead Accountant - Business Partner	Resources	2/6/16	2/6/16
Lara Knight	Governance Services Coordinator	Resources	13/6/16	13/6/16
<b>Names of approvers for submission:</b> (officers and members)				
Finance: Phil Helm	Finance Manager	Resources	2/6/16	6/6/16
Legal: Julie Sprayson	Place Team, Legal & Democratic Services	Resources	2/6/16	6/6/16
HR: Jaz Bilen	HR Business Partner	Resources	2/6/16	3/6/16
Director: Martin Yardley	Executive Director	Place	7/6/16	13/6/16
Cllr O'Boyle	Cabinet Member for Jobs and Regeneration	Place	21/6/16	28/7/16

This report is published on the council's website: [www.coventry.gov.uk/councilmeetings](http://www.coventry.gov.uk/councilmeetings)

# 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>235 individual businesses were assisted to develop and grow in the year.</li> <li>Business networks supported and facilitated are CWFirst (Business and Professional Services); Coventry and Warwickshire Aerospace Forum; Tech Central (Digital and Creative); and health and well-being.</li> <li>The Well Being Charter was successfully delivered in line with the service contract and exceeded targets.</li> </ul>	<ul style="list-style-type: none"> <li>In total 1,694 new jobs were created as a result of the assistance provided by the team.</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 to target.</li> <li>CIF was supported where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Over £323m in private sector investment was secured.</li> </ul>
Developing the local economy	Business Investment Team	<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> </ul>	<ul style="list-style-type: none"> <li>The team work closely with the CWLEP and its Business Groups, particularly on the Drive West Midlands collaboration over the last year, and will continue to work closely with the CWLEP and partners with specific regard to Combined Authority proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Working in collaboration with key partners to achieve city and sub-regional targets and develop the local economy.</li> </ul>

		<ul style="list-style-type: none"> <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 works closely with the C&amp;W Growth Hub referring businesses to each other wherever appropriate and working in collaboration on events such as investor delegations.</li> <li>• The team works closely with the Employer Hub to promote its services to businesses and refers businesses looking for recruitment support to the Employer Hub.</li> <li>• The team has been an active member of the Coventry &amp; Warwickshire Economic Prosperity Group.</li> </ul>	
Delivering key infrastructure initiatives that directly benefit businesses and/or showcase technology	Business Investment Team	<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 Innovative Coventry team awarded over 1,150 broadband connection vouchers worth over £1.3 million in total to SME's as demand soared between April and the close of the scheme in mid October, this is in addition to over 400 SME's benefitting from a broadband connection voucher the previous year.</li> <li>• The Innovative Coventry team has continued its support with the Future Cities agenda, specifically with the Innovate UK funded SBRI project - the development of an Energy Data Integrated System (EDIS). The team will now look at the commercialisation aspects of this project along with the Sustainability Team.</li> <li>• The Innovative Coventry team has</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> <li>• Increased productivity</li> </ul>

			<p>supported the procurement process for a free public city wifi scheme and 4G network along with colleagues in ICT. These projects are in progress and plan to be completed in 16/17.</p> <p>The Innovative Coventry Team is providing business development support to CityFibre to help increase the uptake of Ultrafast broadband by businesses in the city. The team is implementing a plan with support from the C&amp;W Growth Hub to offer businesses advice and increase knowledge about the benefits of fibre connectivity.</p>	
--	--	--	--	--



<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>• A refreshed 'Invest in Coventry' website has been developed and is available at <a href="http://www.coventry.gov.uk/InvestinCoventry">www.coventry.gov.uk/InvestinCoventry</a>. Browsealoud functionality provides seamless translation ensuring the site is accessible for overseas markets. The @InvestCoventry twitter account continues to grow and now has in excess of 1,600 followers.</li> <li>• Investors that have been attracted include Staysure Travel, Landar Ltd, Formula One Autocentres and Contact Sports UK. Additional overseas investment has been secured via Geely / London Taxi Company and Shandong Yongthai / CovPress Assembly.</li> <li>• Links with China continue to strengthen, evidenced by the significant Chinese investment in to the City. Ambassadorial visits to the City during the year include Mexico, and Germany. Additionally, links have been forged with Olofstrom, a region of Sweden, with a view to directly stimulating company investment in to the Coventry area from the region. A delegation of 12 Indian ICT companies hosted with a view to securing trade and investment. Follow up work continues.</li> <li>• Partnership working the Growth Hub, UKTI and local universities underpins much of this work.</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>
---------------------------------	---------------------------------	--	--	---

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 Investment and International Team has worked closely with the Lord Mayor's office and is represented at the monthly Mayoralty meetings attended by the Lord Mayor, Council Leader and Cabinet Member.</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>
Secure external funding to support this objective	Business Investment Team	<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>• European funding has been secured for a 3 year SME Business Competitiveness programme, aimed at creating long-term relationships with SMEs in Coventry &amp; Warwickshire to encourage competitiveness and growth and supply chain opportunities and to support SMEs to achieve the Workplace Wellbeing Charter accreditation.</li> <li>• The Innovative Coventry has secured ERDF funding to a new Innovation Programme to support businesses in developing new innovative products and testing in the city and Warwickshire.</li> <li>• The Innovative Coventry team has been invited to bid for the second stage OLEV Taxi Scheme funding to provide top up grants for taxi drivers to purchase new hybrid vehicles and for the installation of new electric charging infrastructure across the city.</li> <li>• The Innovative Coventry team successfully secured the first round of an ESPON bid with Coventry University to deliver a research project to promote sustainable and inclusive economic development. . Coventry is leading the bid and</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> <li>• Enhanced working partnerships and relationships with other main organisations including the University of Warwick, Warwick Manufacturing Group, Coventry University and the private sector.</li> </ul>

stakeholders include Vejle in Denmark, Torino in Italy and Oeiras in Portugal.

- The Innovative Coventry team has played a key role in supporting bids for expanding the superfast and ultrafast broadband networks for the city. These have included the CWLEP Growth Deal and ERDF bids with Warwickshire and ICT's Growth deal bid for extending the fibre connectivity in the city.
- The Innovative Coventry team has partnered with other organisations and international cities this year to increase Coventry's exposure within the European funding arena. This has included H2020 bids, Innovate UK Internet of Things with the West Midlands and the European Capital of Innovation Competition. Many of these bids have been in partnership with the University of Warwick and Coventry University.

## 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 4,100 people</li> <li>• 1000 people supported into work</li> </ul>	<ul style="list-style-type: none"> <li>• 6,869 people engaged with the Council's Employment Team and 1,844 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 was 37,249.</li> <li>• Jobcentre Plus, Prospects, FE Colleges, learning providers and specialist agencies all deliver services within the facility and 710 residents accessed a range of workshops delivered by our partners.</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> </ul>
Developing equality of access to work through	The Employment Team	<ul style="list-style-type: none"> <li>• Tailored employment provision for customers with a learning disability, autism or severe mental ill health</li> </ul>	<ul style="list-style-type: none"> <li>• 66 people with severe &amp; enduring mental ill health, autism or a disability were referred to TESS, 18 people have undertaken work experience placements and 38 people secured</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> <li>• Reducing the impact of poverty</li> </ul>

support for the most vulnerable		<ul style="list-style-type: none"> <li>• Provision of employment related money advice to remove debt, benefit and financial barriers to work</li> </ul>	<p>employment. 100 people are supported at any one time to remain in employment. A supported internship programme with UHCW and Hereward College for people with learning disabilities was launched.</p> <ul style="list-style-type: none"> <li>• Money advice and advocacy was delivered to 1,515 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>• Protecting and supporting the most vulnerable</li> <li>• Reducing health inequalities</li> </ul>
Further develop services to help young people into work	The Employment Team	<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> <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.</li> </ul>	<ul style="list-style-type: none"> <li>• 395 young people have been supported by the Employment Team into work, further education, self-employment or another positive outcome, of which 356 were previously NEET (not in education, employment or training). 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> <li>• 29 marginalised young people took part in the Coventry Boot Camp.</li> </ul>	<ul style="list-style-type: none"> <li>• Local people into jobs</li> <li>• NEETs into work, education or training</li> </ul>

		Boot Camp)		
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, E.on, BAM Construction, Staysure, National Express, Brose, Mission Foods and a range of SMEs (e.g., Agema Engineering, Induction Technology Group Ltd.) have all used this service to directly recruit and address their skills needs. Last year 283 businesses were assisted and 533 vacancies were managed through this service.</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> <li>• NEETs into work, education or training</li> <li>• Business Assisted</li> <li>• People helped to improve their skills</li> </ul>
Developing inclusive economic growth	The Employment Team	<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</li> </ul>	<ul style="list-style-type: none"> <li>• Close working with the CWLEP, providing information for the Skills Business Group. Played a key role in developing the CWLEP European Structural Investment Funds Strategy, leading on priority-setting for £58 million of ESF funding locally.</li> <li>• Secured significant funds, over £8</li> </ul>	<ul style="list-style-type: none"> <li>• People into jobs</li> </ul>

		<p>private sector market in employment and welfare provision</p> <ul style="list-style-type: none"> <li>• Influence the local response to national reform of rehabilitation services</li> </ul>	<p>million for future delivery from the European Structural Investment Funds (YEI) to support NEETS into work or education.</p> <ul style="list-style-type: none"> <li>• 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 positive relationships with most major private providers and have both advised on their development of services in the locality and secured grants from this source.</li> </ul>	
Secure external funding to support this objective	The Employment Team	<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>• Robust partnership arrangements working closely with key local agencies such as Jobcentre Plus, Prospects, private contractors and public health. 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> <li>• Led three major consortium bids for European funds in the city, secured approximately £8million of grant and continue to work with partners to meet the ever-changing needs of vulnerable Coventry 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	Understanding national and local data around: <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 needs refreshing on an on-going basis.</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 & 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>• Skills data is regularly posted on Coventry City Council Website with insight information.</li> <li>• In addition to the data posted on 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 & Growth	Think Local for Coventry clauses to be included wherever possible in the procurement process.	Monitoring system being developed that captures all of the Social Value work: <ul style="list-style-type: none"> <li>• Education to employment</li> <li>• Planning</li> <li>• Procurement and council contracts</li> <li>• Major projects</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>			<ul style="list-style-type: none"> <li>• Grants</li> <li>• Skills &amp; employment plans</li> <li>• Disposals</li> </ul> <p>Coventry Toolkit developed – for officers, the toolkit guides them through how to apply social value considerations</p> <p>Social Value apprentice has been appointed</p> <p>Graduate placement Jan – May 2016 that started looking at monitoring &amp; measuring of social value</p> <p>Developing the ‘economy’ accreditation element of the business charter for social responsibility</p> <p>Nine case studies have been developed to showcase this work, with more planned.</p>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>
<p>Skills Development of NEETs</p>	<p>Skills &amp; Growth</p>	<p>Deliver the Construction Shared Apprenticeship Scheme as a routeway into work with a clear focus on skills.</p>	<p>Have now been successfully awarded Youth Employment Initiative funding to continue the scheme.</p>	<ul style="list-style-type: none"> <li>• (Young) People helped to improve their skills</li> <li>• (Young) People into jobs</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,</p>	<ul style="list-style-type: none"> <li>• Skills 4 Growth graduate programme delivered</li> <li>• Delivered 17 graduate placement opportunities in AME SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> <li>• People into jobs</li> </ul>

		particularly those entering the Advanced Manufacturing and Engineering Sector.		
Working with those in employment to up-skill ( <i>medium level skills - workforce development</i> )	Skills & Growth	<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>• RGF Project completed and extension funding via Growth Hub secured, concluding 31 March 2016.</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>
Raising the skills levels of those with no skills and low skills ( <i>lower level skills - unemployed</i> ).	Skills & Growth	<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>• Skills 4 Growth has supported employees to upskill including those with low or no skills.</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>
Secure external funding to support this objective	Skills & Growth	<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>• ESIF bid for skills support for the workforce being developed</li> <li>• Youth Employment Initiative Funding secured for shared apprenticeship scheme</li> </ul>	<ul style="list-style-type: none"> <li>• People helped to improve their skills</li> </ul>