

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

23rd November 2016
14th December 2016

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration - Councillor J O'Boyle

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 2016- September 2016)

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

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. It articulates how the council will use its resources to make Coventry a city that supports businesses to grow and ensure that residents' share in the benefits of a sustainable growing economy.

The Jobs and Growth Strategy is a 3-year strategy. This report summarises the progress made to deliver the strategy in the past six months from April 1st 2016 to September 30th 2016. All performance measures are on track to meet the targets set for the year.

In the first six months of the year, the Economy and Jobs service, part of City Centre and Development Services, has directly contributed to creating 915 new job opportunities within Coventry against a target of 1,219 set for the year. £18 million pounds of business investment has also been secured for the benefit of the city. Council services have already supported 193 businesses to grow and develop.

In the past 6-months just under 4,000 people have accessed employment support. 672 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.

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). In May 2016 the Council began implementing the £8.5 million ESF funded youth programme for Coventry, called Ambition.

Recommendations:

The Cabinet Member for Jobs and Regeneration is recommended to:

1. Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry between April - September 2016.
2. Agree that future performance reports be brought to Cabinet on an annual basis only.

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

1. Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry between April - September 2016.

List of Appendices included:

Appendix 1: Jobs and Growth Strategy for Coventry: Action Plan (April - Sept 16)

Other useful background papers:

N/A

Has it been or will it be considered by Scrutiny?

Business, Economy and Enterprise Scrutiny Board (3) – 14th December 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

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. Within these objectives there is a focus on supporting young people who are not in education, employment or training (NEETs).
- 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 city has seen 28% growth in business numbers over the last 3 years, significantly outstripping regional and national growth rates. Despite this, the number of businesses in Coventry relative to its population size remains proportionally small compared to the regional and national averages. 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. However, the local economy is in a stronger position with resident employment on a consistently increasing trend. There are notably higher numbers of residents in work now than 3 years ago. A large proportion of this growth has been in full-time work. Unemployment amongst residents had been a falling trend over a few years, however in the last year there has been no significant trend upward or downward in unemployment numbers. The unemployment rate amongst Coventry residents still remains slightly higher than the national average.

The upturn of resident employment has also been reflected in the income of residents, with full-time weekly resident's earnings having gone up 6% in the last year.

The number of residents who are economically inactive has continued to increase. This is largely to do with the increasing the number of resident students, who are not looking for work. This suggests that inactivity growth is not necessarily detrimental to the Coventry labour market.

The picture of how the number of jobs within the city boundary has changed is less clear. One data source (Annual Population Survey) shows no significant change in jobs in the city between 2012/13 and 2015/16 and another (Business Register Employment Survey) indicates an increase up to 2015. In recent years there has been consistent growth in manufacturing jobs in the city, particularly due to the motor industry. The number of people employed by temporary employment agencies has also been growing notably over the last 3 years. In the short-term (in 2015) there were reductions in employment in the local health and social care industry.

Although there are a number of positive economic indicators for the local economy, not least the fast growing population, Coventry continues to have a relatively low business stock, lower than national average productivity amongst the businesses in the city and a large proportion of residents with no formal qualifications. 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	154,900	Jul 2015–Jun 2016 Annual Population Survey, ONS	Increasing	Increasing
Jobs in the city	181,600	Jul 2015–Jun 2016 Annual Population Survey, ONS	No significant change	No trend/Increasing*
Residents unemployed	10,000	Jul 2015–Jun 2016 Annual Population Survey, ONS	No significant change	Falling
Resident economically inactive (aged 16-64)***	71,300	Jul 2015–Jun 2016 Annual Population Survey, ONS	Increasing	Increasing
Claimant count**	4,455	September 2016 Claimant count, ONS	No significant change	Substantially falling
Key out-of-work benefits	22,290	January - March 2016 DWP benefit claimants - working age client group	Falling	Falling

Notes to the table 'No significant change' is where data consistently indicates that there has been little discernable change over that time period. 'No trend' is where the data shows inconsistent patterns in the data, meaning we cannot discern a trend over that period.

* APS shows no consistent trend over the 3 years between 2012/13-15/16 and BRES shows an increase between 2012 and 2015

** This indicator is amended from 'JSA claimants' - the claimant count includes unemployed claimants of Universal Credit as well as Jobseeker's Allowance claimants

***An estimated 29,200 of the inactive are students. Much of the 3 year increase quoted was amongst students, not all of it.

- 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 Services. 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 local businesses and investors, Jobcentre Plus, The Chamber of Commerce, Warwickshire County Council, Universities, FE Colleges, Third Sector Agencies, Training providers, the 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, 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 2016– Sept 2016, compared to the target for the year.

	Actual	Target
People	Apr - Sep 2016	2016-17
Customers Assisted	17,202	28,000
People engaged/ registered	3,940	5,300
People into work	672	1420
NEETS into work, education or training	180	150
Investors and business sectors		
Investment secured (£million)	£18.7m	£44.8m
Jobs created in the city and across the sub-region	915	1,219
Businesses and enquiries assisted	193	243
New Businesses investing in Coventry	3	4
Skills		
People helped to improve their skills	9	17
Organisations influenced in their delivery of skills provision	4	6

- 2.3 In the first six months of the financial year the City Council has worked with 193 businesses to help them grow and develop. This work has contributed to over £18 million of business investment and the creation of 915 jobs.

The City has again benefited from significant Chinese investment with China Red Sun Group being supported to invest £5m in Cadcam Automotive, further investment and job creation is forecast as the partnership develops.

Chinese success is just one output of the ongoing international investment work taking place. Additional activity is continuing with other markets and developing links with the Olofstrom region of Sweden are beginning to show benefit. Techtank, a cluster of over 20 advanced

industrial and technology companies, based in Olofstrom, recognises the significant market opportunities the automotive industry presents in Coventry and has now opened an office in the City. Work will be ongoing with the Olofstrom region, Techtank and the companies represented to ensure that the businesses are supported to establish facilities and job creation in the Coventry area.

A further company we have welcomed to the City is the Gym Chef Food Company, now based in the new Council built facilities at Lythalls Lane.

- 2.4 The Council have 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. This programme got underway in June and along with 1 successful application to the Coventry Investment Fund 4 grants of £170k have been awarded, attracting £1.6m of private investment and created 412 jobs in the area.
- 2.5 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.
- 2.6 Delivery of the Superfast Broadband Connection Voucher Scheme, which awarded funds to over 1,500 SMEs to upgrade their connections to the internet, has entered the final stages of the project with the vast majority of businesses successfully claiming their vouchers which has resulted in over £1.8 million of broadband investment being delivered and businesses seeing their internet speeds increase at an average of over 90Mbps.
- 2.7 The Innovative Coventry team work closely with Coventry University. For example the city and the university were successful in a European funded research programme (ESPON) bid. The research will focus on how local authorities can work together to promote economic growth; and determine what are good practices in delivering economic development policies in the new combined structure. In addition, the two organisations are working on a European funded Horizon 2020 programme - Supporting Urban Integrated Transport Systems: Transferable tools for authorities. The main focus of the project is to increase capacity to plan, finance and implement sustainable transport measures and create new business opportunities.
- 2.8 A number of ESIF funded programmes have recently started. The Innovation Programme, which will provides grants to SMEs for developing new innovative products in emerging technologies. The programme will ensure that the benefits of innovation and new technology are felt in the local economy of Coventry and Warwickshire. This activity will encourage collaboration between the knowledge base, innovative businesses and local authorities, and support SMEs to develop, test and market new products. In addition, a service to businesses (the SME Business Competitiveness project), will focus on 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 improve their Workplace Wellbeing practices and therefore increase productivity. This project will result in 18 businesses being assisted, 30 new jobs created and 48 businesses supported to improve their workplace wellbeing.
- 2.9 Employment is one of the most strongly evidenced determinants of health and there is a growing body of evidence to show the financial benefits for business and other organisations that implement wellbeing programmes like the Workplace Wellbeing Charter are a cost-effective way of improving workplace health, reducing sickness absence, and improved

productivity and reduced staff turnover. In the last six months this service has engaged 111 business and is actively working with 50 who are working towards the standards to gain the award. 53 workplace based Health Champions have been trained on health topic related themes. 26 organisations have achieved the award of the Charter.

- 2.10 The Skills 4 Growth project (gap funded by the C&W LEP) concluded in March 2016 This resulted in a further 24 companies not previously supported receiving skills support to raise the skills levels of the workforce. 152 employees were supported with skills training. In summary since its inception the Skills 4 Growth project has supported 61 companies to raise the skills of their workforce, up skilling 308 employees. A successful submission of an Outline ESIF application for a £2.289 million project to continue the activity of Skills 4 Growth until December 2019 has been made. A full application is now with the Managing Authority for this funding and this is at clarification question stage of the approval process.



- 2.11 Over 3,940 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 5,300 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 672 people into employment in the past 6 months out of a yearly target of 1420 - this is already a significant achievement. The Employment Team is working extensively with a range of local employers and our Employer Hub service based at the Job Shop has actively worked to promote over 304 job opportunities and actively managed 63 vacancies exclusively for Job Shop customers. We have held almost 100 employment events at the Job Shop, with a variety of employers present, in sectors ranging from manufacturing, customer service and care.



- 2.12 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). We have now implemented the £8.5 million ESF youth programme for Coventry, called Ambition. As lead partner we are working with 20 different organisations across the city to improve the lives of NEETS. 211 young people have so far registered and started activity.

The Job Shop continues to tackle youth unemployment, which has resulted in 180 young people starting an apprenticeship, work or further education. We have also supported 60 vulnerable young people to start a paid placement with a Coventry employer so far this year, 20 of which have been Advanced Manufacturing Apprenticeships.

- 2.13 Four European bids, with a value of just under £13 million are being developed. If successful these programmes will support both young people (at risk of becoming NEET) and adults to engage with the labour market, develop their skills and find sustainable work.
- 2.14 The Construction Shared Apprenticeship Scheme has taken on 9 young people between April and June of this year taking the total to 62 young people starting on the scheme altogether. A total of 25 apprentices have achieved their apprenticeship framework to date and 100% of those have gone on to employment, self-employment or further learning following their apprenticeship.



- 2.15 The “Think Local” work that supports the Councils commitment to Social Value has continued to generate a number of positive outcomes for local people and local businesses. Through skills and employment plans developed via planning conditions and via the City Councils Procurement processes, the following have been achieved to date:
- 64 local businesses have benefitted from supply chain opportunities from major developments in the City
 - 149 local people have been employed on the sites
 - 586 apprenticeship weeks have been worked by apprenticeships generated on major developments
 - Over 2,000 young people have attended site visits or careers talks.

A total of 11 planning conditions have been inserted to date which have resulted or will result in a skills and employment plan on the site and 18 planning applications are still awaiting approval with a clause requested on them.

A total of 59 City Council procurement contracts are being appraised for social value consideration.

- 2.16 In terms of the overall performance in the first six months, all performance measures will achieve the target set for the year. One measure, young people into positive destinations, has already overachieved on its annual target. This is because of the success of services such as the Employer Hub. It is therefore considered sensible at the six month stage to increase the annual target to 325, to take into account the additional activity that the Ambition

Programme will enable. All of the other performance targets have been reviewed and are still considered to be at the right level.

2.17 Over the next six months services delivering the Jobs and Growth Strategy will focus on the following strategic actions:

- 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 bring in significant additional funding for service delivery over the next 3 years. If successful these services will begin delivery early in 2017. Other service areas are being considered for their income generation potential, such as the Workplace Well-being Charter.
- Maximising the benefit to local companies and local people of the Council's Social Value Policy (2014) through skills and employment plans and applying relevant clauses to contracts procured.
- Working across Directorates within the Council to make effective use of limited resources, opportunities for joined up working with other Directorates will continue. Work continues 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. The service works closely with Public Health's Marmot Team to support the City's Marmot Strategy objectives around good growth: including supporting vulnerable people into work and improving the quality of jobs.
- Partnership Working - work will continue to identify opportunities to strengthen partnership working to improve outcomes for the businesses and residents of Coventry. Key partners include: the Coventry and Warwickshire Local Enterprise Partnership (LEP); Growth Hub; other local authority partners; the 20 local partners that make up the Ambition Coventry Partnership; and the West Midlands Combined Authority.

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 council officers' 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 currently reported at half year intervals. However, it is proposed for the future to report on an annual basis only. This will enable the impact of the council resources and the outcomes of the work being undertaken, to be seen over a longer period.

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 of 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 as core funding (used to lever in grant) is reducing to help achieve a balanced line for the Council. 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.

The impact of the vote to leave the European Union, will not have any immediate impact on the current European Funded projects that the Economy and Jobs service run. According to recent announcements by the Treasury, funding for these contracted projects is guaranteed. This is also the case for the projects currently being assessed by DCLG and DWP. What is unclear currently is the level of European funding or government funding that will be available beyond 2018.

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

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 Partnership for Coventry: Getting people into good jobs; and raising income and financial inclusion.

6.1.1 Tackling Health Inequalities

The objectives of the Jobs and Growth 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:

- Ongoing pressure on City Council budgets, partner funding and accessing increasingly limited external funding opportunities, highlight real financial challenges to the delivery of services within the strategy. Alternative funding will be pursued whenever appropriate e.g. local authority budgets, public health funding, partner funding. The service is proactively responding to these challenges 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 due to financial constraints and competing priorities. However stakeholders and partners continue to respond very positively to the strategy.

6.3 What is the impact on the organisation?

As funding to deliver the Jobs and Growth Strategy remains under pressure and if external funding is not secured, in the future 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 including young people not in education, employment and training (NEETS); those lacking relevant skills and experience; and those with health issues, severe mental health problems and people with learning disabilities.

Services within the Place Directorate play a key role in supporting the Council's Equality objectives of better quality jobs and vulnerable people helped into work.

In the absence of the Strategy, it would be expected that there would 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.

6.5 Implications for (or impact on) the environment

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

6.6 Implications for partner organisations

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

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Place

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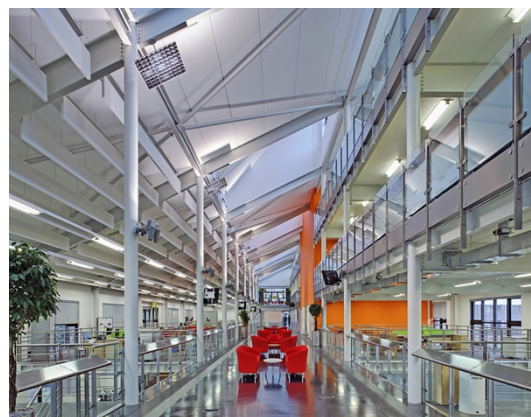
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John Norton	Investment and International Trade Manager	Place	13/10/16	21/10/16
Lee-Rose Jordan	Innovative Coventry Manager	Place	13/10/16	24/10/16
Mark Williams	Lead Accountant Business Partner	Resources	11/10/16	13/10/16
Carolyn Sinclair	Governance Services Officer	Resources	25/10/16	26/10/16
Names of approvers for submission: (officers and Members)				
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Julie Sprayson	Principal Legal Executive - Commercial Team	Resources	25/10/16	31/10/16
Myran Larkin	HR Business Partner	Resources	25/10/16	27/10/16
Martin Yardley	Executive Director	Place	1/11/16	1/11/16
Councillor J O'Boyle	Cabinet Member for Jobs and Regeneration	Place	7/11/16	7/11/16

This report is published on the council's website: www.coventry.gov.uk/councilmeetings

A JOBS and GROWTH STRATEGY FOR COVENTRY April 2014 - March 2017 Action Plan for Year 3



Objective 1: Secure Job Opportunities through Investment

Action	Service Area	Expected Outcome	Progress to date	Performance Measure Impact
Delivery of business support activities	Business Support Team	<ul style="list-style-type: none"> Individual businesses assisted to develop and grow Business collaboration networks supported Well Being Charter delivered in line with service contract 	<ul style="list-style-type: none"> Team members assisted 193 businesses in the year. Two local business networks from aerospace to professional services were supported The Well-Being Charter is being successfully delivered 	<ul style="list-style-type: none"> New jobs created
Delivering investment grant and loan schemes	Business Support Team/ Resources, New Projects Team	<ul style="list-style-type: none"> ERDF, CIF and other initiatives delivered as contracted 	<ul style="list-style-type: none"> ERDF grants to SME's started delivery June 2016 Innovation Grants available from October 2016 	<ul style="list-style-type: none"> New jobs created Investments secured

Developing the local economy	Business Support Team	<ul style="list-style-type: none"> • Influence and support CWLEP's strategies and Business Groups • Engage with and support the Coventry and Warwickshire Growth Hub • Engage and support the work of the Employer Hub in Coventry • Exchange intelligence with other local authority economic development teams 	<ul style="list-style-type: none"> • The team is an active member of the Local Authority Economic Development Group and several LEP Business Groups • Worked closely with the Growth Hub giving referrals and receiving grant applications. • The Employer Hub was engaged as an increasingly important service to growing businesses. • The team continues to link with the local universities. 	<ul style="list-style-type: none"> • New jobs created • Investments secured
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<p>Delivering key infrastructure initiatives that directly benefit businesses and/or showcase technology</p>	<p>Business Support Team</p>	<ul style="list-style-type: none"> • Effectively managed the financial closure of the Super Connected Coventry project – ultra high speed broadband • Support the Future Cities model to create the data necessary to introduce new delivery mechanisms • Licence open access wireless and 4g Capability 	<ul style="list-style-type: none"> • The Broadband Connection Voucher Scheme provided vouchers to over 1,500 SME's to help with upgrading their connections to the internet, beneficiaries saw their average internet speeds increase to over 90Mbps and in total the Council helped facilitate over £1.8m of broadband investment. • Work continued to promote and deliver projects that helped the city prepare for the future plus new initiatives and funding sought and secured. • Progress was made in bringing open access wireless to large parts of the city. City Centre free public Wi-Fi planned for installation by 2017. 	<ul style="list-style-type: none"> • Profile and reputation of the city raised • Competitive advantages for Coventry business secured
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<p>Attracting new investors</p>	<p>Business Support Team</p>	<ul style="list-style-type: none"> • Maintain web based, social media, App and hard copy materials to publicise Coventry as a place to invest • Secure new investors to Coventry from the wider industrial and technology sectors • Proactively engage with targeted overseas locations and businesses to secure investments • Maintain the on line property enquiry system • Work with partners including the Growth Hub and UKTI to secure new investments 	<ul style="list-style-type: none"> • The team continue to deliver on measures to attract new investment. Improvements have been made to website and social media resources. • Investors that have been attracted include China Red Sun Group, Techtank and The Gym Chef Food Company. • Effective links with China continue. Productive links with Sweden have now been established. Further opportunities are being explored with India and Indonesia. Links to overseas markets through DIT (formerly UKTI) have been explored including Japan, USA, Czech Republic and India. • The online property system continues to provide an effective, self-service, property solution for prospective business investments and relocations. • Much of the work in this field was undertaken with DIT (formerly UKTI), The Growth Hub and the Universities. 	<ul style="list-style-type: none"> • New jobs created • Investment secured • Profile and reputation of the city raised
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International Trade	Business Support Team	<ul style="list-style-type: none"> • Work with the Leadership, the Lord Mayor and senior executives to maximise the impact of incoming and outgoing trade missions and civic visits 	<ul style="list-style-type: none"> • The pro-active engagement of the Lord Mayor and Leadership in the business investment arena is proving successful. Numerous area and company links have been established through this arrangement. Attending monthly mayoralty meetings ensures senior level engagement in this area. 	<ul style="list-style-type: none"> • New jobs created • Investment secured • Profile and reputation of the city raised
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Objective 2: Help People get Jobs

Action	Service Area	Expected Outcomes	Progress	Performance Measure Impact
Delivery of advice and employment support to the unemployed	The Employment Team	<p>Yearly Targets:</p> <ul style="list-style-type: none"> • Employment Support to 5,300 people • 1,200 people supported into work 	<ul style="list-style-type: none"> • 3,940 people engaged with the Council's Employment Team and 672 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. 	<ul style="list-style-type: none"> • People into jobs

<p>Delivery of Coventry's flagship employment service at the Job Shop</p>	<p>The Employment Team</p>	<ul style="list-style-type: none"> • Delivery of flexible partnership services to meet customer need • Holistic support including triage, careers, employability skills and employment advice. 	<ul style="list-style-type: none"> • 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 in the first 6 months of the year footfall has exceeded 17,000. • Jobcentre Plus, Prospects, FE Colleges, learning providers, specialist agencies all deliver services within the facility and 522 residents accessed a range of workshops delivered by our partners. 	<ul style="list-style-type: none"> • People into jobs
<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"> • Tailored employment provision for customers with a learning disability, autism or severe mental ill health • Provision of employment related money advice to remove debt, benefit and financial barriers to work 	<ul style="list-style-type: none"> • 118 people with mental ill health, autism or a disability were referred to TESS, 23 people have been supported into work. The supported Internship programme with UHCW and Hereward College for people with learning disabilities continues with a further 7 interns commencing this September. • Money advice and advocacy was delivered to 696 residents ranging from managing debt to financial assessments helping to make work pay for local people. 	<ul style="list-style-type: none"> • People into jobs • Reducing the impact of poverty • Protecting and supporting the most vulnerable • Reducing health inequalities
<p>Further develop services to help young people into work</p>	<p>The Employment Team</p>	<ul style="list-style-type: none"> • Develop the Youth Zone at the Job Shop, delivering in partnership a distinct offer to young people • Delivery of the young people's placement programme and other paid 	<ul style="list-style-type: none"> • 180 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 	<ul style="list-style-type: none"> • Local people into jobs • NEETs into work, education or training

		<p>placement opportunities</p> <ul style="list-style-type: none"> • 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. • Partnership delivery of training and vocational learning opportunities, including apprenticeships, traineeships, paid graduate internships, supported internships, employability workshops and bespoke training for NEETS (e.g. Bootcamp) 	<p>achievement, enabling Coventry's young people to create more positive and independent futures.</p> <ul style="list-style-type: none"> • £8.5million of ESF investment has been secured to deliver 'Ambition' a programme which will help 3,000 NEETS over the next 2 years. • 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. 60 NEETS have started paid placements this year to date. 	
Develop our Employer Partnerships to create access to work	The Employment Team	<ul style="list-style-type: none"> • Further develop the Employer Hub to provide local business with skills and employment solutions, on behalf of key strategic partners • Engage with and support the Coventry and Warwickshire Growth Hub • Deliver Employer Events at the Job Shop, promote use of recruitment and interview facilities on site and engage young people into jobs with training (apprenticeships / paid placements etc) 	<ul style="list-style-type: none"> • 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. ERDF funds have also been secured to create and fill jobs with local SMEs. • Business-tailored services have been developed for a range of sectors including care, call centre, engineering, retail, production & warehouse, hospitality & catering, civil engineering, driving, 	<ul style="list-style-type: none"> • People into jobs • Business Assisted • People helped to improve their skills

			<p>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. 231 businesses have been assisted and 63 vacancies have been actively managed through this service.</p>	
Developing inclusive economic growth	The Employment Team	<ul style="list-style-type: none"> • Influence and support the CWLEP Strategies and Business Groups • Engage and influence Coventry and Warwickshire Growth Hub skills and employment activities • Engage and influence the growing private sector market in employment and welfare provision • Influence the local response to national reform of rehabilitation services 	<ul style="list-style-type: none"> • Work closely with the CWLEP and provide information for the Skills Business Group. • Support 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. • Work closely with the Combined Authority, in particular advise around local needs for the proposed Work & Health Programme. 	<ul style="list-style-type: none"> • People into jobs
Secure external funding to support this	The Employment Team	<ul style="list-style-type: none"> • Work collaboratively with partners, including Public Health, Prime Contractors and others to develop and fund local employment and skills 	<ul style="list-style-type: none"> • Robust partnership arrangements and work closely with key local agencies such as Jobcentre Plus, Rightsteps, private contractors and 	

objective		<p>solutions</p> <ul style="list-style-type: none"> • Guide, shape and seek to attract funding for employment initiatives through the European Social Fund 	<p>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.</p> <ul style="list-style-type: none"> • Secured over £9million of funds from DWP, Big Lottery & ERDF. Currently in the process of developing programmes which if successful will bring a further c.£13 million of European funds to Coventry. 	
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Objective 3: Help People Improve their Skills

Action	Service Area	Expected Outcomes	Progress	Performance Measure Impact
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"> • Qualification and progression levels • Sector skills forecasts • Local skills provision • Funding for skills provision 	<ul style="list-style-type: none"> • 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 once updated stats are available • Skills networks – completed but needs updating periodically • Sector Skills Councils - completed but needs updating periodically 	<ul style="list-style-type: none"> • People into jobs • People helped to improve their skills
Disseminate	Skills and	<ul style="list-style-type: none"> • To influence skills funding 	<ul style="list-style-type: none"> • Coventry City Council website has 	<ul style="list-style-type: none"> • People helped to

skills data widely	Growth	provision with Skills Funding providers such as Skills Funding Agency, National Apprenticeship Service. <ul style="list-style-type: none"> • Influence local training providers to deliver courses that meet the needs of the local economy i.e. providing courses in skills gap areas. 	now been updated and skills data is included with insight information. <ul style="list-style-type: none"> • In addition to the data posted onto the website, Skills data is disseminated to CWLEP, colleges and partners as appropriate 	improve their skills
Utilising the Social Value Act and ensuring the Authority's Social Value Policy is maximised to harness economic development and business growth initiatives for employment outcomes.	Skills and Growth	Think Local for Coventry clauses to be included wherever possible in the procurement process.	<ul style="list-style-type: none"> • Leading on "economy" for Social Value for all Council procurement contracts • Co-ordinating the "economy" accreditation element of the business charter for social responsibility. Our first business has achieved bronze award recently. • Much closer links between Council services (eg disposals and acquisitions team working with employer hub) • Established referral route into Employer Hub • Process to link developments with schools established. Over 2000 young people have either visited a site or have had a visit from one of the developers • Updated PROC process (permission to procedure with a 	<ul style="list-style-type: none"> • Jobs Created • Business Assisted • People into jobs • People helped to improve their skills

			<p>procurement) Social Value is now a consideration. We comment on all PROC 2 documents now as they go through the process. A total of 59 contracts are being considered for Social Value clauses this year.</p> <ul style="list-style-type: none"> • Development work with planning colleagues has resulted in consideration of employment clauses in all larger planning applications. A total of 11 planning applications include a planning clause do date with a further 18 pending. • Case studies developed to showcase our work and are posted on the City Council website 	
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"> • Funding confirmed through Youth Employment Initiative to secure delivery of the Scheme until July 2018 • 9 starters to date this year (62 in total) • 100% of completers into positive destinations (employment, self-employment or further accredited training) • End of year report covering 	<ul style="list-style-type: none"> • People into jobs • Supporting businesses to grow • Business Assisted • People helped to improve their skills

			<p>2015-16 completed and posted onto City Council Website</p> <ul style="list-style-type: none"> • Scheme infographic created and shared on website • Engaged with 4 new local construction businesses this year • Continued to work with colleges to enable a more flexible enrolment therefore we no longer have to wait until September to start. • Scheme Manager joined the Rugby College Advisory Board with Warwickshire College Group. • Scheme is a shortlisted finalist in the Construction Investing in Talent awards • Scheme is a shortlisted finalist in the Coventry and Warwickshire Apprentice awards – scheme of the year category • An apprentice is a shortlisted finalist in the Coventry and Warwickshire Apprentice awards – building and construction sector category 	
Working with	Skills &	Deliver the City Deals Skills 4 Growth	<ul style="list-style-type: none"> • Skills element of Skills 4 Growth 	<ul style="list-style-type: none"> • People into jobs

<p>those in employment to up-skill (<i>medium level skills - workforce development</i>)</p>	<p>Growth</p>	<p>programme</p> <p>Work to identify funding to support companies to encourage low qualified employees to upskill and turn skills into qualifications.</p>	<p>supported companies to train lower qualified employees.</p> <ul style="list-style-type: none"> • Gap funding from CWLEP Growth Hub enabled the continued activity of the Skills 4 Growth project. This resulted in a further 24 companies not previously supported receiving skills support to raise the skills levels of the workforce. 152 employees were supported with skills training totalling 3589 hours • In summary since its inception the Skills 4 Growth project has supported 61 companies to raise the skills of their workforce. This has involved upskilling 308 employees and the delivery of 12,448 hours of training 	<ul style="list-style-type: none"> • Supporting businesses to grow • Business Assisted • People helped to improve their skills
<p>Raising the skills levels of those with no skills and low skills (<i>lower level skills - unemployed</i>).</p>	<p>Skills & Growth</p>	<p>Equipping our residents with skills which are in demand in the labour market.</p> <p>Encourage partners to support residents to turn skills into qualifications.</p> <p>Work to negotiate flexible Funding to deliver more accessible provision.</p>	<ul style="list-style-type: none"> • Working with schools to link education to employment. • Encouraging young people to achieve qualifications to enable them to aspire to careers that the education to employment work is highlighting. • Careers events have been attended by the contractors • Over 1,700 young people have either visited a site or have had a visit from one of the 	<ul style="list-style-type: none"> • People helped to improve their skills

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>	<p>developers to date</p> <ul style="list-style-type: none"> • Working with CWLEP to support the writing of the specifications for ESIF European funding • Submission to Youth Employment Initiative for consideration of funding to expand the shared apprenticeship scheme was successful and the scheme will deliver on that contract until July 2018 • Successful submission to Growth Hub for gap funding for the successful Skills 4 Growth project until • March 2016 resulting in a further 24 companies not previously supported receiving skills support to raise the skills levels of the workforce. 152 employees were supported with skills training totalling 3589 hours. • A successful submission of an Outline ESIF application for a £2.289 million project to continue the activity of Skills 4 Growth to December 2019 has been made. A full application is now with the Managing Authority for this funding and this is at clarification question stage of the iteration process. 	<ul style="list-style-type: none"> • People helped to improve their skills
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