

Business, Enterprise and Employment Scrutiny Board (3)
Cabinet

20th September 2017
4th October 2017

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration - Councillor O'Boyle

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

City-wide

Title:

Delivering the Jobs and Growth Strategy – End of Year Progress (16/17) and end of current 3-year Strategy (2014-17)

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:

This report is the last in a series of performance reports on the 2014-17 Jobs & Growth Strategy, which was endorsed by the Council in May 2014. The Strategy supported the vision and priorities of the Council's Plan. It articulated how the council planned to use its resources to make Coventry a city that supported businesses to grow and ensure that residents shared in the benefits of a sustainable growing economy.

This report summarises the progress made to deliver the strategy in 2016/17 and as the last performance report, it also summarises the achievements of the Strategy over the last three years.

2016/17 performance

The Economy and Jobs service, part of City Centre and Major Projects Development division, has over the last 12 months directly contributed to creating 1,340 new job opportunities against a target of 1,219. £63 million pounds of business investment has also been secured for the benefit of the city. Council services have supported 413 businesses to grow and develop.

In the past year 7,751 people have accessed employment support. 1,641 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 EUROPEAN SOCIAL FUND (ESF) funded youth programme for Coventry, called Ambition. Since the implementation of the ESF funded Youth Employment Initiative programme, 1,655 young people have been supported to raise their aspirations, develop employment skills or return to education. In addition the Employment Team has secured a further 3 grant programmes for Coventry, worth £8 million in total which will help transform lives for young people at risk of becoming NEET and adults who need help to engage with the labour market.

2014-17 performance

Over the life of this Jobs & Growth Strategy (Apr 2014-Mar 2017) we have secured £472.9m of investment, with more than 1,300 local businesses receiving assistance and 798 supported to change their recruitment practices and employ local residents. More than 5,500 inactive and unemployed people are now in good quality and sustainable work as a result of this Strategy and over 1,000 NEETS have been supported back into education, training or work.

There have been significant achievements over the last 3 years and a new strategy is being developed for 2017-20 which will reflect the opportunities and challenges for Coventry over the next 3 years.

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 2016/17.
2. Recognise the achievements of the Strategy over the last three years.
3. Endorse the drafting of a new Jobs & Growth Strategy for 2017-2020.
4. Identify any further comments or recommendations for Cabinet to consider.

The Cabinet is recommended to:

1. Consider any comments or recommendations from the Business, Economy and Enterprise Scrutiny Board (3).
2. Consider and endorse the progress made by the Jobs and Growth Strategy for Coventry in 2016/17.
3. Recognise the achievements of the Strategy over the last three years.
4. Approve the drafting of a new Jobs & Growth Strategy for 2017-2020.

List of Appendices included:

A Jobs and Growth Strategy For Coventry – Action Plan for Year 3

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

Business, Economy and Enterprise Scrutiny Board (3) – 20th September 2017

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

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Report title:

Delivering the Jobs and Growth Strategy – End of Year Progress (16/17) and end of current 3-year Strategy (2014-17)

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 ‘Supporting businesses to grow’ by attracting inward investment, helping businesses to expand, creating jobs, improving the skills of the workforce. The Strategy also contributes to ‘Helping local people into jobs’ by improving employability by providing greater access to skills and qualifications, creating clear routes into work.
- 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.
- 1.5 Resident employment levels in Coventry are notably higher now, seeing consistent growth from 2013. The Coventry Job Shop also launched in January 2013 and has supported over 30,000 Coventry residents since opening its doors (22,478 people in the life of this Strategy). Local unemployment amongst residents has been a falling trend and has plateaued recently at much lower levels; whilst the unemployment rate remains slightly higher than the national average, the gap has reduced. The number of jobs in the city saw strong growth post-recession but has seen signs that this growth has slowed since 2015. Pay differentials between residents and city workers have been eased, previously seeing a growing gap but now seeing a narrowing of the gap as a result of strong growth in resident pay levels (to more in line with national pay). The Employer Hub within the Job Shop has worked effectively in this time with local employers to create good quality, appropriately paid and sustainable jobs.
- 1.6 These labour market improvements have been reflected in the Good Growth for Cities Index (produced by PwC and Demos), with the city rising to 8th best city in the UK to live, work and do business in 2016, compared to 10th in 2015.

Coventry	Number	Time period and data source	Short-term trend (12 months)	Long-term trend (3 year)
Residents in employment (aged 16-64)	157,400	Jan 2016–Dec 2016 Annual Population Survey, ONS	Increasing	Increasing
Jobs in the city	189,700	Jan 2016–Dec 2016 Annual Population Survey, ONS	Increasing	Increasing/No trend*
Residents unemployed	9,200	Jan 2016–Dec 2016 Annual Population Survey, ONS	No significant change	Falling
Resident economically inactive (aged 16-64)**	64,600	Jan 2016–Dec 2016 Annual Population Survey, ONS	Falling	Increasing
Main out-of-work benefits	20,810	November 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 discernible 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 inconsistent trend over the 3 years between 2013 and 2016, whereas the BRES and ONS Job density measure shows an increase between 2012 and 2015*

***An estimated 26,300 of the inactive are students. Much of the 3 year increase quoted was amongst students.*

- 1.7 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. The Council has also worked with the West Midlands Combined Authority over the last year to ensure Coventry benefits from opportunities for investment and employment provision.
- 1.8 The Council delivers the Jobs and Growth Strategy, primarily through the work of the Place Directorate and specifically the City Centre and Major Projects Development Division. Other areas of the Council also contribute to delivering the aspirations of the Strategy such as Workforce Development, Adult Education and the Education and Inclusion Service.
- 1.9 The strategy's progress has been driven through the excellent partnership working that 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, and Third Sector Agencies, Training providers, the Partnership for Coventry, the Growth Hub, Coventry & Warwickshire Local Enterprise Partnership and now more recently our involvement within the West Midlands Combined Authority. When new opportunities arise new partner relationships are forged.

2. Options considered and recommended proposal

2.1 Option 1.

Do not recognise the achievements of the Jobs & Growth Strategy (2014-17) or endorse the drafting of a successor strategy: 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 potentially steep decline in the economic wellbeing of the city and its residents would be possible. 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, and actively linking job creation to local residents looking for work would not be so easily achieved. Failure to endorse the drafting of a new Strategy could therefore negatively impact on the growth potential of the City. This option is therefore not recommended.

2.2 Option 2.

Recognise the achievements of the existing Strategy and endorse the drafting of a new Jobs and Growth Strategy for the City for a further three-year period. This is the recommended option.

The table below shows performance for April 2016 – March 2017, compared to the target for the year.

	Actual	Target
Employment	Apr 16 – Mar 17	Apr 16 – Mar 17
Customers Assisted	33,294	28,000
People engaged/ registered	7,751	5,300
People into work	1,641	1,420
NEETS into work, education or training	427	325
Investors and business sectors		
Investment into the city (£million)	£63.1m	£44.8m
Jobs created in the city and across the sub-region	1,341	1,219
Businesses and enquiries assisted	413	243
New Businesses Investing in Coventry	5	4
Skills		
People helped to improve their skills	16	17
Organisations influenced in their delivery of skills provision	8	6

(Further details outlining the progress made against the specific actions in 16/17 can be viewed in the Action Plan appended to this report.)

2.3 Securing jobs through investment:

2.3.1 Businesses continued to be directly assisted to access finance, find new premises, improve their employees' health and well-being and support their growth plans across Coventry and Warwickshire during 2016-17. During this period 413 businesses have been

supported to help them grow and develop. This work has contributed to over £63 million of business investment and the creation of 1,341 jobs.

- 2.3.2 During 2016-17, a new European Regional Development Fund (ERDF) Small and Medium-sized Enterprise (SME) Business Competitiveness project commenced, focusing 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. To date, the project has resulted in 6 businesses being assisted, 8 new jobs created and 9 businesses supported to improve their workplace wellbeing. The project has also referred many of these businesses to access other Coventry City Council ERDF and ESF projects such as capital grants, skills training and recruitment support. The project runs until December 2018 and will see a total of 18 businesses assisted, 30 new jobs created and 48 businesses supported to improve their workplace wellbeing.
- 2.3.3 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. During 2016-17, 123 organisations have been engaged in the Workplace Wellbeing Charter programme, with 19 businesses being accredited with the Charter Award. The awards were a mixture of working towards, reaccreditations and new awards and the businesses were from a variety of different sectors ranging from very small businesses to large corporate organisations such as Jaguar Land Rover, University of Warwick and West Midlands Fire Service. From these 19 organisations alone, providing health promotion in the workplace could potentially have impacted on the health of around 26,063 employees.
- 2.3.4 The City has continued to benefit from significant Chinese investment with China Red Sun Group being supported to invest £15m in Cadcam Automotive, resulting in the creation of 300 jobs. Further investment is forecast as the partnership develops. Ongoing links with China continue to develop. A delegation of Chinese automotive companies was hosted in the summer of 2016 supported by both the Chinese Investment Promotion Agency and the Department for International Trade (DIT, UK). Additionally, an advanced party representing a senior China official was hosted in February 2017 – a follow up party led by the Chinese official, accompanied by more than 60 investing Chinese businesses is now expected in summer 2017.
- 2.3.5 Chinese success is just one output of the ongoing international investment work taking place. Additional activity is continuing with other markets. Techtank, a cluster of over 20 advanced industrial and technology companies, based in the Olofstrom region of Southern Sweden, recognises the significant market opportunities the automotive industry presents in Coventry and has now opened an office in the City. In follow up to this, the City led a delegation of business support partners to Olofstrom to present the opportunities in Coventry direct to the cluster and the area. Work is now 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.
- 2.3.6 Additional companies we welcomed to the City during 2016-17 include automotive products company Bremsen Technik, LG Electronics who have established an R&D office at the University of Warwick Science Park and the Gym Chef Food Company, now based in the new Council built facilities at Lythalls Lane. Other businesses supported to relocate and open new facilities include State Bank of India (Smithford Way) and Impression

Technologies (Lyons Park), both of which welcomed the Lord Mayor of Coventry to their official opening ceremonies.

- 2.3.7 Innovation is a key driver for economic growth, enabling businesses to increase productivity, capital investment and create new jobs. During the course of the year the Innovative Coventry team has become part of the broader External Funding and Business Development team but the staff remain focused on supporting 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.
- 2.3.8 A new ERDF programme called the Coventry & Warwickshire Innovation Programme was given official approval to commence during October 2016. The programme will provide support to SMEs in Coventry & Warwickshire who are developing innovative products or services which are new to the Business to Business (b2b) market and involve emerging technology. 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. £1.2 million of grant funding is available with the aim to financially support at least 18 SMEs at an intervention rate of up to 30%. It is expected that SMEs within the manufacturing, digital/creative and health, medical and assistive technology sectors will benefit the most from the programme.
- 2.3.9 The official launch of the programme took place jointly with complementary innovation programmes being delivered by Warwick Manufacturing Group and Coventry University Enterprises at the end of January 2017 and the first business was awarded a grant in February. While the start of the programme was delayed by ten months to wait for approval from Department for Communities and Local Government (DCLG) the programme team will be working hard to deliver the projected outputs by the conclusion of the programme at the end of 2018.



(Launch event for the Coventry & Warwickshire Innovation Programme)

- 2.3.10 The Broadband Connection Voucher Scheme reached a successful conclusion and the programme officially closed at the end of December 2016. It began in Coventry in February 2014 and was expanded to cover the whole of Warwickshire a year later with funds provided via a national challenge fund being exhausted by October 2015. The funds helped over 1,500 SMEs to upgrade their connections to the internet, over £1.8 million of broadband investment was delivered with businesses seeing their internet speeds increase to an average of over 90Mbps. Conversations have continued with DCMS over their future plans so that Coventry is well placed to benefit from any future opportunities to improve broadband infrastructure.
- 2.3.11 Close working continues with Coventry University, this includes the European funded research programme (ESPON) where we are working with them and three other regions across Europe on determining good practice in delivering sustainable and integrated economic development policies in the new Combined Authority structure. We are also a stakeholder in an INTERREG project, led by CUE, which through working with five other European regions, is exploring methods of better integrating internationalisation support to businesses within the mainstream business support infrastructure.

2.4 **Helping people get jobs:**

- 2.4.1 7,751 workless, unemployed and vulnerable adults and young people have engaged with the Council's Employment Services over the year, exceeding the target of 5,300. 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 1,641 people into employment against the annual target of 1,200. 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 531 job opportunities, actively managing vacancies with local businesses for Job Shop customers. We have held 213 employment events at the Job Shop, with a variety of employers present, in sectors ranging from manufacturing, customer service and care.



- 2.4.2 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. In 2016/17 over 1,000 young people registered and started activity, with 500 of them being supported into work, self-employment or an education outcome. The Job Shop continues to tackle youth unemployment, which has resulted in 427 young people starting an apprenticeship, work or further education. We

have also supported 162 vulnerable young people to start a paid placement with Coventry employers so far this year, 34 of which have been Advanced Manufacturing Apprenticeships.

- 2.4.3 The Employment Team has secured further ESF grant programmes worth £8 million to address inclusion, skills and employment issues locally. 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.
- 2.4.4 The Construction Shared Apprenticeship Scheme has taken on 11 young people in the period April 2014 - 31st March 2017 (taking the total for the Jobs & Growth Strategy 3-year period to 64 - over achieving its target of 60). A total of 4 apprentices have achieved their apprenticeship framework to date taking the total over the last 3 years to 29, with 100% of those going onto employment, self-employment or further learning following their apprenticeship. The scheme picked up two awards at the Coventry & Warwickshire Apprentice Awards 2016. The scheme won “Partnership Initiative of the Year Award” and one of the apprentices won the “Building and Construction Apprentice” of the year.



- 2.4.5 The “Think Local” work that supports the Council’s 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 Council’s Procurement processes, the following have been achieved to date:
- 11 local businesses have benefitted from supply chain opportunities from major developments in the City
 - 42 new apprentices have started on site on major developments equating to 1184 apprenticeship weeks
 - Over 700 young people have attended site visits or careers talks.
- 2.4.6 We have been working positively with planning colleagues to include employment clauses in planning conditions where appropriate which will generate employment, placements, work experience, education to employment links and local supply chain opportunities. A total of 10 planning conditions have been inserted to date which have resulted in a skills and employment plan on the site and a further 29 planning applications are still awaiting

approval with a clause requested on them. In addition, there are a number of developments sites that have not been subject to planning conditions that we have still been able to negotiate a skills & employment plan on and include Coventry University's Health and Life Sciences Building (BAM Construct UK).

2.4.7 Our first organisation has been awarded bronze accreditation for the City Council's Business Charter for Social Responsibility. BAM Construct UK were able to demonstrate their commitment to economic social value through supporting the local supply chain on their Coventry sites (Coventry University's Health and Life sciences Building and Finham Park 2). A presentation was made to BAM at the Construction Investing in Talent Awards in London in December.

2.5 Helping improve the skills levels of residents:

2.5.1 A successful submission of a £2.2 million ESF application under the Lifelong Learning theme has been achieved. The 3 year project will enable the continuation of the successful Skills 4 Growth project until December 2019 which will be aiming to support 1742 people employed in eligible companies in the Coventry and Warwickshire area to gain accredited qualifications according to the skills needs of the local economy.

2.5.2 Over the last year the Job Shop has supported 1,984 residents to develop their employability skills and local employers have delivered 213 employability skills events at the Shop.

2.6 Key Achievements of the Jobs and Growth Strategy 2014- 2017

2.6.1 The table below shows performance for all three years of the current strategy, compared to the target for each year.

Job Strategy Measure	Year End, Actual			Total	2014-17 Target	Difference
	2014/15	2015/16	2016/17			
a) Business Assisted	519	398	413	1330	948	382
b) New jobs	1,796	1,694	1340.5	4830.5	3150	1680.5
c) Business Investment (£m)	86.6	323.2	63.1	472.9	200	272.9
d) New businesses investing in the City	5	5	5	15	14	1
e) Customer Assists	38,980	37,249	33,294	109523	96000	13523
f) People engaged	7,858	6,869	7,751	22478	15086	7392
g) People into jobs	2,094	1,844	1,641	5579	3642	1937
h) NEETs into work, education and training	297	395	427	1119	786	333
i) People helped to improve their skills	105	226	16	347	86	261
j) Organisations influenced in their delivery of skills provision	8	6	8	22	18	4

2.6.2 In terms of the overall performance as the table above demonstrates we have overachieved our targets set for the strategy as a whole, this has been due to the success of services such as the Employer Hub and our roll out of the Ambition Coventry & other European grant funded Programmes which has enabled us to invest additional resources into these activities.

3. Results of consultation undertaken

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

The *Jobs and Growth Strategy for Coventry* is a three year strategy from April 2014 to March 2017. Progress against the strategy has been reported at half year intervals. This is the final performance report for this strategy.

5. Comments from the Director of Finance and Corporate Services

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.

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:
Any other specific implications

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

The Jobs and Growth Strategy for Coventry is integral to the delivery of Coventry City Council's priorities within its Council Plan. 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.

Tackling Health Inequalities

The objectives of the Jobs and Growth Strategy have been at the heart of the City's Marmot Strategy and has worked to 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: There are no risks associated with the 2014-17 Jobs & Growth Strategy as it has now been fully delivered. However, there is considerable risk of negative economic impact locally and a failure to grasp the investment and employment opportunities available if the development of a new Jobs & Growth Strategy isn't endorsed.

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 (EIA)

One of the key objectives of the Jobs and Growth Strategy has been 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 were 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 a 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 supported 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 aimed 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.

In addition, the City Council is the accountable body for a number of European grant initiatives and contracts with various public, private and third sector organisations in the city.

Report author(s):**Name and job title:**

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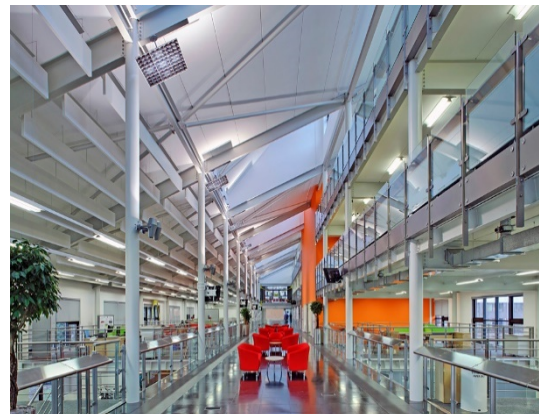
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Richard Evans	Senior Analyst	People	16/06/17	23/06/17
Julie Venn-Morton	Skills and Growth Manager	Place	29/06/17	06/07/17
John Norton	Investment & International Trade Manager	Place	29/06/17	14/06/17
Lee-Rose Jordan	Innovative Coventry Manager	Place	14/06/17	26/07/17
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Legal: Rob Parkes	Commercial Lawyer	Place	07/08/17	10/08/17
HR: Karen Mihajlovic	Senior HR Advisor	People	07/08/17	
Director: Martin Yardley	Deputy Chief Executive (Place)	Place	17/08/17	21/08/17
Members: Cllr Jim O'Boyle	Cabinet Member for Jobs and Regeneration	Place	21/08/17	11/09/17

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	Expected Outcome	Progress to date	Performance Measure Impact
Delivery of business support activities	<ul style="list-style-type: none"> Individual businesses assisted to develop and grow Business collaboration networks supported Wellbeing 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 and professional services were supported The Workplace Wellbeing Charter is being successfully delivered in line with the ERDF contract and Public Health service level agreement 	<ul style="list-style-type: none"> New jobs created
Delivering investment grant and loan schemes	<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 started delivery from October 2016 	<ul style="list-style-type: none"> New jobs created Investments secured
Developing the local economy	<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 other local authority economic development teams and the local universities. 	<ul style="list-style-type: none"> New jobs created Investments secured

<p>Delivering key infrastructure initiatives that directly benefit businesses and/or showcase technology</p>	<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. The scheme was closed December 2016. • Work continued to promote and deliver projects that helped the city prepare for the future plus. A Connected Autonomous Vehicles (CAV) bid was submitted in July 2017. If funding is granted this will enable a test bed for Coventry and the combined authority area which can be used for testing connected and autonomous vehicles in real life conditions • Progress was made in bringing open access wireless to large parts of the city. The public Wi-Fi concession is in the final stages of contract discussion and agreement is expected in August 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>	<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	<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	Expected Outcomes	Progress	Performance Measure Impact
Delivery of advice and employment support to the unemployed	Yearly Targets: <ul style="list-style-type: none"> • Employment Support to 5,300 people • 1,200 people supported into work 	<ul style="list-style-type: none"> • 7,751 people engaged with the Council's Employment Team and 1641 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
Delivery of Coventry's flagship employment service at the Job Shop	<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 last year footfall exceeded 33,000. • Jobcentre Plus, Prospects, FE Colleges, learning providers, specialist agencies all deliver services within 	<ul style="list-style-type: none"> • People into jobs

		the facility and 1,752 residents accessed a range of workshops delivered by our partners.	
Developing equality of access to work through support for the most vulnerable	<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"> 155 people with mental ill health, autism or a disability were referred to TESS, 54 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 who commenced the yearlong programme in September. Money advice and advocacy was delivered to 1,296 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
Further develop services to help young people into work	<ul style="list-style-type: none"> Develop the Youth Zone at the Job Shop, delivering in partnership a distinct offer to young people Delivery of the young people's placement programme and other paid placement opportunities Further develop the education to employment pathways for young 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) 	<ul style="list-style-type: none"> 427 young people who were NEET (not in Education, Employment or Training) have been supported by the Employment Team into work, further education, self-employment or another positive outcome. This is a significant achievement, enabling Coventry's young people to create more positive and independent futures. £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. 162 NEETS have started paid placements this year to date. 	<ul style="list-style-type: none"> Local people into jobs NEETs into work, education or training

<p>Develop our Employer Partnerships to create access to work</p>	<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, construction and security. Companies such as Sitel, Ikea, BHS, E.on, BAM Construction, Parcelforce, JLR, Primark, Boots Opticians, and a range of SMEs (e.g. DDS Metals, MPL Fabrications, Acton Finishing) all now use this service to directly recruit and address their skills needs. 398 businesses have been assisted and 531 vacancies have been actively managed through this service. 	<ul style="list-style-type: none"> • People into jobs • Business Assisted • People helped to improve their skills
<p>Developing inclusive economic growth</p>	<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 and the developing Employment Pilot initiative across the Combined Authority area. 	<ul style="list-style-type: none"> • People into jobs

Secure external funding to support this objective	<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 solutions • Guide, shape and seek to attract funding for employment initiatives through the European Social Fund 	<ul style="list-style-type: none"> • Robust partnership arrangements and work closely with key local agencies such as Jobcentre Plus, Prospects, private contractors and public health. We have played a key role in developing the LEP's European Structural Investment Fund Strategy and continue to bring partners together to form consortiums, work collaboratively and identify added value, allowing them to access grant for local residents. • Secured over £17million of funds from DWP, Big Lottery & ERDF. Currently working on developing a further Call for Coventry young people which could bring in another £2.5million of grant to the city. 	
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Objective 3: Help People Improve their Skills			
Action	Expected Outcomes	Progress	Performance Measure Impact
Developing a clear evidence base for skills data and information.	Understanding national and local data around: <ul style="list-style-type: none"> • Qualification and progression levels • Sector skills forecasts • Local skills provision • Funding for skills provision 	<ul style="list-style-type: none"> • Qualification levels of residents in city - broken down by ward/ethnicity/ gender/age/ employment status - completed but needs refreshing on an on-going basis. • 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 data widely	<ul style="list-style-type: none"> • To influence skills funding provision with Skills Funding providers such as Skills Funding Agency, National Apprenticeship Service. • Influence local training providers to deliver courses that meet the needs of the local economy i.e. providing courses in skills gap areas. 	<ul style="list-style-type: none"> • Skills data is available on Coventry City Council Website with insight information. • In addition to the data posted onto the website, Skills data is disseminated to CWLEP, colleges and partners as appropriate 	<ul style="list-style-type: none"> • People helped to improve their skills
Utilising the Social Value Act and ensuring the Authority's Social	Think Local for Coventry clauses to be included wherever possible in the procurement process.	<ul style="list-style-type: none"> • Monitoring system has been developed that captures all of the Social Value work: <ul style="list-style-type: none"> -Education to employment -Planning 	<ul style="list-style-type: none"> • Jobs Created • Business Assisted

<p>Value Policy is maximised to harness economic development and business growth initiatives for employment outcomes.</p>		<p>-Procurement and council contracts -Major projects -Skills & employment plans -Disposals</p> <p>A Coventry Toolkit has been developed and is available on the internet aimed at officers, the toolkit guides them through how to apply social value considerations. Our Social Value apprentice is over half way through his framework.</p> <ul style="list-style-type: none"> • Developed the 'economy' accreditation element of the business charter for social responsibility. The first bronze award has been issued and the first silver award is due in to be awarded in May. • Thirteen case studies have been developed to showcase the Social Value work, with more planned. 	<ul style="list-style-type: none"> • People into jobs • People helped to improve their skills
<p>Skills Development of NEETs</p>	<p>Deliver the Construction Shared Apprenticeship Scheme as a route way into work with a clear focus on skills</p>	<ul style="list-style-type: none"> • Funding received through the Youth Employment Initiative funding has supported the scheme to support a further 21 young people this year. • The Construction Shared Apprenticeship Scheme has taken on 64 apprentices in the period up to 31 March 2017 • A total of 29 apprentices have achieved their apprenticeship framework to date. 100% of those completing have gone on to employment, self-employment or further higher education. • The Scheme picked up two awards at the Coventry and Warwickshire Apprenticeship Awards 2016. The scheme won the 'Partnership Initiative of the Year Award' and the 'Building and Construction Apprentice of the Year' award 	<ul style="list-style-type: none"> • People into jobs • Supporting businesses to grow • Business Assisted • People helped to improve their skills
<p>Encouraging a skilled qualified future workforce <i>(higher level)</i></p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • We developed a bid for European Social Fund money under the Lifelong Learning theme and in January 2017 we secured a 3 year contract which will enable the continuation of the successful Skills 4 Growth Project. 	<ul style="list-style-type: none"> • People helped to improve their skills

<i>skills/ Graduate retention)</i>	<ul style="list-style-type: none"> To break down barriers and provide support for under-represented groups particularly those entering the Advanced Manufacturing and Engineering Sector. 	<p>The funding will support 1742 people employed in eligible companies to gain accredited qualifications according to the skills needs of the local economy.</p>	<ul style="list-style-type: none"> People into jobs
Working with those in employment to up-skill (<i>medium level skills - workforce development</i>)	<ul style="list-style-type: none"> Deliver the City Deals Skills 4 Growth programme Work to identify funding to support companies to encourage low qualified employees to upskill and turn skills into qualifications. 	<ul style="list-style-type: none"> The success of the City Deal Skills 4 Growth programme supported the bid for European Social Fund money that has been secured (as per previous action point) 	<ul style="list-style-type: none"> People into jobs Supporting businesses to grow Business Assisted People helped to improve their skills
Raising the skills levels of those with no skills and low skills (<i>lower level skills - unemployed</i>).	<ul style="list-style-type: none"> Equipping our residents with skills which are in demand in the labour market. Encourage partners to support residents to turn skills into qualifications. Work to negotiate flexible Funding to deliver more accessible provision. 	<ul style="list-style-type: none"> The new Skills 4 Growth European Social Fund bid has a specific focus on basic skills and supporting progression of women in the workplace. 	<ul style="list-style-type: none"> People helped to improve their skills
Secure external funding to support this objective	<ul style="list-style-type: none"> Work collaboratively with partners including Skills Funding Agency, National Apprenticeship Service, training providers and others to develop and fund local skills solutions To influence, guide and seek to attract funding such as European funding to support skills initiatives. 	<ul style="list-style-type: none"> European Social Fund money secured to continue the successful Skills 4 Growth programme. 	<ul style="list-style-type: none"> People helped to improve their skills