

Agenda

Enterprising Coventry Partnership Board

Date and Time

28 February 2011
2.00pm – 3.30pm

Place

Committee Room 7
Council House

NOTE: THIS MEETING IS NOT OPEN TO THE PUBLIC

Agenda Items

1. **Introductions, welcome and apologies**
2. **Declaration of Interest** (*Not already declared at previous meetings*)
3. **Matters Arising from Minutes of 22 November Meeting** (Not covered on agenda)
4. **2010/11 Performance & Finance Exceptions Report** – R. McHugh
5. **Programme Closure Update** – R. McHugh
6. **Achievements Report – Draft for discussion** – A. Williams
7. **Coventry & Warwickshire Local Enterprise Partnership Progress Update** – P. Deas
8. **Any other items** which the Chair decides to take

Next Meeting – May 2011, details to be confirmed.

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Board Members:

Councillor Mrs Linda Bigham (Chair), Councillor Ram Lakha, Councillor Gary Ridley, John Spencer, June Jeffrey, Clive Benfield, Elaine LeMontais, Carl Pearson, Dianne Williams, Jane Beaver and Stephen Banbury

Advisors to the Board:

Rebecca Young/Paula Deas, Trevor Howard, Andy Williams, Ryan McHugh.

ENTERPRISING COVENTRY PARTNERSHIP BOARD

22nd November, 2010

- Members Present:- Clive Benfield (Private Sector Representative)
Councillor Linda Bigham (Coventry City Council) - Chair
Geraldine Fisher (for Jane Beaver, Job Centre Plus)
June Jeffrey (Coventry Community Empowerment Network)
Councillor Ram Lakha (Coventry City Council)
Carl Pearson (Assistant Director (Economy and Community),
Coventry City Council) - Vice-Chair
Councillor Gary Ridley (Coventry City Council)
John Spencer (Private Sector Representative)
Dianne Williams (Coventry and Warwickshire Chamber of
Commerce)
- Advisors Present:- Trevor Howard (City Services and Development Directorate)
Ryan McHugh (City Services and Development Directorate)
Andy Williams (City Services and Development Directorate)
Rebecca Young (City Services and Development Directorate)
- Employee Present:- Liz Knight (Customer and Workforce Services Directorate)
- Apologies:- Jane Beaver (Job Centre Plus)
Elaine LeMontais (Midland Heart)
Philip Roberts (Advantage West Midlands)

28. Chair's Welcome and Introduction

The Chair, Councillor Linda Bigham, welcomed everyone to the meeting of the Enterprising Coventry Partnership Board, held at the Council House, Coventry.

29. Declarations of Interest

There were no additional declarations of interest.

30. Minutes

The minutes of the meeting of the Board held on 30th September, 2010 were signed as a true record. There were no additional matters arising.

31. 2010/11 Performance and Finance Exceptions Report

Ryan McHugh presented this report that had been circulated with the papers and highlighted the exceptions that had occurred with the programme's performance and financial position since the last Board meeting on 30th September, 2010.

There had been a number of new business opportunities created through new investments. 12 new investments had been secured compared to a target of 37 (32%). Based on current performance a total of 20 new investments were forecast for the year. Despite this shortfall, a significant amount of new jobs had been created through the Investing in Coventry project. 263 new jobs have been created and over 300 forecast for

the year. The large number of jobs created indicated that larger companies were continuing to invest but smaller businesses were more cautious at this time. The report set out the reasons for the shortfall in new investments.

Following the reduction in public sector relocation work, the service was refocusing on new business sectors including Low Carbon Transport, Environmental Technologies and Creative/Digital Industries which had been identified as growth sectors for the city.

In light of the changing economic situation it was proposed that the target for new investments was reduced from 37 to 20. The Board agreed to this proposal.

The report referred to the people assisted into employment through WEETC. During the first half of the year 20 people had been supported, which represented only 26% of the 78 target for the year. However, the Board noted that activity had picked up in quarter 3 with 19 job outcomes secured, subject to the collation of evidence and WEETC were confident that the full target of 78 job outcomes would be achieved by the end of the financial year. A further performance update on this project would be available at the next Board meeting.

In relation to jobs identified, reference was made to the Recruitment Development Service which was designed to provide work opportunities including jobs, placements and work experience, for unemployed clients in the programme. An excellent performance in supporting people into jobs and placements had been achieved even though the number of job opportunities identified was lower than the initial target. This reflected the way in which the programme had been able to connect unemployed people with a wider range of job opportunities to fulfil their employment ambitions. When reviewing the Jobs Identified measure it was apparent that the high volume (1,500 jobs identified) hadn't been required for the programme to meet its employment objectives.

Attention was drawn to the work of partners who were developing a Labour Market Task Group approach that would link employers, work opportunities and unemployed people across a wider range, making it easier and more convenient for everyone to use the local labour market effectively. It was recognised that the labour market needed to be ahead of strategic developments within the local economy e.g. Low Carbon. The importance of planning for a workforce to meet the skills needs of the future was being emphasised. A more coherent approach across new growth sectors between employers, investors, learning providers and employment support agencies could provide a more 'upstream' way of skilling local people for these new opportunities.

It was proposed to develop this way of working over the new few months, to inform new service objectives and a revision of targets related to job opportunities identified.

Given the good performance in terms of people into employment (84% against target) and the higher than planned conversion rate of jobs identified, it was recommended that this target was reduced from 1500 to 396. The Board recognised that there was now a more focused approach for specific client groups and, in light of the requirement to use resources as efficiently as possible, they agreed to this target reduction.

Detailed 2010/11 performance tables were set out in two appendices attached to the report.

The report set out the current financial position as follows, with further details being included in a third appendix:

Revised allocation for 2010/11 - £3,133,000
Year end forecast spend position (at 31st October, 2010) - £3,214,689
Over-programming position - £81,689

Since the last meeting the over-programming position had slightly increased. The programme team were continuing to work with delivery managers to identify new savings and further information would be available at the next Board meeting. Carl Pearson, Assistant Director (Economy and Community) assured the Board that the programme would come in on budget by the end of 2010/11.

RESOLVED that:

(i) Approval be given to the target for new investments being reduced from 37 to 20.

(ii) Approval be given to the target for jobs identified being reduced from 1500 to 396.

32. Employment Placement Scheme Update

Trevor Howard presented this report that had been circulated with the papers and provided an update on the performance of the Employment Placement Scheme and the outcomes achieved.

The Employment Placement Scheme (EPS) was launched in October 2009 as a targeted response to the employment needs of local people and was designed to target the following groups:

- (i) Unemployed local graduates (graduated within the last 12 months)
- (ii) Unemployed managers and professionals
- (iii) Unemployed young people (16-18) that are not in education, employment or training (NEET's)

The scheme offered six month work placements, training and employment advice, to support local people into work (and back into work), with a variety of employers. It had provided a crucial bridge into the workplace and proved to be a very effective route into sustainable work for unemployed people, at a time when this support had been critical for them. It was funded through Area Based Grant resources and the Enterprising Coventry programme.

The Board were informed that the initial target for EPS was to move 100 people into placements between October 2009 and March 2011. The Board received a report in January 2010 which identified good progress with 38 people having been provided with work placements. At that stage, the target was increased to provide a further 40 placements, making a total of 140 placements by March 2011.

During the year the demand from all three groups had been significant, and take up of the placements has been such that 135 placements had already started, which was ahead of the timescales originally identified. Graduates were marginally the largest group, as was envisaged, and the demand from managers and professionals was significant due to the profile of those losing jobs through redundancy. The young people in the NEET group now included Looked After Children. Working in collaboration with colleagues in the

Children, Learning and Young People service, six of the places have been specifically allocated to support Looked After Children, which was proving to be an excellent support route for this client group. To date 3 had been placed and 2 had the potential to convert into apprenticeships. The scheme was also working closely with the Construction Employment Unit to offer 6 placements to NEETS currently participating in the Building Your Future programme to provide a positive outcome via the shared apprenticeship scheme. The final five placements had also been earmarked for Looked After Children, which would bring the total to the target of 140 placements.

The real impact for each person, in terms of quality of life, could be better understood from the brief case studies that were attached in the Appendix to the report.

The placements had been made across the range of public, private and community sectors, and a good balance had been achieved. Further information was included in a table set out in the report.

The report detailed the financial position of the project confirming that the scheme had delivered increased outputs within the allocated resources. In addition, the limited ongoing resource needed to fund the placements that had started, but would not be completed before April 2011, could also be funded from within the allocated resources.

In relation to the objective of achieving sustained work beyond the period of the placement, the Board noted that to date 58.7% of all leavers had found sustainable employment since completing their placements. Discussion centred on which sectors clients had secured employment with and on the age range of the managers/professionals supported by the project.

The report also made reference to the Future Jobs Fund and the Construction Shared Apprenticeships Scheme.

The Future Jobs Fund was a nationally funded programme that provided work placements for young people and supported (i) 18 to 24 year olds who had been unemployed on Job Seekers Allowance for 6 months or more and (ii) long term unemployed and workless people in unemployment hotspots. Since October 2009, 182 people had been supported into placements, with targeted national resources available for up to 250 starts by March 2011. The programme had been particularly successful in placing young people into third sector (75 placements) and public sector (80 placements), with a further 27 in the private sector. As with the EPS, the Future Jobs Fund had been aligned to Enterprising Coventry, providing all placement participants with an opportunity of tailored one to one support from Employment Advisers, access to Barrier Breaking support including training and job clubs, which had definitely increased numbers of people moving into sustainable work.

The Construction Shared Apprenticeships Scheme was a partnership between Coventry City Council, Whitefriars, BAM Construction, City College, National Apprenticeship Service and Construction Skills which enabled the local construction industry to support NEET's (young people not in education, employment or training) who were 'employed' by the scheme via a host employer (BAM). A pool of employers shared the apprentice according to where they could offer work. Individuals were trained in a broad range of construction disciplines ranging from groundwork right through to brickwork, plastering, tiling, carpentry and maintenance occupations. To date, the scheme had received huge interest from approximately 120 young people that had expressed an

interest in becoming an apprentice. Following a recruitment process, four apprenticeships were offered to young people, with others due to follow shortly. The Board were informed that Enterprising Coventry had committed £150,000 to the 3 year shared apprenticeship scheme which represented only approximately 18-20% towards the programme costs, with the majority of resources being provided by employers and other partners.

The Board expressed support for the work that had been carried out to assist people into work, and were particularly encouraged by the number of people who had subsequently secured sustainable work.

33. Environmental Technologies Sector Development Presentation

Further to Minute 25, the Board received a presentation from Trevor Howard on environmental technologies and Enterprising Coventry with particular reference to the low carbon economy.

The presentation highlighted the opportunities for Coventry presented by the new and growing low carbon 'industry' which would see the largest growth in the next decade with leaders in the field attracting maximum benefits. The work already being undertaken in Coventry was detailed with emphasis being placed on the city's growing reputation for developments associated with low carbon transport. Reference was made to the recent study undertaken by Coventry University which predicted investment of £1.9 billion in the city over the next ten years (equivalent to around 26,000 jobs) in the low carbon transport and environmental technologies businesses.

Reference was made to the purpose and work of the following:

- (i) Environmental Task Group
- (ii) Renewable Energy Technology Alliance
- (iii) Phoenix Low Carbon Enterprise

The presentation concluded with the outcomes that could be achieved in the local economy along with the start of a draft development plan.

The Board discussed at length the issues raised by the presentation expressing support for the potentially very positive outcomes for the city's economy. Particular reference was made to the requirement to have the relevant business networks and skilled workforces in place to be able to attract the massive investments to Coventry.

34 Planning for Programme Closure

Andy Williams presented this report that had been circulated with the papers and indicated that, since the last Board meeting, the Government had announced its Comprehensive Spending Review. It was clear that that there would be no ongoing LEGL funding. As a result, the planning assumption for the current programme of work was that it would need to come to an end by March 2011 under the existing governance arrangements. Consequently, consideration needed to be given to the programme closure principles, financial implications, timescales and key messages and approval was sought for an effectively managed process of programme closure.

The Board discussed and agreed the following principles set out in the report which would enable an effective closure:

- (i) We continue to deliver a high quality, customer focused employment and enterprise service until 31 March 2011;
- (ii) We will be clear on what alternative services our customers can access;
- (iii) We will move customers on to new provision at a time that is right for the customer;
- (iv) We will communicate the lessons learned to our colleagues, partners and other service deliverers, locally, regionally and nationally;
- (v) Each service provider and partner will take responsibility for and commit to communicating and transitioning their programme staff;
- (vi) We will communicate any information as soon as we can to our service providers, staff and customers throughout programme closure – 'You will hear from us first';
- (vii) All service providers and staff will maintain the highest quality processes in relation to document and evidence retention for audit purposes.

The Chair, Councillor Bigham, drew attention to the fact that despite losing their own jobs, employees were still working to put their customers first.

Reference was made to the current over programming position of £81,689, as detailed in Minute 31 above. The Board noted that further slippage on two projects was anticipated that would bring the figure down. In addition, a resource switch with another series of grant funded programmes focused on Employment and Enterprise was envisaged, that would mean the final programme coming in on budget.

The Board were informed that Ryan McHugh was to be appointed as Project Manager for the Programme Closure and would manage the day to day process on behalf of the Board.

The report set out the broad timeline of activity and it was noted that a complete project plan of key dates and times would be drawn up as part of the closure. The programme would officially close on 31st March, 2011 with the final programme reports and achievements being submitted to the last meeting of the Board in May, 2011.

Clear, consistent communication across customers, service providers and staff was critical to ensure that the programme closure was successful.

It was proposed that a formal letter be drafted within 48 hours of this meeting, to be agreed by the Chair, Councillor Bigham, outlining the Government's decision to withdraw funding for the LEGI programme. The clear implication was that each contracted organisation should make the planning assumption that there would be no further LEGI funding through the Enterprising Coventry Programme after 31 March 2011.

The Board noted the intention to ensure that staff across the programme were briefed at the same time to ensure that the messages received were consistent and to remove any informal communication prior to official briefings.

RESOLVED that the programme closure principles, the timescales and key messages be approved and agreement be given to the effectively managed process of programme closure as detailed in the report.

35. Coventry and Warwickshire Local Enterprise Partnership – Progress Update

Dianne Williams, Coventry and Warwickshire Chamber of Commerce, drew attention to the letter sent to Councillor John Mutton, Coventry City Council and Councillor Alan Farnell, Warwickshire County Council, dated 28th October, 2010 confirming that the proposal for a Local Enterprise Partnership(LEP) for Coventry and Warwickshire had been successful. A copy of the letter had been circulated with the papers for the meeting.

The Board were informed that the Coventry and Warwickshire LEP had been one of 24 successful bids, meeting the key expectations of support from business; economic geography; local authority support; and added value and ambition. The next stage was to establish the partnership and Board. Louise Bennett, Coventry and Warwickshire Chamber of Commerce, was due to meet representatives from the Government the following day to find out more about the LEPs and would have the opportunity to network with delegates from the other successful bids. Information was provided on the proposed membership of the Shadow Board. The importance of building on the successes of the Enterprising Coventry programme was emphasised.

Reference was made to the new Regional Growth Fund. Guidance was now available and there was an expectation that bids would align with the strategy of the LEP. £1.4 billion would be available over the next three years. The importance of public/private sector partnership working was highlighted.

36. Taking the Employment and Enterprise Agenda Forward

Andy Williams presented this report, tabled at the meeting, that referred to the substantial benefits achieved by the Enterprising Coventry Programme and outlined the requirement to ensure that the local employment and enterprise agenda was taken forward at the same time as this programme ended.

The report was a position statement that set the framework to define the agenda and identify key local responses that needed to be considered by strategic partners in taking this area of front line service delivery forward.

Two themes had been central to Enterprising Coventry and going forward they remained priorities locally, sub-regionally and nationally:

- (i) Employment - working with individuals seeking work and the companies that might employ them
- (ii) Enterprise & Economic Growth - working with businesses, investors and communities to facilitate the development of a future economy and generation of jobs for the people of Coventry

In relation to the employment theme, the report highlighted that unemployment was likely to increase, at least in the short term, due to public sector spending reductions. Added to this, new rules about health and claiming benefits could create another 1.5 million job seekers. In effect there would be a much larger group of job seekers. The government had responded by proposing the appointment of 11 'Framework Providers' to deliver generic employment support through the new Work Programme. These would be large contracts awarded to national organisations and appointments were expected this November.

As worklessness remained a major problem for the city, there was a need for a local response. Coventry had some nationally recognised successful programmes that had helped long term unemployed people back into regular work, but much of this work was likely to end as Government focuses all its resources through the new Work Programme. Some of the most notable work had been around helping individuals overcome perceived barriers due to health and disability. The report set out the clear areas of priority.

With regard to the enterprise and economic growth theme, the report indicated that the investment and business support national framework was also changing with the closure of Advantage West Midlands and the regional Business Link. Support for new and existing enterprises would be primarily through national websites and call centres. The government was also proposing Growth Hubs and Technology and Innovation Centres although how these would work in relation to local activities was not yet clear.

The Board noted that in future there would be only two principal levels: national support programmes and Local Enterprise Partnerships (the Coventry and Warwickshire LEP).

The removal of the regional layer would reinforce local partners' roles in inward investment, support for key business sectors, business start ups and new opportunities for social enterprises. These roles had been strongly supported by Enterprising Coventry and were in line with government policy in the recent 'Local Growth: Realising every place's potential' White Paper.

There was a clear responsibility to continue to deliver a powerful sector strategy for the sub region. This sector strategy had three elements:

- (i) Targeted sector marketing to attract investment to the sub region in key sectors.
- (ii) Work with local partners to develop flagship projects, such as the low carbon vehicle programme, to reinforce the local competitive advantage and raise the profile and reputation of the sub region
- (iii) Working collaboratively with key local sector businesses, to engage them in business development, investment and job creation.

Reference was made to recent work which included low carbon vehicle demonstrators, digital technologies, aerospace collaborations and environmental technology initiatives.

The Board were informed that close partnership working and strategies already aligned to emerging needs and opportunities, placed the sub region in a positive position to respond to the investment and enterprise challenges of the future. Moving forward there could be greater opportunities to explore different mechanisms for delivering employment and enterprise services. The role of local community based social enterprises, and community interest companies was an area by which could be chosen for investment and earn resources for the future whilst delivering the contracts of today. With the national push for more delivery to take place within the private sector this could also be a way of obtaining resource for the city.

Furthermore the new Coventry & Warwickshire LEP was yet to think through governance structures and any delivery or accountability of services so there could be opportunities there for working in greater partnership to deliver local employment and enterprise services.

The Board noted that the position statement, alongside the achievements and lessons learned over the past five years would be used to inform the discussions within the LEP and initially the application of resources and funding bids within strategic partner organisations and Board Members. The local areas of need and focus would enable services to be built to meet the demand.

The Board supported the future service priorities set out in the position statement.

Agenda Item 4:
2010/11 Performance & Finance Exceptions
February 2011

1 Introduction

- 1.1 This report highlights any exceptions that have occurred with the programme's performance and financial position since the last Board meeting on 22nd November 2010.

2 Performance Exceptions

2.1 Business, Investment & Enterprise

- 2.2 All outcomes within the Business, Investment & Enterprise strand are on track to meet targets by the end of the year.

- 2.3 Amazon Initiatives have already exceeded their annual target at the end of quarter 3. Amazon plan to deliver an extra 5 business start ups and 5 business assists on top of their contracted target. These outcomes will be delivered without any additional outcome payments.

- 2.4 Partners continue to report that there is strong demand for both enterprise coaching and support for existing businesses.

2.5 People assisted into employment

- 2.6 4 employment projects are behind profile at the end of quarter 3 – The City Council's Employment Delivery Team, WATCH, WEETC and Pertemps.

- 2.7 Despite this shortfall, The Employment Delivery Team, WATCH and Pertemps are confident that their full targets will be met by the end of the year. WEETC is currently forecasting a shortfall of 9 job outcomes (12% of 2010/11 target).

- 2.8 The Making Progress project has exceeded its annual target at the end of quarter 3, supporting 26 offenders into work. The project is forecasting that an extra 4 offenders will be supported into employment by the end of March.

- 2.9 Overall, the programme is on track to significantly exceed its people assisted into employment target. The current forecast is 918, compared to a target of 740.

- 2.10 Detailed 2010/11 performance tables are available in Appendix 4A and 4B.

3 2010/11 Financial Position

3.1 At the November 2010 meeting the following financial position was presented to the Board:

Revised budget for 2010/11 (following 23% budget savings)	£3,133,000
Year end forecast spend position (at 31 st October 2010)	£3,214,689
Overprogramming position	£81,689

3.2 Since November, additional budget savings have been identified to bring this overprogramming position down to £27,002. These savings have been achieved through:

- Reduced Barrier Breaking activities as the programme draws to a close. As fewer clients are registered on the programme, demand for barrier breaking interventions has reduced. No commissioned training courses will be delivered during March, as clients are handed over to alternative provision.
- Some minor savings have also been identified within the Marketing, Client Management System and Evaluation budgets.

3.3 A detailed financial profile is available in Appendix 4C. In summary, the current financial position is detailed below:

Revised budget for 2010/11 (following 23% budget savings)	£3,135,000
Year end forecast spend position (at 31 st December 2010)	£3,162,002
Overprogramming position	£27,002

3.4 The programme team are continuing to work with delivery managers to identify further savings. As committed to at the last board meeting, the programme will come in on budget at the end of the financial year and processes are in place to ensure this.

3.5 The year end financial position will be available for the Board at the May 2011 meeting.

2010/11

Strand	Outcomes	Q1	Q2	Q3	Year to Date Achievement		Forecast Achievement		Target	RAG
					Absolute	% against target	Absolute	% against target		
					Business Start Up	59	57	52		
CWCC	33	33	23	89	81%	110	100%	110		
Amazon	16	10	14	40	108%	42	114%	37		
WBDA	10	14	15	39	95%	41	100%	41		
New businesses still trading after 12 months	11	30	31	72	77%			94		
	65%	53%	52%	54%	N/a			70%		
Business Assists	73	69	72	214	80%	274	102%	268		
CWCC	33	35	33	101	74%	136	100%	136		
Amazon	18	9	13	40	108%	42	114%	37		
WBDA	10	6	11	27	82%	33	100%	33		
CCC	12	19	15	46	74%	63	102%	62		
Increase in New Sales	£ 12,000.00	£ 2,000.00	£ 85,000.00	£ 99,000.00	N/a	N/a	N/a	N/a		
New Jobs Created	105	141	36	282	136%	305	147%	207		
New Business Opportunities Created Through New Investments	6	3	6	15	75%	20	100%	20		

Strand	Outcomes	2010/11								
		Q1	Q2	Q3	Year to Date Achievement		Forecast Achievement		Target	RAG
					Absolute	% against target	Absolute	% against target		
Employment, Jobs & Placements	People Assisted Into Employment β	201	304	197	702	95%	918	124%	740	
	People still in employment after 6 months	63%		64%	63%				60%	
	CCC Employment Team	29	82	76	187	58%	325	100%	325	
	Local Employment Partnerships (LEPs)	81	87	0	168	100%	168	100%	168	
	Watch	6	24	21	51	69%	74	100%	74	
	Weetc	10	10	27	47	60%	69	88%	78	
	Pertemps	13	0	15	28	70%	40	100%	40	
	Making Progress	9	10	7	26	104%	30	120%	25	
	Construction Employment Unit (CEU)	39	74	35	148	99%	160	107%	150	
	The Employment Support Service (TESS)	6	3	13	22	88%	25	100%	25	
	European Social Fund Skills Training (ESF)	8	14	3	25	83%	27	90%	30	
	People Assisted Into Work Placements	85	102	43	230	76%	314	104%	302	
	FJF	52	64	20	136	68%	212	106%	200	
	EPS	33	38	23	94	92%	102	100%	102	
	Jobs Identified	188	156	13	357	90%	397	100%	396	
	Placements Identified	150	42	100	292	73%	342	86%	400	

β Total Inc EDT, LEP, WATCH, WEETC, Pertemps, Making Progress, CEU, TESS, ESF

Appendix 4C 2010/11 Enterprising Coventry Programme Finance Profile

	Ref	Project/Activity	Q1	Q2	Q3	Q4	2010/11 Original Allocation	2010/11 Revised Allocation (In year savings)	2010/11 Forecast Spend Position	Underspend/ Overspend	
			Actual	Actual	Actual	Forecast					
Business	1-NW	Business Network Management & Support	£40,080.00	£38,340.00	£28,830.00	£28,830.00	£150,000.00	136,080.00	136,080.00	£0.00	
	2-EC	Enterprise Coaches	£159,000.00	£159,000.00	£76,500.00	£11,700.00	£440,000.00	406,200.00	406,200.00	£0.00	
	3-BC	Business Coaches	£195,000.00	£165,600.00	£46,500.00	£40,100.00	£480,000.00	447,200.00	447,200.00	£0.00	
	4-RM	Business Relationship Managers	£19,460.34	£26,144.15	£24,550.41	£15,683.46	£115,000.00	89,954.00	85,838.36	-£4,115.64	
	5-IC	Investing In Coventry	£20,060.95	£22,358.00	£34,940.91	£21,886.14	£195,000.00	99,246.00	99,246.00	£0.00	
	14-BR	Citywide Business Sector Growth & Innovation Resources	£0.00	£0.00	£0.00	£0.00	£200,000.00	0.00	0.00	£0.00	
Employment	6-BB	Barrier Breaking Activity	£41,305.00	£59,442.00	£40,806.47	£101,720.00	£460,000.00	298,139.00	243,273.47	-£54,865.53	
	7-ES	Employment Advice Service	£131,895.64	£144,853.00	£134,778.61	£174,472.75	£734,000.00	586,000.00	586,000.00	£0.00	
	PET	Probation Employment Project	£25,716.00	£27,877.00	£18,000.00	£18,407.00	£90,000.00	90,000.00	90,000.00	£0.00	
	8-EP	Employment Placement Scheme	£91,104.62	£118,427.00	£192,298.10	£152,170.28	£600,000.00	554,000.00	554,000.00	£0.00	
		CEU Apprenticeship	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	30,000.00	30,000.00	£0.00	
	9-RD	Employer Engagement & Recruitment Support Service	£9,901.00	£14,913.00	£7,832.00	£7,354.00	£90,000.00	39,945.00	39,945.00	£0.00	
Programme	10-MC	Marketing & PR	£7,330.00	£8,251.71	£11,442.68	£8,575.61	£65,000.00	40,000.00	35,600.00	-£4,400.00	
	11-CT	Client Management System (CMS)	£800.00	£15,000.00	£800.00	£0.00	£75,000.00	18,000.00	16,600.00	-£1,400.00	
	12-PM	Programme Management	£97,500.00	£97,500.00	£97,500.00	£97,500.00	£425,000.00	390,000.00	390,000.00	£0.00	
	13-EV	Evaluation & Research	£1,520.00	£0.00	£0.00	£500.00	£50,000.00	5,000.00	2,020.00	-£2,980.00	
			£870,673.55	£897,705.86	£714,779.18	£678,899.24	£4,199,000.00	£3,229,764.00	£3,162,002.83		
Original Total Budget For Programme											£3,965,000.00
Revised Total Budget For Programme post £830k in year cuts											£3,135,000.00
Grand Total Allocated to date											£3,229,764.00
Grand Total Forecast Spend Position											£3,162,002.83
PREDICTED OUTTURN FOR 2010/11										Overspend	£27,002.83

**Agenda Item 5:
Programme Closure and
Taking Employment & Enterprise Services Forward**
February 2011

1 Introduction

- 1.1 At the November 2010 meeting, the Board agreed a planning assumption that the current programme will come to an end under the existing funding and governance arrangements.
- 1.2 Following this agreement, the Chair has written to all delivery partners confirming this planning assumption and the principles agreed at the last board meeting to enable an effective programme closure.
- 1.3 Following discussions with delivery partners, this report provides an update on programme closure aligned to these principles.

2 Progress

- 2.1 **We will continue to deliver a high quality, customer focused employment and enterprise service until 31st March 2011.**
 - 2.1.1 All projects within the programme will continue to support clients until the end of the financial year including: Employment, Placements, Barrier Breaking, Enterprise Coaching, Business Support and Inward Investment.
 - 2.1.2 However, Women's Business Development Agency (WBDA) has confirmed that their Enterprising Coventry provision (Enterprise Coaching and Business Coaching) will end before 31st March 2011. They will only be able to deliver their contracted outputs for Enterprising Coventry. Once these targets have been met, WBDA will need to reallocate staff to different projects or make redundancies. Although Enterprising Coventry support will not be available until the end of the year, WBDA will be able to support individuals/businesses through capacity that remains in the organisation's Business Link contract.

2.2 We will be clear on what alternative services our customers can access. We will move customers on to new provision at a time that is right for the customer.

2.2.1 Delivery partners will be actively referring clients to alternative provision when needed. This provision will include:

Service	Alternative Local Provision	Alternative National Provision
Enterprise Start Up	<ul style="list-style-type: none"> - Business Link start up support (available until November 2011). Local providers to be confirmed. - ERDF Coventry & Warwickshire Enterprise Coaching bid approved at outline by AWM. City Council currently seeking match funding and appraisal of full application. Estimated start date: September 2011. 	<ul style="list-style-type: none"> - Business Link website and call centre enterprise support. - DWP New Enterprise Allowance – Additional payments to help the transition from benefits, a loan of up to £1,000 and business mentor support. - DWP Enterprise Clubs. Sessions for potential entrepreneurs to make contacts, share ideas and receive business mentor support.
Business Support	<ul style="list-style-type: none"> - City Council will continue to provide some sector based business support, funded through alternative sources. Priority sectors will continue to include: medical, advanced manufacturing, aerospace, low carbon transport, environmental and digital technologies. - University delivered business support (specialist sectors inc creative industries, serious games). 	<ul style="list-style-type: none"> - Business Link website and call centre business support
Inward Investment	<ul style="list-style-type: none"> - City Council will continue to provide some inward investment support aligned to priority sectors including: low carbon transport, environmental and digital technologies. 	

Service	Alternative Local Provision	Alternative National Provision
Employment Support	<ul style="list-style-type: none"> - City Council will continue to provide some employment support activity. This service will strategically focus on inactive client groups, enabling local Work Programme provision to work effectively. - City Council will continue to work with local partners to develop Employment & Skills Strategies for the city's growth sectors, ensuring that skills and labour are available to meet future demand. - City Council is exploring the possibility of using ESF funds to deliver additional employment interventions. Currently awaiting guidance and policy steer from Skills Funding Agency. - City Council is working with voluntary sector partners to explore how employment services are delivered within communities. - City Council is working with the Probation Service and other partners to secure National Offender Management Service ESF funds, continuing Making Progress employment support. 	<ul style="list-style-type: none"> - DWP Work Programme. Local tailored employment provision. Target client groups and local provider to be confirmed. - DWP Work Clubs. Located in the most deprived neighbourhoods, providing unemployed clients employment opportunities, contacts and support to secure work. 4 Work Clubs are currently operating in Coventry, including the Enterprising Coventry Work Club at Coventry Transport Museum. - DWP Work Together. Volunteering opportunities providing unemployed clients with additional work experience.
Placements	<ul style="list-style-type: none"> - Construction Shared Apprenticeship Scheme has recently launched and will continue to support young people to enter the industry. - City Council has committed to delivering a Young People placement scheme during 2011/12. 	<ul style="list-style-type: none"> - DWP Work Experience. Up to 8 week placements for unemployed clients lacking the experience needed to secure work e.g. first time job seekers.

Service	Alternative Local Provision	Alternative National Provision
Barrier Breaking	- City Council will continue to provide barrier breaking interventions for people that are seeking work. Support will be aligned to the City Council funded placement and employment support services described above.	

2.2.2 A number of these local and national services are still being defined and will take some time before they are fully operational and available to individuals and businesses seeking support.

2.3 Each service provider and partner will take responsibility for and commit to communicating and transitioning their programme staff.

2.3.1 All partners are aware of their responsibilities for managing staff arrangements and are undertaking restructuring work to allow for grant fall out within their organisations.

2.3.2 The City Council will potentially be making redundancies across the whole organisation as a result of the public sector budget cuts. Where this is the case, Enterprising Coventry will be making comprehensive employment support available to these staff, assisting their transition into new jobs. This support will also be available to staff that may be facing redundancy across other delivery partners within the programme.

2.4 All service providers and staff will maintain the highest quality processes in relation to document and evidence retention for audit purposes.

2.4.1 The programme team is undertaking monitoring visits with all delivery partners to verify outcomes, check evidence retention and ensure that archiving arrangements are in place.

2.5 We will communicate the lessons learned to our colleagues, partners and other service deliverers, locally and nationally.

2.5.1 As discussed at the last Board meeting, the Programme Team have drafted a report detailing the successes and achievements of the programme over the last 5 years. The report includes input from all delivery partners, highlighting the lessons learned over this period and the good practice going forward.

2.5.2 Once finalised, this Achievements Report will be shared with local partners via the LEP and with colleagues at DCLG.

Agenda Item 6:
Enterprising Coventry Achievements 2006-2011
Reviewing the Draft Report
February 2011

1 Context

- 1.1 Coventry has received LEGI resource since April 2006 following a successful bidding process from CLG. Coventry is one of twenty areas in the UK with LEGI funding and over the 5 years has received approximately £20 million of resource.
- 1.2 The original objectives of Coventry's LEGI Programme were:
- To **increase total entrepreneurial activity** among the population in the most deprived areas
 - To **support the sustainable growth** – and reduce the failure rate – of locally owned businesses in deprived areas
 - To **attract appropriate inward investment** & maximise local employment opportunities in deprived areas
- 1.3 Coventry's LEGI Programme, now Enterprising Coventry has achieved a significant amount over the past 5 years and as the funding from Government comes to an end at 31st March it is good practice to recognise the achievements and lessons learned over that time.
- 1.4 The attached draft is the basis of an achievements report over that time period. It is important to note that due to timescales and financial restrictions a final evaluation has not been completed of the programme and only the interim evaluation was completed in February 2009.
- 1.5 The purpose, audience and format of the proposed report are as described below. The draft is not in the final design we expect it to be so comments are requested in terms of the content primarily.

2 Format of the Report

Purpose/Use	<ul style="list-style-type: none"> • Show the successful achievements of the LEGI Programme in Coventry over the 5 years • Identify key lessons learnt that can be used as part of future service, programme and project development
Audience	<ul style="list-style-type: none"> • Enterprising Coventry Board Members & Delivery Partners • Local Economic Development Governance & Partnership Boards (LEP, PSB, Coventry Partnership etc) • CLG, BIS • CCC Management Board • Economic Development & Regeneration Service Managers • Potential further funding opportunities for the city e.g. ERDF¹ and ESF² proposals
Design/Feel	<ul style="list-style-type: none"> • Brief and short in content • Easy to identify successes and achievements • Real life feel with case studies from different parts of the programme • Final document graphically designed and colourful in feel.

3 Questions for consideration/response

3.1 At the February Board meeting we are looking to have a discussion to further shape the document and its intended use. To help this discussion we would ask you to consider the following questions as a guide to your response:

- (a) Does the structure of the report make sense to you, and do you think it is the best way of presenting the information?
- (b) Are there any issues or areas of the Enterprising Coventry Programme that we have missed that you think require further investigation and should be highlighted in the report?
- (c) What are the top 3 messages you have taken from reading the achievements report?
- (d) Does the intended audience feel right? Do we need to consider other organisations and stakeholders?

3.2 A written response would be helpful either before or after the Board meeting. If you are unable to make the Board meeting your comments to the above questions would be appreciated in writing by 1st March 2011. Please submit them to Ryan McHugh (ryan.mchugh@coventry.gov.uk).

Author:
 Andy Williams
 Resources & Governance Manager

¹ European Regional Development Fund

² European Social Fund

Enterprising Coventry Achievements Report

Introduction

Enterprising Coventry was Coventry's Local Enterprise Growth Initiative programme. The city's 2005 bid for LEGI funding outlined a ten year transformational programme that aimed to use enterprise as a driver for change within the city's most deprived neighbourhoods.

Despite the strong growth of Coventry's economy in the ten years preceding 2005, evidence showed that there was a lack of entrepreneurial activity within deprived areas of the city. The people living in these areas perceived that they didn't have the skills required to run their own business, had lower exposure to mainstream business support services and had limited knowledge of the jobs and career opportunities available to them. Furthermore, people living in these areas suffered from high crime rates, debt, poor health, lower skills and other barriers to enterprise and employment.

Coventry was one of 20 areas across the country to secure LEGI funding, and the only one in the West Midlands. The successful bid resulted in funding of over £12 million between April 2006 and March 2011, to deliver a programme of activities aimed at increasing entrepreneurship and employment in the city. The three key aims of the Enterprising Coventry programme were:

- To support people wanting to start their own business
- To support existing businesses to grow
- To help people move into employment

The following table illustrates just some of the highlights of the Enterprising Coventry Programme between April 2006 and March 2011:

Table 1: Enterprising Coventry's Achievements Against Target

	Enterprising Coventry Achievements (April 2006- March 2011)	Forecast Outcomes	% Target Achieved
Individuals	New business start ups	866	98%
	New businesses still trading after 12 months	64%	91%
	People assisted into employment	2574	97%
	People assisted into work placements	458	115%
Business	Existing businesses assisted	1292	146%
	New sales generated following business support	£8.94m	194%
	Local authority expenditure with local businesses (2009)	26%	104%
City	New investments and business relocations within the city	66	35%
	New jobs created through business support and inward investment	1046	264%

The original Coventry LEGI bid like others up and down the country was designed, submitted and successful during a time of economic prosperity in 2005 and geared towards reaching those that remained economically inactive. When it came to delivering the programme the global economy faced the worst recession since the 1930's, requiring our programme to immediately respond to these challenges.

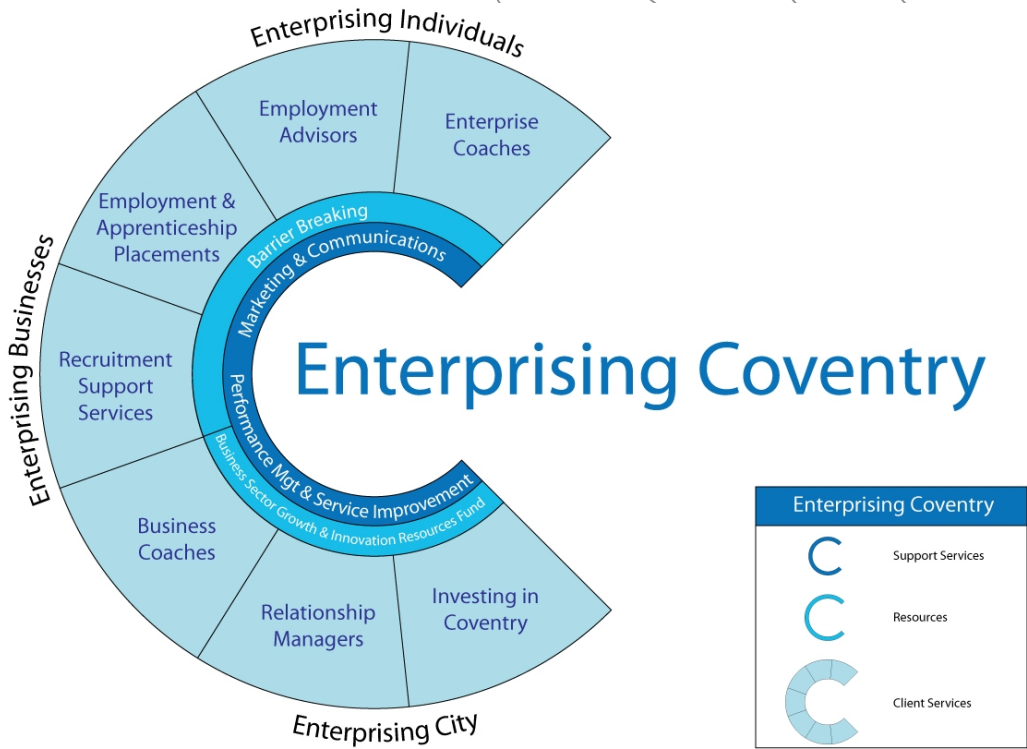
The changing economic circumstances meant that the programme's focus changed from wealth and job creation to one of business survival and wider employment support for people being made redundant. The programme successfully flexed its approach to support these changing priorities and ensured that local people and businesses continued to be enterprising.

This is more than evident in the achievements of the Enterprising Coventry Programme. By April 2011 despite the significant economic downturn and implications of reduced resources in the final year Coventry's programme can boast meeting and in many cases exceeding nearly all its original outcomes as shown in table 1.

Coventry's Holistic Enterprise Model

The Enterprising Coventry model was holistic in its pathway working to create the demand for individuals to work or set up in business, and working with individuals to enable them to become job ready. The visual representation of the holistic services is below.

Figure 1: Enterprising Coventry Services



This report details the successes and portrays some of the lessons learned from delivering the programme over the last 5 years. Not everything worked well and went to plan, but the programme was flexible, adaptable, continued to improve and respond to the economic conditions.

Enterprising Individuals

Enterprising Coventry supported the development of an enterprising culture for the city, by assisting people to start up a business or secure employment. Over 5,000 individuals engaged with the employment and enterprise start up services over the last 5 years.

Business Start-Up

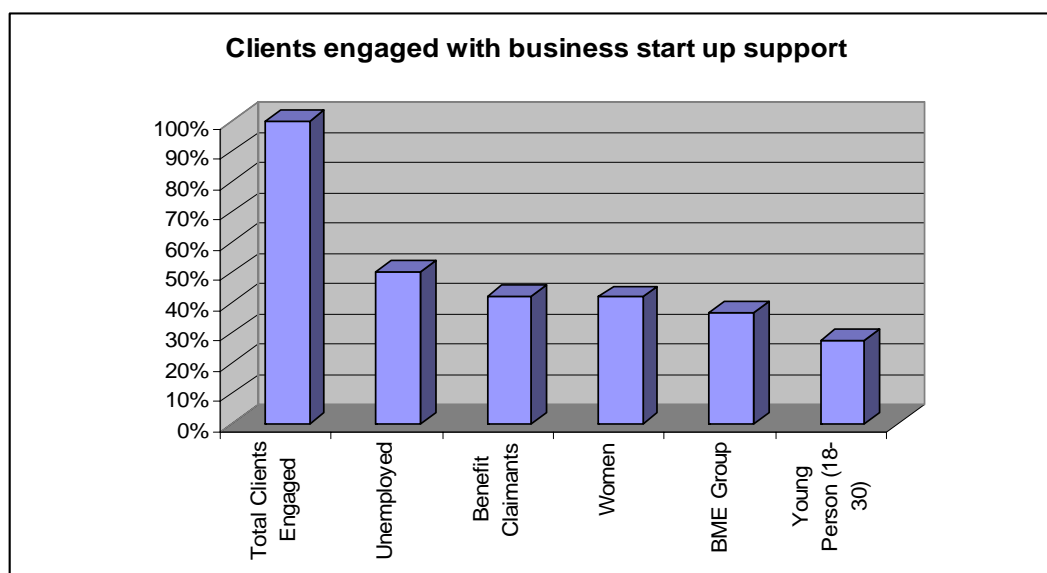
Dedicated, intensive one-to-one Enterprise Coach support stimulated entrepreneurial activity, helping people to turn a business idea into reality. Advice, guidance and training was provided covering business planning, access to finance, financial management, sales and marketing.

Despite the difficulties of supporting individuals to start up in businesses during the recession the programme will have achieved 98% of its original target with less resources than anticipated. In uncertain times the programme ensured that self-employment was a viable route to employment for those individuals who found themselves out of work due to the recession. It is also pleasing to see that out of the 866 businesses started, 64% of them were still trading after 12 months.

Approximately 60% of individuals that engaged with the service went on to start a business, and on average 64% of businesses started through the programme were still trading after 12 months, significantly higher than the current business link target of 50%.

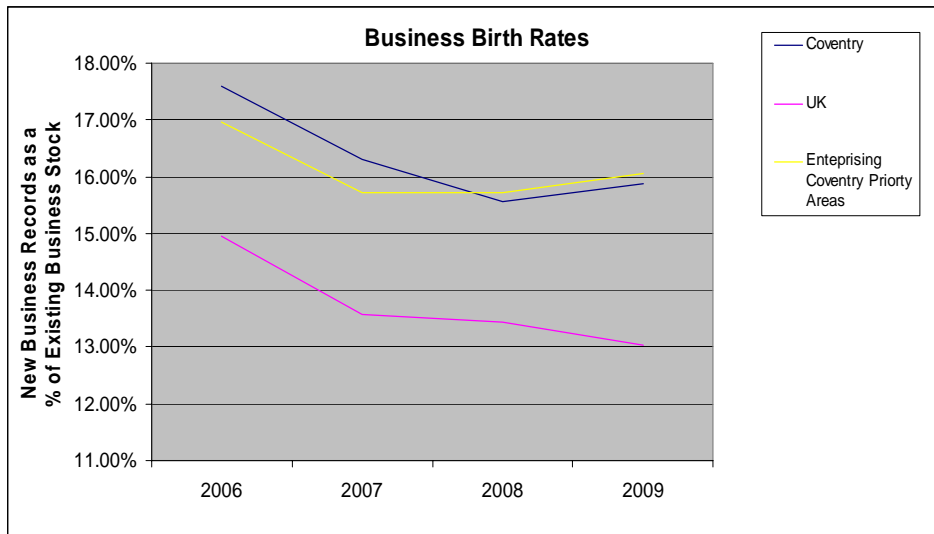
Alongside the overall success, the Enterprise Coach project achieved its goal of successfully targeting groups that traditionally, don't consider starting up a business, with above average representation from women and black minority ethnic groups.

Figure 2: Client Groups engaged with business start-up support



As a wider comparison we can observe over the life of the Enterprising Coventry programme, business birth rates were higher in Coventry than the rest of the UK. Whilst over the same period, start up rates in the city's priority areas increased to become higher than the city average.

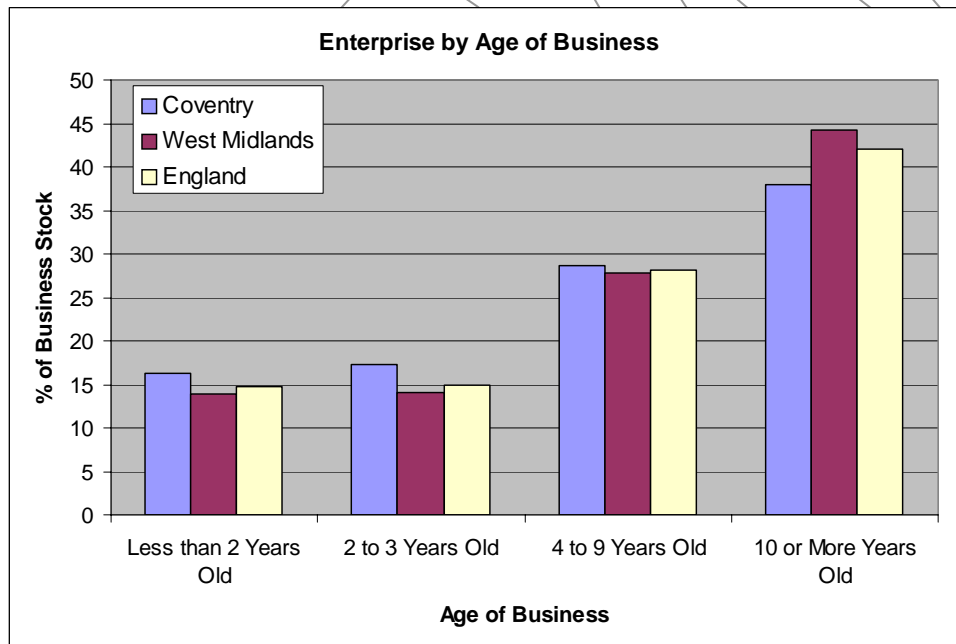
Figure 3: Business Birth Rates



Source: Betamodel.

We can also observe that Coventry has a higher proportion of new businesses aged up to three years than the West Midlands, or England average. This evidences the higher business start up rate achieved in Coventry, and also that providing support to businesses has enabled them to be sustainable, and survive the recent economic downturn.

Figure 4: Enterprises by Age of Business



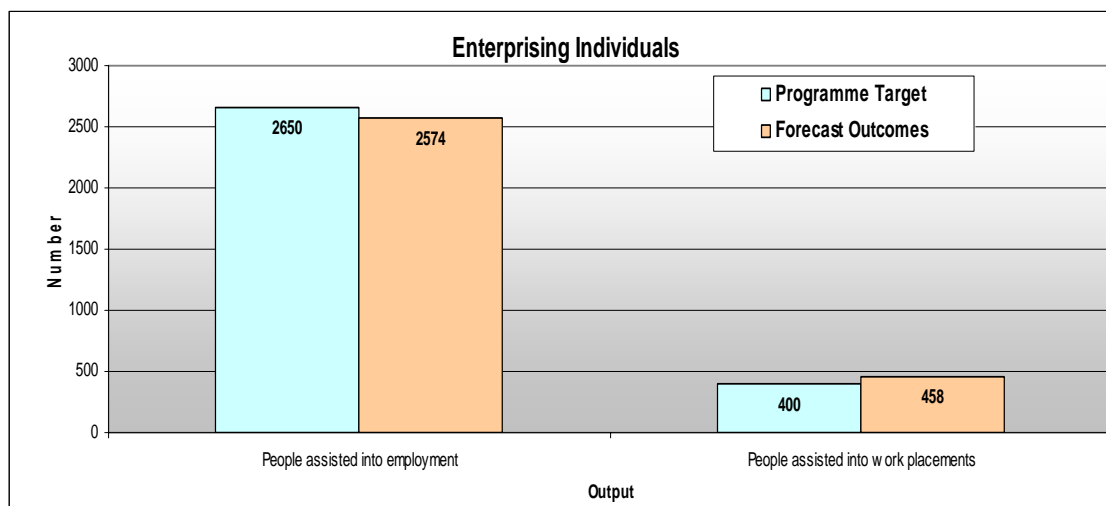
Source: ONS

Enterprising Coventry has clearly contributed to this positive performance in Coventry.

Supporting People into Employment

At the core of the Enterprising Coventry vision, it was recognised that individuals can be enterprising by securing and progressing in employment, developing wealth and prosperity. A tailored, niche and flexible Employment Advice service worked with 2574 individuals on a one-to-one basis, to gain sustainable employment over the life of the programme – exceeding all expectations and returning high levels of value for money compared to local DWP providers.

Figure 5: Enterprising Individuals Accessing Employment Services



The service continually flexed its client groups to fit with mainstream employment provision and local priorities, supporting those furthest away from the labour market. Specialist employment support for offenders, people with disabilities and NEETs was offered alongside general support for unemployed residents and proved extremely successful resulting in further investment from the Probation Service, Skills Funding Agency and National Apprenticeship Service as the successful positive progression of clients was recognised.

Although the recession led to an increase in worklessness within Coventry, the employment support delivered by Enterprising Coventry is widely recognised to have helped reduce the recession's impact when compared to the national average.

The Enterprising Coventry Programme itself was innovative and enterprising, developing new provision in response to need and demand within the city's economy. An Employment Placement Scheme was delivered specifically for client groups that had been affected by the recession – unemployed managers, professionals, recent graduates and young people not in education, employment or training (NEETs). This highly successful project provided six month, paid work placements for 140 people and 58% of these moved on to secure sustainable employment.

In addition to the placement scheme, Enterprising Coventry worked with partners to develop a shared apprenticeship scheme for the local construction industry. Specifically targeted at NEETs, the project offered a shared apprenticeship across a range of employers, alongside training in various construction disciplines. This project will continue to support 30 young people, including some looked after children, with apprenticeships over the next 3 years.

Both these schemes are being backed by Enterprise Coventry Partners and the City Council will be resourcing these to continue to deliver for young people into 2011/12.

Many of the positive, enterprising outcomes achieved by people moving into placements, apprenticeships, employment or self employment were delivered by intensive one to one support and tailored barrier breaking services. A service set up in the recognition that the target client groups have multiple barriers before they even think about starting up in business or getting a job, in many cases and areas these can be generationally embedded issues.

The theory turned reality through Enterprising Coventry is supporting them through dealing with debt, housing , health, skill, confidence issues enables them to get into economic activity and progress positively in the long term. There is much evidence in what the programme has achieved over five years of individuals entering work or business, securing better income and having a quality of life for them and their families.

Whilst it is difficult to quantify the value of this part of the programme should not be underestimated and the innovative way in which Enterprising Coventry developed this methodology will be continued into future years as it is recognised as a value adding service to the Council, existing partners and new DWP work programme providers.

"Enterprising Coventry helped me to begin a new career"

Photo to be added

I was employed for 27 years with the same events company prior to being made redundant in August 2009. After the initial consultation period and the six week notice period my confidence and morale was very low. I had been searching for a job as soon as I was given my notice but I soon realised that for one reason or another it wasn't going to be as easy as I thought. There were a lot of people in the same situation as me and a large number of people were chasing very few jobs. I also found myself for the first time in my life, at the age of 55, having to sign on.

Unfortunately my husband was made redundant the week before me, so we were both in the same situation. We attended the job centre together where, what I thought would be a humiliating experience, turned out to be quite the contrary. At all times we were treated with respect and were offered support and assistance. It was through these visits that I was informed about the Enterprising Coventry job club in Radford.

I attended the job club on 18th February 2010 and met Lorraine who talked through the latest vacancies and various schemes available for the unemployed. I explained how I had applied for over 50 jobs with only a handful of potential employers acknowledging my application. This I found to be the most soul destroying consequence of unemployment as so much time and effort has to be put into job applications.

By 26th February I had the offer of a six month contract with the Coventry Transport Museum as part of the Employment Placement Scheme. I was so pleased not only to be working again but in an environment which was friendly and welcoming. Throughout the six months I have learnt new skills and have regained my confidence. I was sadly preparing to begin my job search again but fortunately I was offered another six month contract with the possibility this will lead to a permanent job.

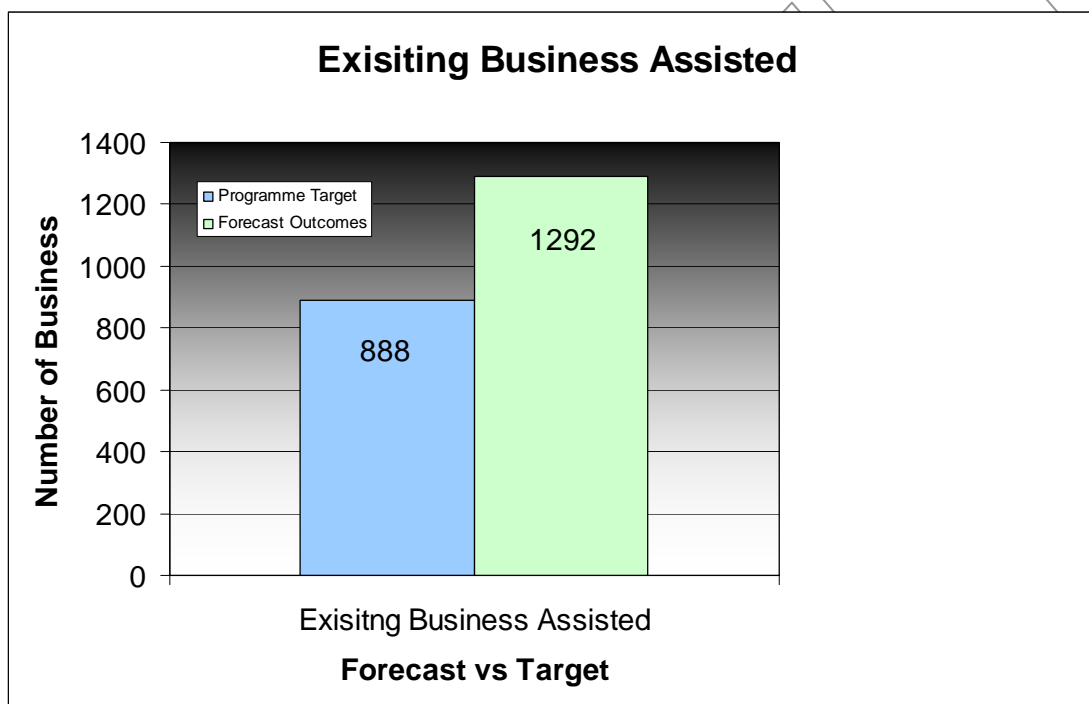
After being employed by one company for over half my working life, I could never have foreseen the need to enter back into the job market. So although redundancy came as a bit of a shock, the Job Club, with the assistance of Lorraine, pointed me in the right direction and helped me to begin a new career.

Enterprising Businesses

The Enterprising Coventry programme supported local businesses to be enterprising through business coaching for growth, recruitment and sector development support.

By far one of the most demanded services within the programme. Support of existing business soon reached its 5 year goal within significantly less time. Clearly much of the support required by business came during the economic downturn and it was crucial that the Enterprising Coventry programme was able to adapt and flex its service offer so that while the climate was not so conducive to starting up the business, it was able to focus its resources on supporting those businesses in existence to enable them to survive the recession.

Figure 6: Existing Business Assisted



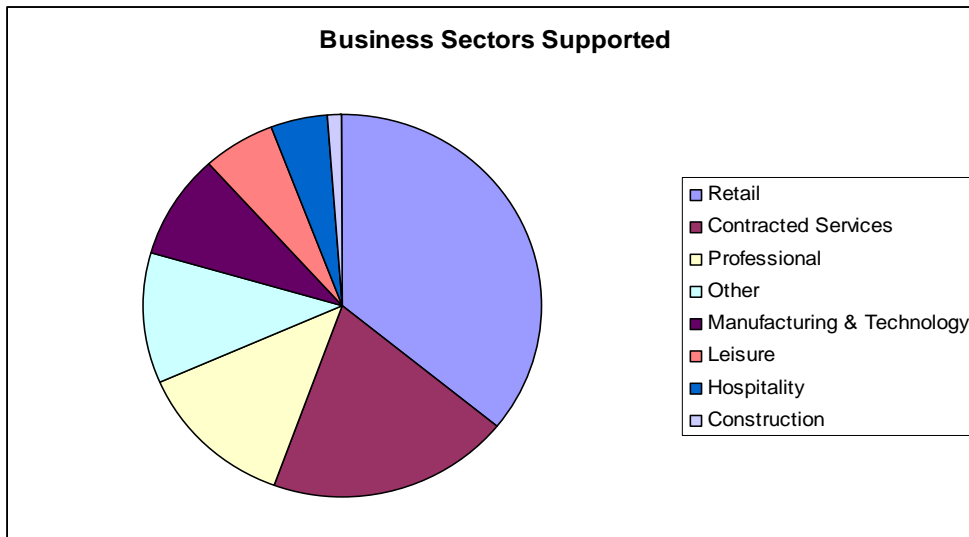
The new sales generated by SME's following support from Enterprising Coventry has reached double what we predicted in the original bid. A great achievement in the growth of Coventry's businesses and the contribution of the Business Coaches.

Business Support

Flexible, tailored, one to one business coaching supported small and medium sized enterprises to manage the effects of the recession, safeguard existing jobs, secure new contracts and grow their business.

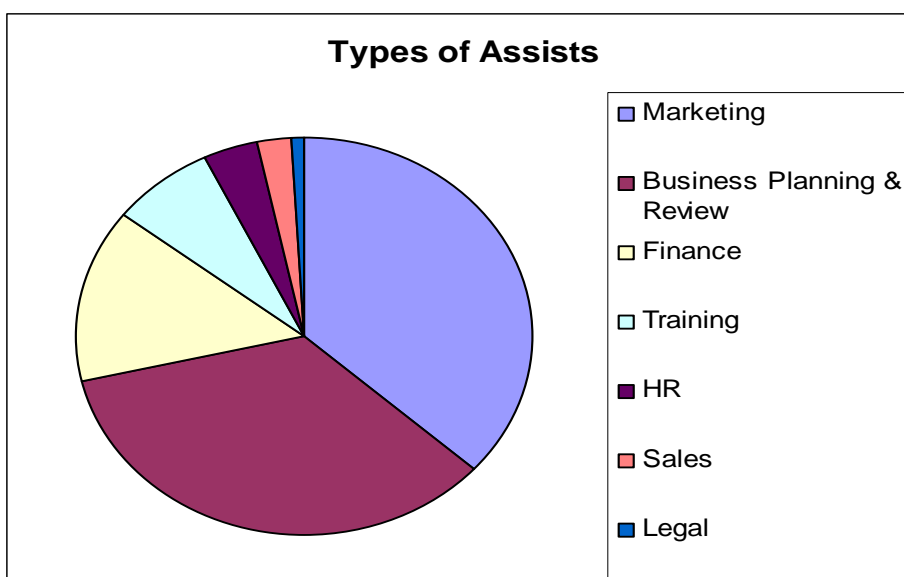
The service supported 1,292 businesses within specific sectors (manufacturing, design, ICT, retail, food & drink) and underrepresented groups (women and BME groups).

Figure 7: Business Sectors Supported



Support with: innovative and affordable marketing, increasing sales and attracting new customers, tackling rising costs, introducing new technologies and accessing large scale investment grants, generated £8.9m in new sales over five years and created new jobs for the city.

Figure 8: Type of Business Assist Delivered



In addition to the much demanded one-to-one business support, the programme took a one to many, strategic approach to business support and development across manufacturing and technology sectors:

Low Carbon Vehicles – Ongoing investment in the development of low carbon vehicles ensuring that Coventry maintains its place as a lead location for the design, manufacture and deployment of energy efficient cars, vans and buses.

Environmental Technologies – Investment in research studies identifying the massive potential of this sector for Coventry and the creation of a local social enterprise partnership to develop and procure environmental technology services.

Digital Technologies – Investment in 3D virtual commerce, potentially making Coventry a European centre for digital technologies allowing businesses, residents and communities to enjoy entirely new interactive commercial environment.

Aerospace – Development of a Coventry & Warwickshire Aerospace Forum, creating a formal collaboration between local companies to break into new markets.

Medical – Coordinating network events and research studies exploring the potential opportunities and economic benefits from investment in this sector.

Dedicated support and investment in these sectors will give Coventry a comparative advantage as the local economy grows and prospers over the coming years. The advantages of which we are starting to see through the development of Coventry as a leading Low Carbon Economy in the UK.

Improving Local Procurement

An additional innovative element of working with businesses that has since become part of mainstream service has been increasing the opportunities for local business to become part of the public sectors supply chain. During the 5 year period the work by the Enterprising Coventry Programme in this area saw the Council's spend increase from 14% spent locally with SMEs to 26%, a great achievement in challenging times.

Employer Engagement

Enterprising Coventry Recruitment Development Officers established relationships with local employers and supported skills and recruitment needs. The service worked with employers to identify suitable jobs and placements to help disadvantaged groups into employment. This team contributed to the successful delivery of 1047 people into employment and 458 into work placements, matching the supply and demand for skills within the city.

Employer engagement work and development of labour market intelligence clearly identified a wider employer offer that could be provided by Enterprising Coventry and local partners: Jobcentre Plus, the Skills Funding Agency, Universities and Colleges. A Labour Market Action Group approach was established, offering a larger pool of labour with a range of skills and expertise, providing a more comprehensive offer to employers. Effective recruitment of skilled and productive labour helped local businesses to deliver quality goods and services, thrive and create further jobs and prosperity for the city.

Supporting the strategic sector development work undertaken by Enterprising Coventry, the Labour Market Action Group proactively developed Employment & Skills Strategies for

emerging sectors within the city, working to ensure that the local labour market and training provision was able to meet the skills needs of the future.

"Giving me the knowledge to help my business grow"

Lorna Syson who owns Lorna Syson textiles started her business in 2009 but couldn't quite get her business off the ground for a number of different reasons. She heard about Enterprising Coventry's outreach business coaches based at the Women's Business Development Agency and decided to give them a call. Lorna was given an appointment to see a coach straightaway. At the initial meeting Lorna's coach, Minal, worked with her to identify the areas which were proving to be difficult and over the next few months she was given advice on sales and negotiating techniques, book keeping and marketing. She was also able to access support from the barrier breaking team who helped her overcome problems through training and one to one advice on specific issues.

Lorna said "The help I received from Minal and the barrier breaking team was exceptional. I had only been in business a couple of months but really didn't know how to take it further. Minal really helped by accessing training for me and giving me the knowledge that I needed to make my business grow."

Lorna's business is now going from strength to strength and she has exhibited her textiles in a number of cities including New York and Tokyo.



Enterprising City

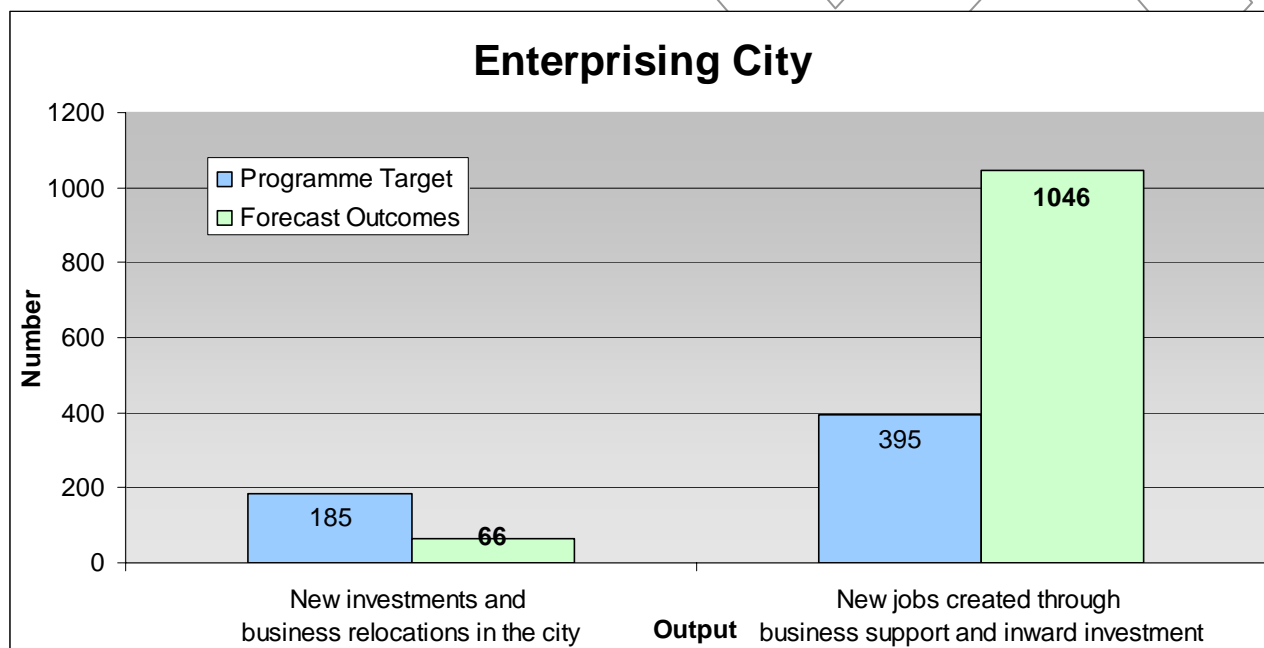
Enterprising Coventry drove the development of an Enterprising City through strategic inward investment activity and support for larger businesses.

Achieving 250 new investments and business relocations in the city was always going to be ambitious once the economic downturn set in. Prior to the downturn the programme helped to attract some significant key businesses to invest in our city. Investments and business relocations included Severn Trent, British Gas, Eon, Tesco, and the Quality Curriculum Development Agency (QCDA).

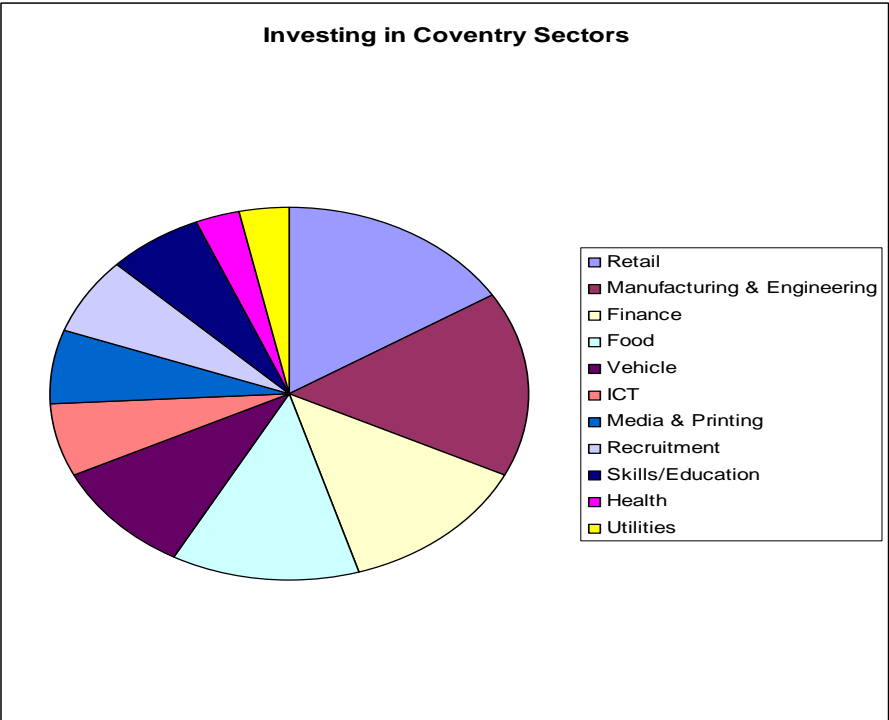
In 2010, the aim to reduce the national deficit saw the government's decision to drastically reduce the number of government 'quangos.' This has had an obvious impact on the ability to relocate government bodies to the city.

Despite the shortfall in the number of new investments, the target of new jobs created through 'Investing in Coventry' has been more than quadrupled. Interventions have led to the creation of new opportunities for the long term unemployed in some of the most disadvantaged neighbourhoods. The large number of jobs created indicates that the larger companies were willing to invest during the recession, where as smaller businesses tend to be more cautious during these times.

Figure 9: New investments and Jobs through Enterprising Coventry Support



The impact of the investments secured covered a range of sectors, providing a wide variety of new jobs at various skill levels.



The project also helped to safeguard jobs for city residents by supporting companies to relocate to alternative, more suitable premises within the city.

Unique Relocation Support – Investing in Coventry offered unique, dedicated relocation support to new investors. Enterprising Coventry funded a Business Relocation Officer to provide one to one support and advice for not only the business, but any staff that were relocating to the city. Support with sourcing accommodation, schools and transport arrangements helped staff to settle in the area and provided a unique selling point for Coventry's Investment offer.

Investing in Coventry tailored its investment offer and promotional strategies for the emerging manufacturing and technology sectors in the city including: Low Carbon Transport Vehicles, Environmental Technologies and Digital Technologies.

Engaging with Larger Employers

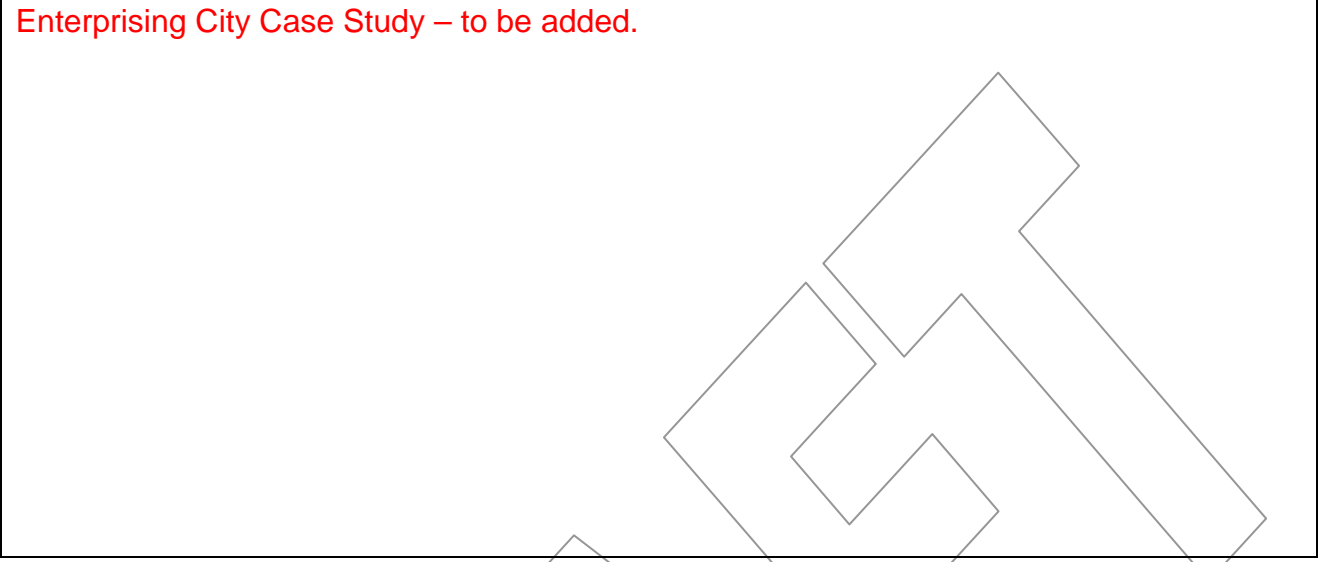
Enterprising Coventry Relationship Managers established strong relationships with the city's larger employers. The project gathered business intelligence and strategic planning information, removed barriers to investment, promoted local procurement and facilitated the recruitment of disadvantaged groups. The service adapted to economic conditions and business needs by providing a coordinated response across partners to support larger businesses affected by the recession. This approach successfully retained a number of businesses and high value jobs within the city. The project engaged with 256 larger businesses, establishing stronger relationships with 56 strategic companies operating across the city.

Engaging with larger employers in this way hadn't been tried before in the Coventry area. Taking an interest in larger employers, not just smaller, more vulnerable businesses, was

well received and established a pool of goodwill with these organisations. Larger employers bought into the Enterprising Coventry agenda, supporting disadvantaged individuals into employment and taking an active role in the city's sector development strategy.

Enterprising Coventry's inward investment and strategic work with major employers led to some high profile successes, enhancing the reputation of the city and providing a competitive advantage for the city's development going forward.

Enterprising City Case Study – to be added.



Governance

The Enterprising Coventry Programme was managed by the following governance structure:



Enterprising Coventry Partnership Board – The Board included a strong private sector presence and representatives from partners including the voluntary sector, local authorities and government agencies. The Board was accountable for the programme's successful delivery, setting the strategic policy direction.

Executive Group – The Executive included a small group of senior managers from across the Enterprising Coventry Partnership. This group met on a regular basis to review performance, financial position and emerging policy that may impact upon the programme. Acting on behalf of the Board, the Executive provided a strong strategic steer and ensured that the programmes outcomes and objectives were delivered.

BIE Management Group & Employment Delivery Group – These groups were led by delivery managers working across the Business Investment Enterprise and Employment strands of the programme, meeting to review project performance and operational issues that needed to be addressed. These groups took collective ownership of programme delivery across partners, ensuring that action was taken to improve performance when necessary.

Enterprising Coventry brought partners together at both a strategic and operational level, working together within one structure across multiple organisations. The programme changed the way local partners work together, bringing a focus to the enterprise and employment agenda. These robust and effective governance structures, alongside high quality service delivery across the partnership delivered excellent outcomes for residents and businesses within Coventry. The successful partnership working strategically and operationally will continue beyond Enterprising Coventry.

Going forward...

The Enterprising Coventry programme clearly achieved a lot over its lifetime. Significant steps were made towards creating an enterprising culture within Coventry, encouraging disadvantaged residents to pursue employment and self employment, breaking away from worklessness and dependency on benefits. The programme supported enterprising businesses and tried to create an enterprising city, generating growth and new job opportunities for aspiring residents. But despite these successes there is still much work to do.

Employment

Worklessness remains as a major problem for the city, whilst Government policy is focused on moving people off welfare benefits and into work. Alongside Enterprising Coventry, Coventry has had some nationally recognised programmes that have helped long term unemployed people back into regular employment. However, much of this provision is likely to end as Government focuses its resources through the new Work Programme. In this changing context Enterprising Coventry partners have some clear areas of priority going forward:

- Influencing the way Work Programme providers deliver services.
- Sub-contracting with Work Programme providers to support niche client groups that Enterprising Coventry has a strong track record with.
- Offering services to unemployed groups that will not receive support through the Work Programme.
- Using Enterprising Coventry's strong links with businesses to understand employer needs and requirements, acting as a gateway to employers for the most disadvantaged groups. And using these links to provide accurate and timely labour market intelligence to shape local service delivery.
- Working with multiple-users of public services, moving individuals into economic activity and away from dependency on public services.

Enterprise

There is also a continued need to support new and existing businesses, creating an enterprising city to support future growth. The current investment and business support framework is changing with the closure of Advantage West Midlands and Business Link West Midlands. National business support will primarily be delivered through websites and call centres, whilst the removal of regional support will reinforce the role of local partners in inward investment, support for key business sectors, business start ups and social enterprise. These roles have been strongly supported by Enterprising Coventry and are in line with government policy.

Going forward, Enterprising Coventry partners plan to deliver a powerful sector strategy for the sub region focused on:

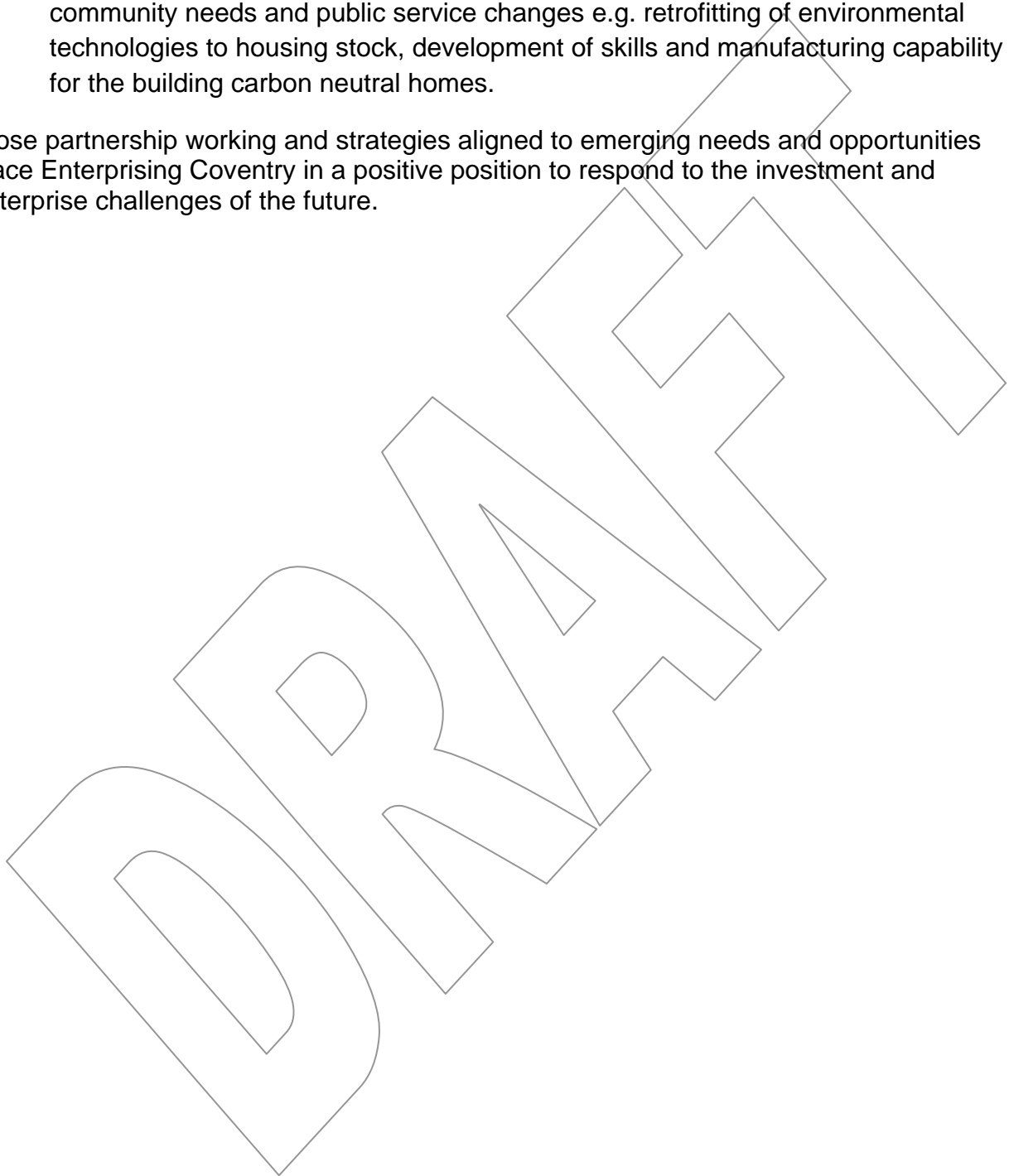
- Targeted marketing to attract investment to the sub region in key sectors.
- Work with local partners to develop flagship sector projects e.g. low carbon vehicle programme.

- Working collaboratively with key sector businesses, engaging them with business development, investment and job creation.

Encouraging enterprise has been at the heart of the Enterprising Coventry strategy and remains a priority for Government. Enterprising Coventry partners will look to:

- Deliver business start up support that will add value to national provision via websites and call centres, e.g. Intensive one to one enterprise support for people that are currently unemployed.
- Develop social enterprises and other public/private partnerships to respond to community needs and public service changes e.g. retrofitting of environmental technologies to housing stock, development of skills and manufacturing capability for the building carbon neutral homes.

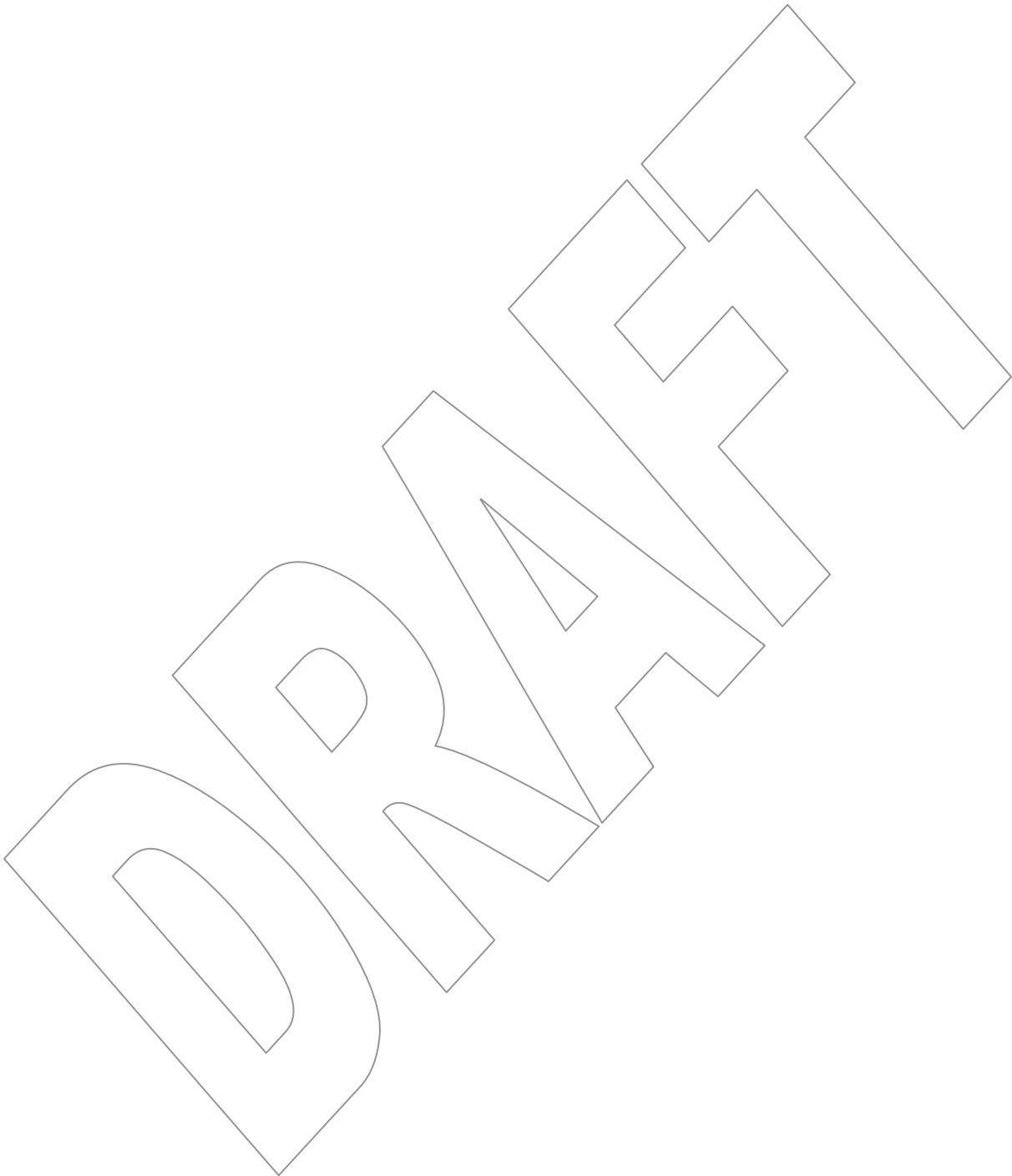
Close partnership working and strategies aligned to emerging needs and opportunities place Enterprising Coventry in a positive position to respond to the investment and enterprise challenges of the future.



Appendix 1 – Lessons Learned

Five years of delivering employment and enterprise activities within the Enterprising Coventry programme has identified lessons learned and good practice to be used in future service delivery. Not everything has worked well and gone to plan, but the programme has been flexible and adaptable, improving services as delivery has progressed.

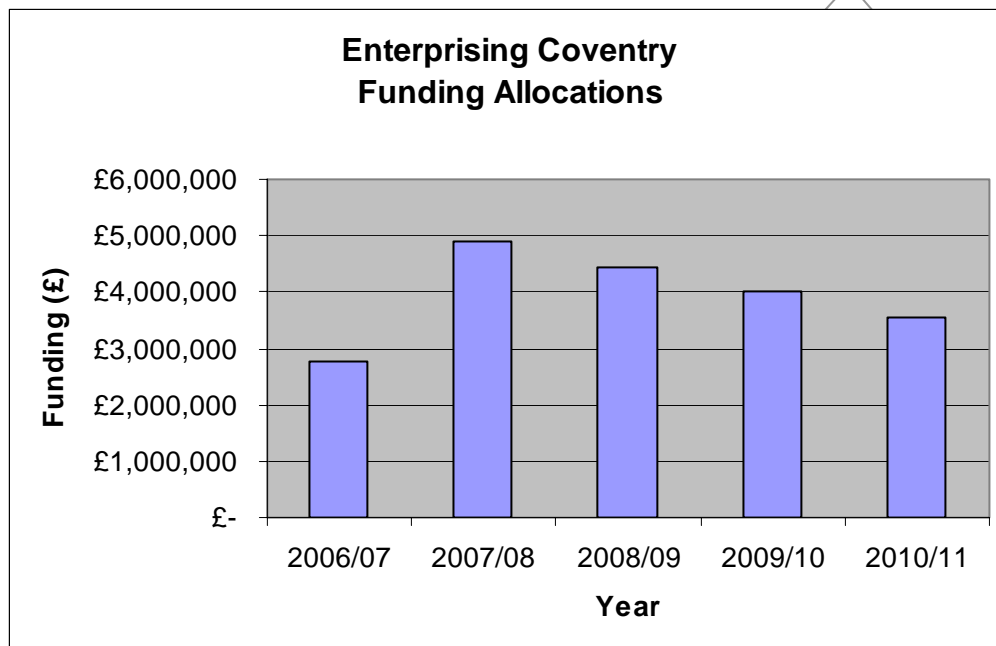
This section is to be re-drafted, focusing on the specific lessons learned. The key elements will be brief examples of the lessons learnt and will be circulated for comment at a later date.



Appendix 2 – Financial Report

The Local Enterprise Growth Initiative programme was announced in the 2005 Budget. The programme was a joint initiative between DCLG, HM Treasury and the Department for Trade and Industry (now the Department for Business, Innovation and Skills).

Coventry was one of the first round LEGI partnerships that secured funding in February 2006. Enterprising Coventry was intended to run over a 10 year period, bringing transformational change and economic growth to Coventry's most disadvantaged areas. Coventry was allocated £19.67m (revenue) over 5 years from 2006 to 2011.



Across the Enterprising Coventry Programme, these resources were spent as detailed below:

Theme Area	% Split of Resources
Enterprising Individuals	55%
Enterprising Businesses	22%
Enterprising City	13%
Programme Support	10%

90% of resources were focused on individuals, businesses and local investment. This allocation funded enterprise start up support, employment advisors, placements schemes, barrier breaking interventions. Recognising the needs of individuals funds were strategically weighted to support this priority throughout the programme.

Following the May 2010 election of the new coalition Government in May 2010, the national LEGI programme was subject to a 23% in year budget saving. This equated to £830,000 for Enterprising Coventry and proved to be a significant challenge for the programme. Reduced resources led to reduced capacity, meaning that fewer enterprising outcomes could be delivered with disadvantaged individuals and local businesses.

A relatively modest proportion of the overall budget was allocated to Programme Support costs. This allocation covered the costs associated with programme management, development, marketing, monitoring and evaluation. Strong management of the programme has allowed poor performance to be identified, services to be improved and new services to be commissioned in response to market need.

Added Value

In addition to the significant outcomes delivered by Enterprising Coventry over the last 5 years, the programme has delivered savings to Government by encouraging residents to be enterprising, moving from benefits to employment or self employment.

The 2007 Freud report commissioned by DWP estimates that the public purse gains between £8,100 and £9,000 per annum, when an individual previously claiming benefits moves into year long employment. Based on these estimated savings, the employment outcomes delivered by Enterprising Coventry could have saved over £37m for Government since 2006. This figure is likely to be much higher when contributions from indirect taxation alongside wider savings in other benefits/services such as housing, social services, health, crime etc are taken into account.

Value For Money

During the programme an independent evaluator commented that the value for money of the programme was generally good, and given the nature of the client group excellent in places. Most notably the amount spent by the programme per person into employment fluctuated around the £1,000 mark, an excellent achievement given that JCP generally assumes around £2,000.