

# **CWLEP Reset Strategic Framework and Implementation Plan**

## **Joint C&W Place Forum/Health and Care Partnership Board**

**3 November 2020**

**Kate Hughes, Coventry & Warwickshire LEP**

**David Hope, Coventry City Council**

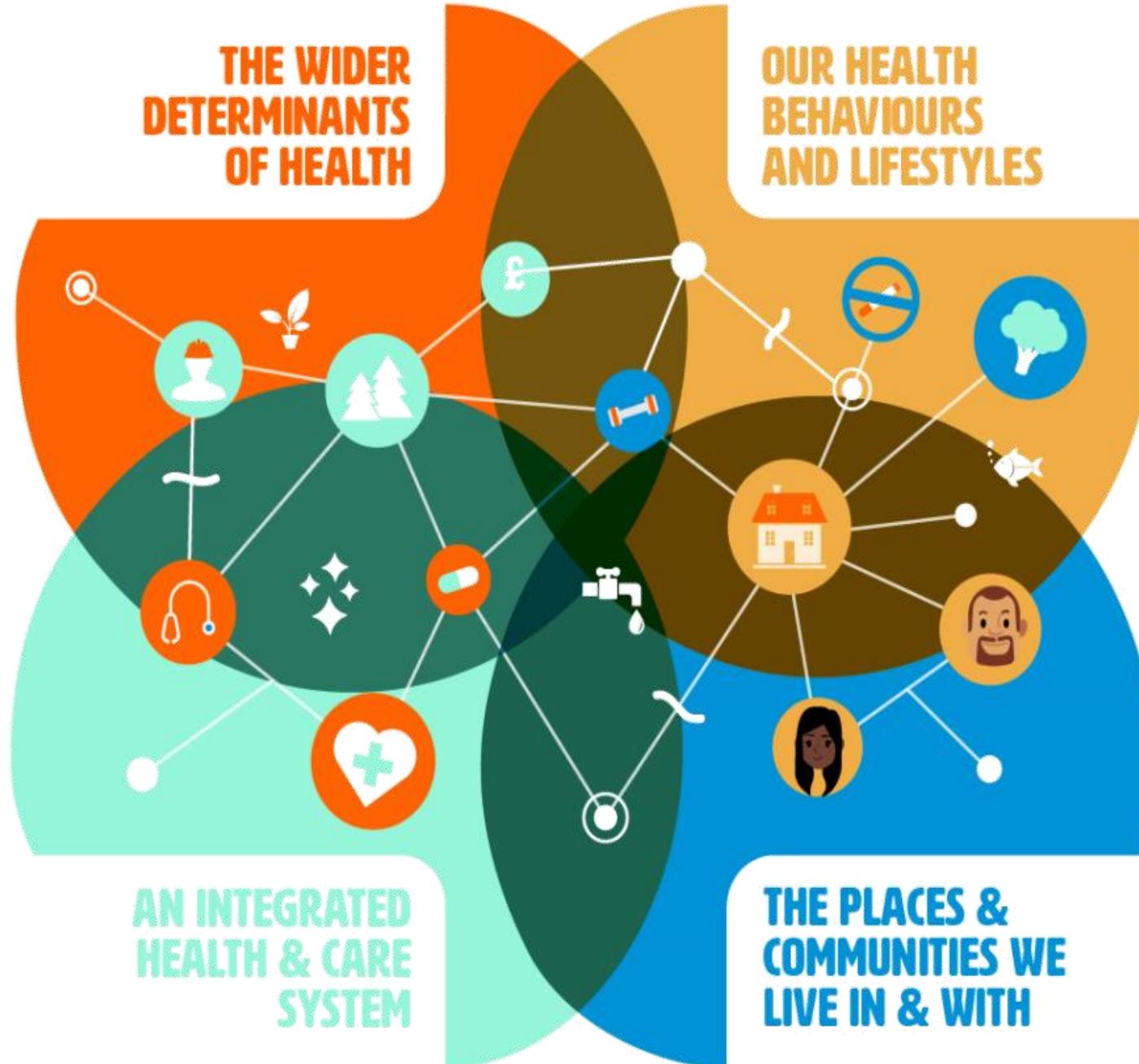
**David Ayton-Hill, Warwickshire County Council**



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Local Enterprise Partnership**

Wider determinants of health, such as income, wealth, education, housing, transport and leisure are an important driver of health.

Integrated services to support the needs of patients, especially those with long-term conditions.



Source: Warwickshire Coventry & Warwickshire JSNA

Our health behaviours and lifestyles are another important driver of health and include smoking, drinking alcohol, diet and exercise.

Our local environment is an important influence on our health behaviours, and social relationships and community networks impact on mental health.

# Coventry & Warwickshire's economy – pre-Covid

**Where we were in March 2020.....**

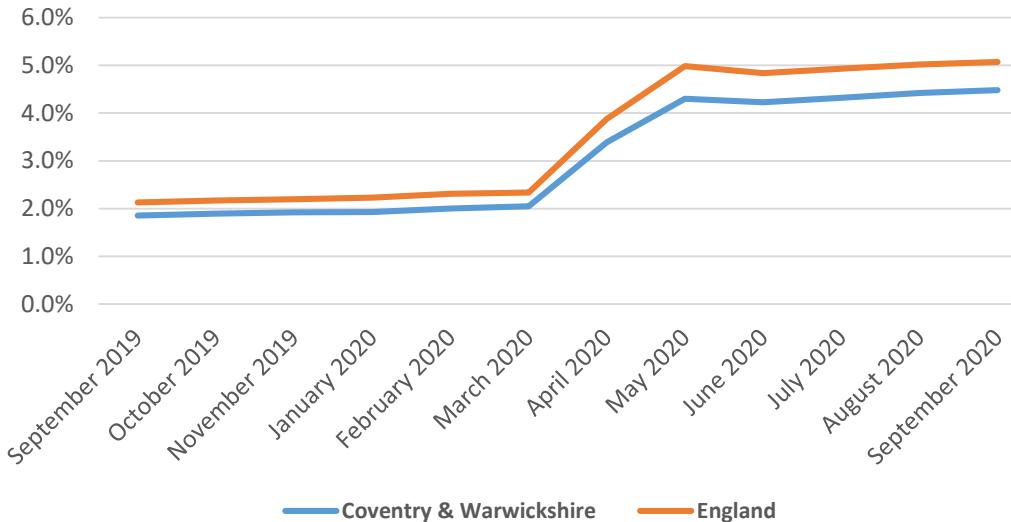
- Over the previous decade CW economy had **grown at a rate unsurpassed by any other LEP area in the country**
- Economic growth, measured by total GVA and productivity, **both grew by 45%**
- Manufacturing, showed outstanding performance as the fastest growing sector in the country, **growing over 110% over the decade**
- CW employment rate stood at 75.9%, and **grew by 5.4% since 2014, faster than growth seen in the WMCA area (4.2%) and England (3.8%)**
- **Unemployment rate of 3.8%,** was lower than the regional (5.1%) and national rates (4.1%)
- Average workplace earnings in 2018 were **£30,2713, having grown 12.6% since 2014.** This growth was higher than any of the other LEP areas
- **CW held a top 10 growth position since 2014 (15.5%) amongst all LEP areas** on proportion of people aged 16-64 with an NVQ Level 4 or above, at 38.2%



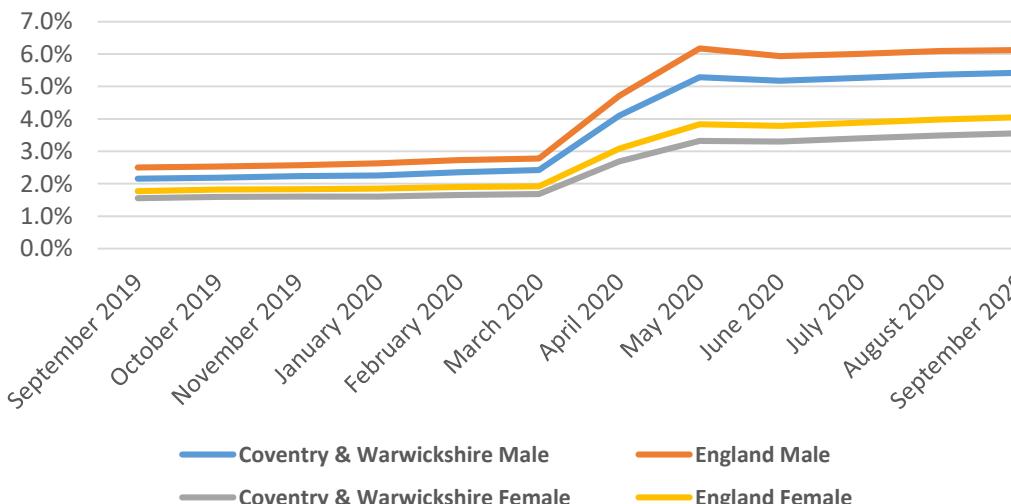
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# Population & Labour Market Supply Impacts

Claimant Count as a Proportion of 16+ Population



Claimant Count as Proportion of 16+ Population by Gender



	June - Total number of workers furloughed (as reported to HMRC by end of July)	Eligible Employments	Take-Up
<b>Coventry</b>	49,200	157,400	<b>31.3%</b>
<b>North Warwickshire</b>	10,600	30,700	<b>34.5%</b>
<b>Nuneaton &amp; Bedworth</b>	19,900	63,200	<b>31.5%</b>
<b>Rugby</b>	15,900	55,600	<b>28.6%</b>
<b>Stratford-on-Avon</b>	21,200	60,500	<b>35.0%</b>
<b>Warwick</b>	21,300	69,800	<b>30.5%</b>
<b>Warwickshire</b>	88,900	279,800	<b>31.8%</b>
<b>CWLEP</b>	<b>138,100</b>	<b>437,200</b>	<b>31.6%</b>

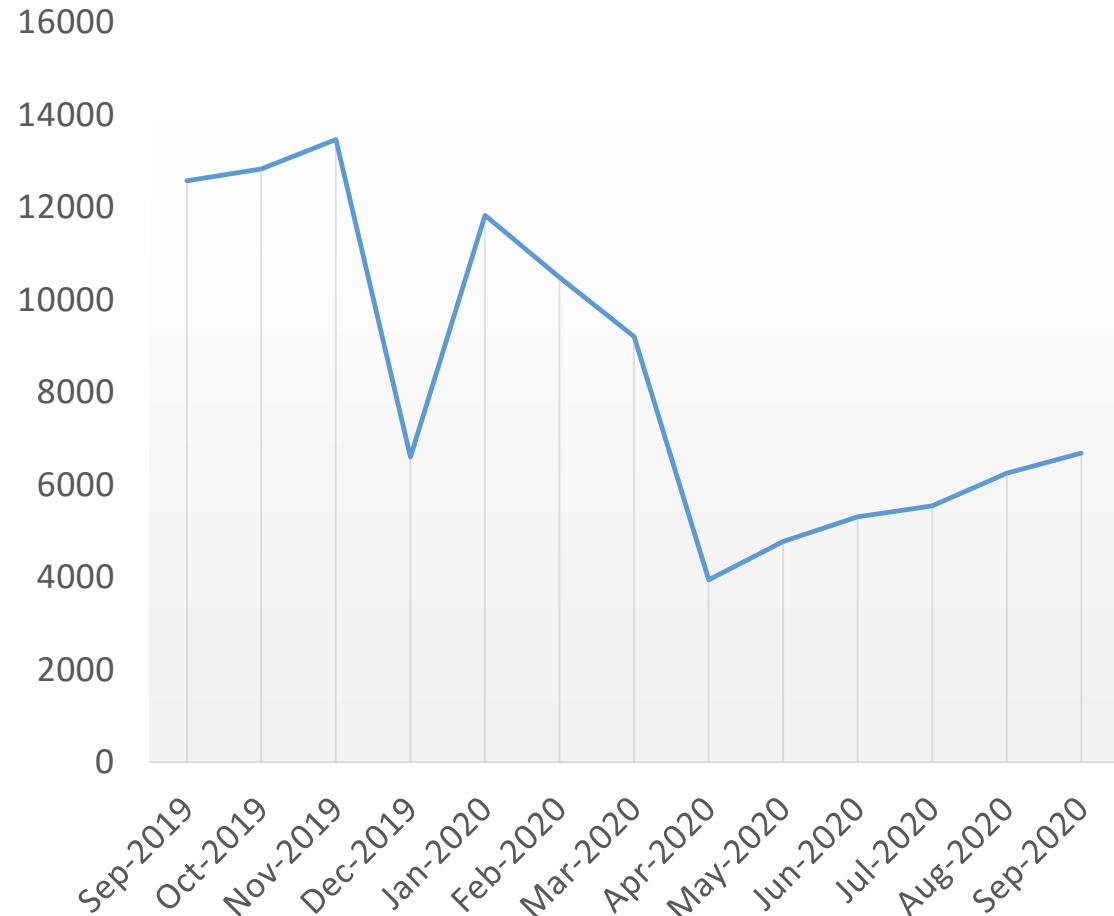
- Numbers of workers on furlough peaked in CW with 31.6% of workers on the support scheme
- Numbers had been falling quickly as the scheme was due to end, but it is still expected an increasing claimant count will occur over the coming months



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# Labour Market Demand Impact

## Coventry & Warwickshire Total Monthly Job Vacancies



(Source: Labour Market Insight, 2020)

## Coventry & Warwickshire Job Demand Change

	Sep-19	Sep-20
Administrator	100	
Warehouse Operative	81	78
Customer Service Advisor	73	46
Cleaner	64	40
Support Worker	61	35
Administrator	56	25
Production Operative	55	24
Care Assistant	52	23
Receptionist	52	22
Registered Nurse	44	21
Finance Manager		21

(Source: Labour Market Insight,  
2020)

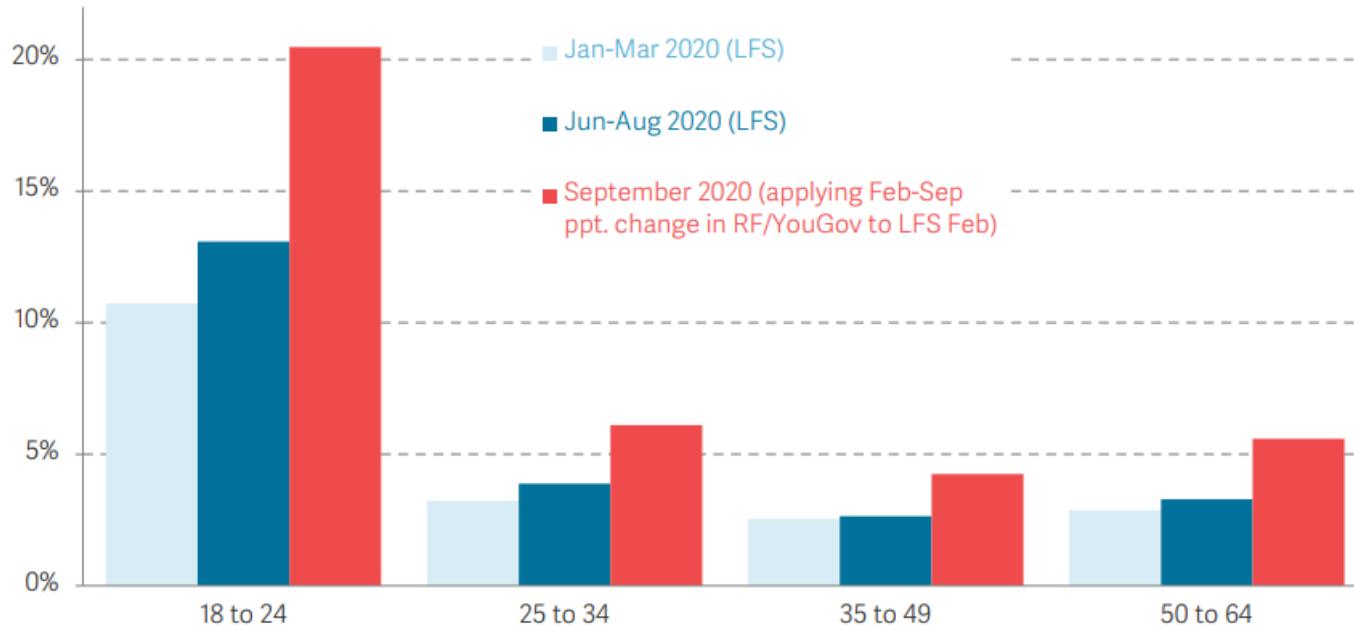


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# Increasing unemployment amongst young people

FIGURE 5: Unemployment is rising most among the young

Unemployment rate by age group: ONS Labour Force Survey and RF/YouGov: UK



NOTES: The September estimate is based on the percentage-point increase in the unemployment rate by age group between February and September in the RF/YouGov survey, added to the LFS estimate for February. N = 5,921. These figures have been analysed independently by the Resolution Foundation.  
SOURCE: RF analysis of YouGov, Adults Age 18 to 65 and The Coronavirus (COVID-19) - September wave, and ONS, Labour Force Survey.

Source: Resolution Foundation – Jobs, Jobs, Jobs; October 2020

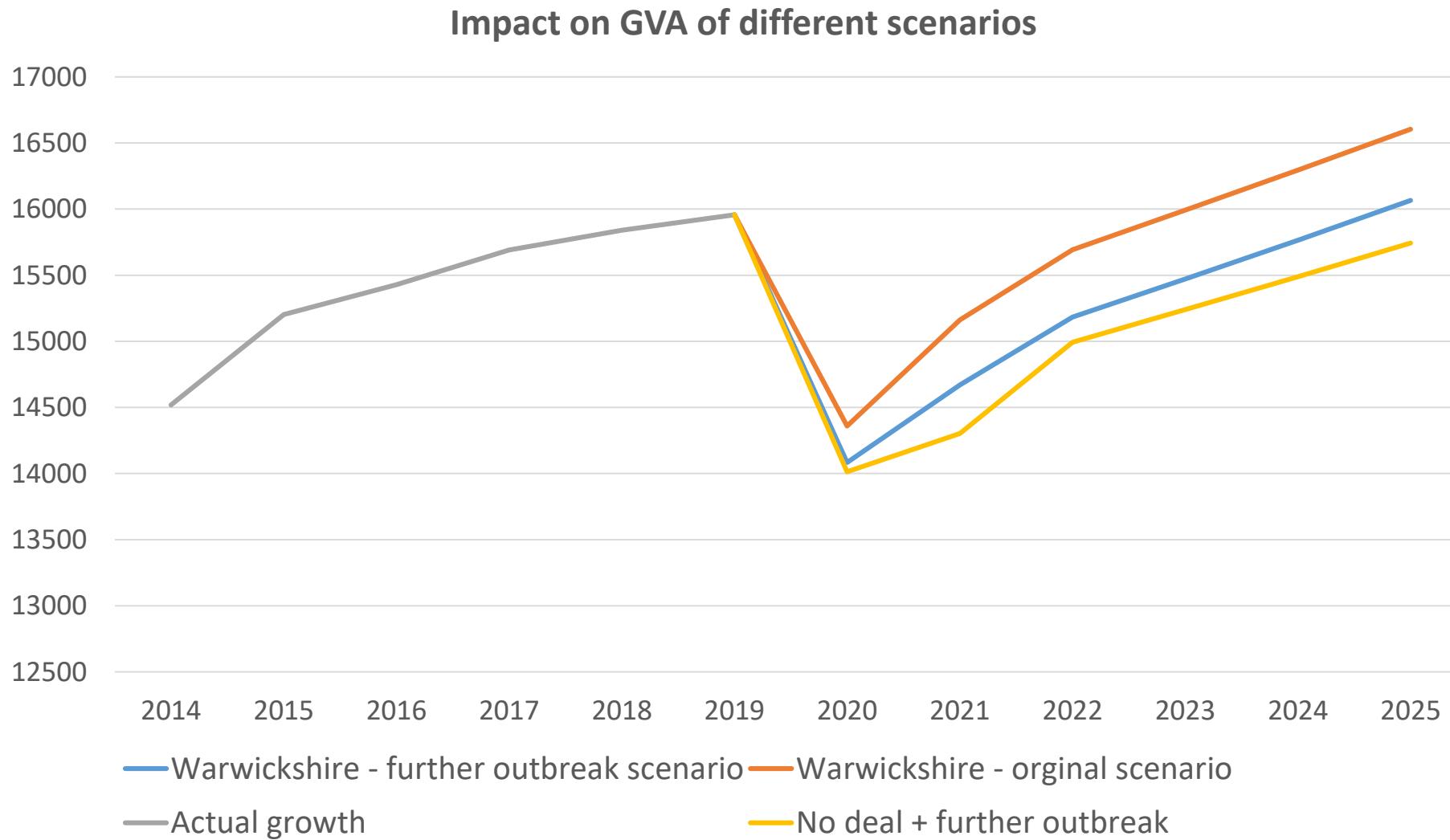
- Resolution Foundation estimating the impact of increasing unemployment on different age groups
- Impacts on a relatively young population in Coventry
- Impacts on sectors in Warwickshire where there are high proportions of young workers e.g. hospitality, arts
- Potential issues also for older workers, finding work, re-skilling, and re-training.



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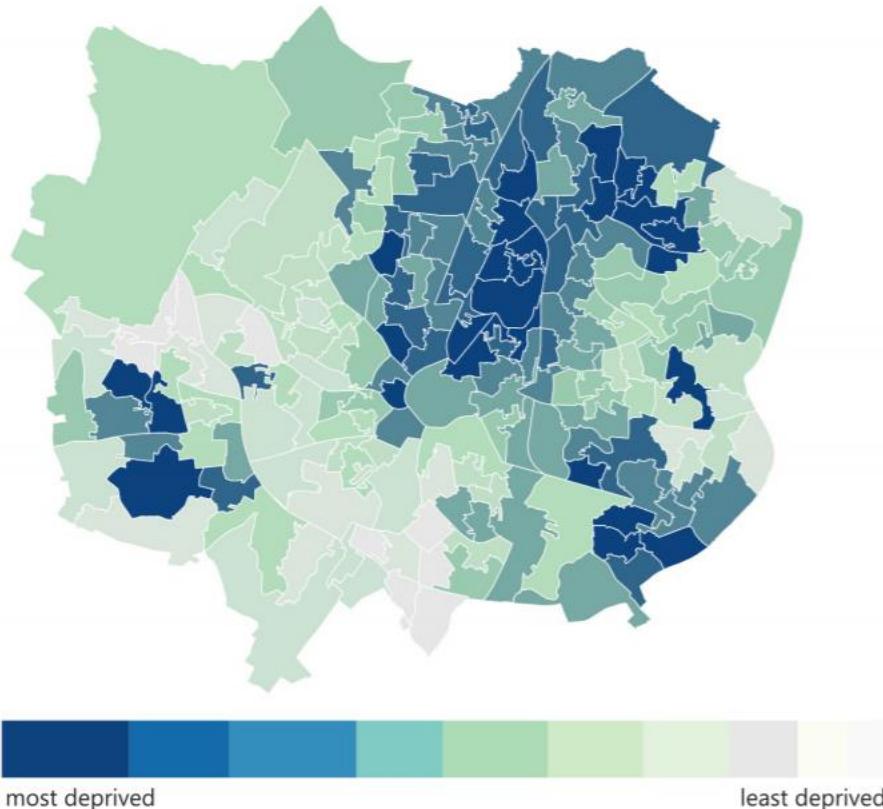
Risk type by sector	Size in the economy – impact risk	Furlough exposure (West Midlands)	Decrease in turnover (West Midlands)	Brexit risk – West Midlands is High risk region – 12.2% GDP	Overall
Advanced Manufacturing & Engineering	£16.4bn (15.6%)	51.3%	6.5%	Textiles and leather: 41.5% Coke, petroleum, fuels and chemicals: 102.2% Other manufacturing: 24.1% Electric machinery and optical equipment and transport equipment: 50.5% Food beverages and tobacco: 41.5%	High Risk
Construction (Building Technologies)	£7.2bn (6.9%)	58.2%	7.7%	Construction: 4.0%	Medium Risk
Business, Professional & Financial Services	£30.1bn (28.6%)	32.6%	Real estate activities: 3.1% Professional, scientific & technical activities: 5.8% Administrative and support service activities: 17.4%	Financial intermediation: 16.6% Real estate, renting and business activity: 13.4%	High Risk
Digital & Creative	£4.9bn (4.7%)	22.4%	6.5%	Textiles and leather: 41.5%	Medium Risk
Life Sciences & Healthcare	£8.5bn (8.1%)	10.1%	3.7%	Non market services: 2.0%	Low Risk
Logistics & Transport Technologies	£5.0bn (4.8%)	31.8%	18.1%	Distribution: 8.6%	Medium Risk
Low Carbon & Environmental	£4.5bn (4.3%)	21.4%	3.6%	Agriculture: 53.4% Mining, quarrying and energy supply: 24.7%	Medium Risk
Public Sector inc. Education	£11.3bn (10.8%)	7.7%	11.3%	Non market services: 2.0%	Low Risk
Retail	£12.8bn (12.2%)	43.8%	5.7%	Food beverages and tobacco: 32.1%	High Risk
Cultural Economy inc. Sports	£4.3bn (4.1%)	76.4%	Arts, entertainment and recreation: 41.2% Accommodation and Food Service Activities: 26.6%	Hotels and restaurants: 1.7%	High Risk

# EU Exit – modelled impact on Warwickshire

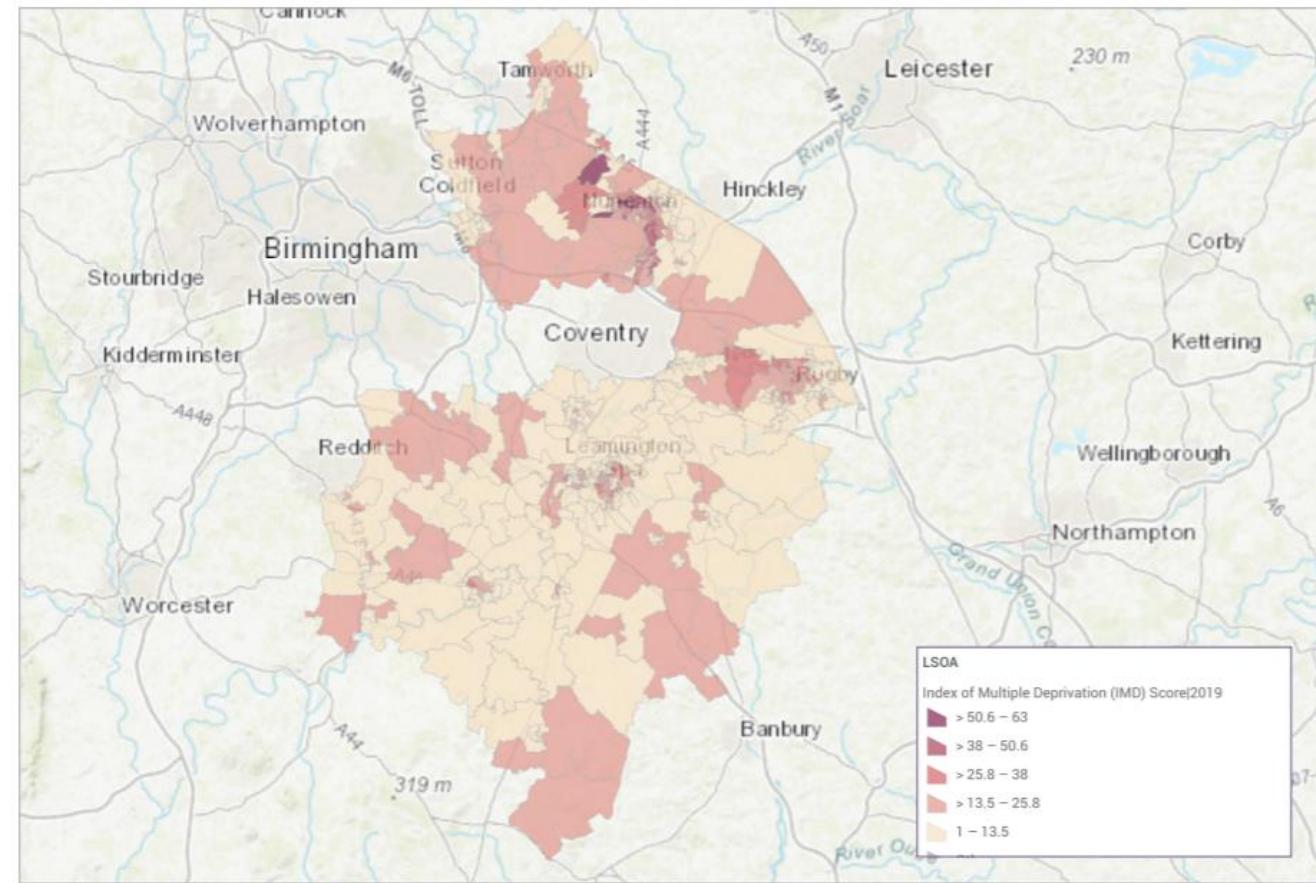


Source: SQW & WCC

# Deprived communities in Coventry & Warwickshire



Source: Ministry of Housing, Communities and Local Government / Insight Team, Coventry City Council



Source: Ministry of Housing, Communities and Local Government / Business Intelligence Team, Warwickshire County Council



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# Our approach

*We are in unprecedented times, facing new challenges across all aspects of our economy. Areas right across our region – including North Warwickshire, Rugby, down to Stratford – have been severely hit. Indeed, some sectors have been devastated, some businesses cannot survive. Others are being transformed, through greater adoption of digital technologies, drawing on innovations in other sectors and industries, diversifying their products and services and embracing new market opportunities. To deliver a new future and to return to economic growth across Coventry and Warwickshire, the CWLEP must act in a very different way, as our businesses must – adopting new practices and new ways of working in facing a very different world.*

**Nick Abell, Chair, CWLEP**

*We are acutely aware of the challenge of so many businesses to cut costs and increase productivity, with the inevitable trade-off making jobs redundant. We need to deliver the right conditions to foster the creation of those next generation jobs, innovative new enterprises, imaginative new business models that will be sustained and sustainable. This has never been a more important time to capitalise on the expertise of our partners to deliver the jobs and growth we need to thrive again in Coventry and Warwickshire.*

**Marion Plant, Vice Chair, CWLEP  
Chair of the Reset Taskforce**

## CWLEP Reset Strategic Framework

- Revisit and set the longer-term strategic direction for growth of C&W economy
- Continue to act the vital interface between the public & private sector to develop a co-ordinated and coherent approach, through strong & agile partnership working, an integrated ecosystem of business support, led by CW Growth Hub
- Provide crucial ongoing business intelligence
- Increase our ability to influence/inform central government
- Help to secure future investment
- Interpret emerging global mega-trends, identify new market opportunities
- Recognise of the scale of the task - it will be hard, long term, attritional, with tough choices, being under no illusion of the complexities our businesses and our economy as a whole are facing



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# Our objective and reset principles

CWLEP Reset Strategic Framework

Our objective is to develop and implement a newly focused, partnership-led strategic framework to reset our economy for a successful, inclusive, sustainable, and resilient future. This is a re-statement of our ambition as one Coventry and Warwickshire – a reset, not a recovery that will return to past norms, rather a fundamental reshaping of our whole economy.

CW as a safe and highly attractive place to live, study, work, and invest

Fundamental  
reset of the  
economy

Every business  
as a new  
business

Build on  
existing sector  
strengths

Recalibrated  
priorities for  
capital  
infrastructure  
and revenue/  
enabling  
support

Longer-term  
priorities  
reflected in  
robust project  
pipeline for  
future  
investment and  
funding

Re-  
imagination of  
productivity.  
Embedded  
approaches to  
workforce  
health &  
wellbeing

A green and  
sustainable  
reset and  
recovery



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# CWLEP pillars, key priorities and exemplar projects

## CWLEP Reset Strategic Framework

### Good jobs & levelling-up opportunities

- Address youth and graduate unemployment
- Support freelancers, self employed and small business owners
- Retain R&D and industry talent
- Provide up-skilling and re-skilling opportunities for key sectors

*FinditinCW Employer Solutions Hub  
Freelancer Gap*

### Leading innovation

- Ensure innovation assets and reputation continue to develop and grow to attract investment and foster cluster growth
- Build on our existing sector strengths and lead the drive for digitisation, automation, robotics and AI, electrification, active, intelligent and autonomous mobility

*UKBIC Project Sherbourne*

### Green sustainable future

- Drive green recovery, new modes of mobility and use of innovative low carbon technologies
- Ensure future energy supply and distribution needs
- Deliver against the wider climate change and sustainability agenda
- Support the Electrification Task Force, leading the electrification revolution

*Stratford Green Corridor  
Warwickshire Green Recovery*

### Bold approaches to enterprise

- Develop the *FindItIn CW* platform
- Provide *Smart Region* reports to inform national interventions and local support initiatives
- Support diversification, local supply chain reshoring, including for PPE
- Support safe return to work and adoption of new/adapted business models & technologies
- Develop innovative incubation spaces and services to support new emerging enterprises

*Tech Challenge Peer Networks*

### Re-imagining our communities, forging global connections

- Re-imagine our city, town and community centres, repurposing spaces and places
- Support our key sectors – hospitality, tourism and culture, automotive
- Deliver City of Culture 2021 and CG2022
- Strengthen global profile to increase inward investment

*Ricoh CG2020 legacy  
North Warwickshire Arts Challenge*

### Transforming infrastructure

- Delivering infrastructure and improved connectivity for new ways of working/home working, active and greener travel to work
- Deliver enhanced visitor experience for City of Culture and CG2022
- Delivering infrastructure and improved connectivity for new ways of working/home working, active and greener travel to work

*VLR*

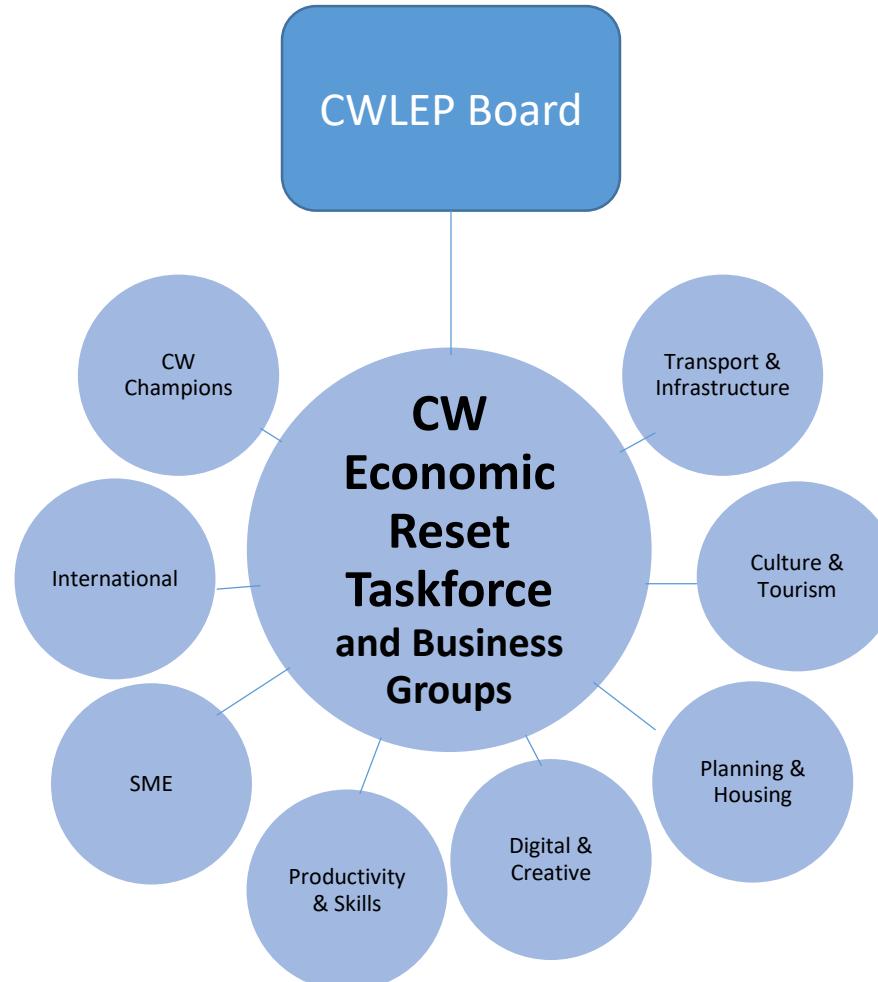
*Future energy supply*

These six pillars frame our strategy and our priorities, building on our strengths but also identifying vulnerabilities and barriers we will need to address for successful delivery of our ambition for all in Coventry and Warwickshire. They will shape our funding asks of government, through the wider regional lens of the WMCA and the Midlands Engine for not only capital but, increasingly critical, for revenue resources. This is at a time of continuing uncertainty as we continue to live with COVID-19, anticipate a new framework for devolution, future fiscal events and prepare for exit from the EU and new international trading regimes.



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# Driving implementation through the CWLEP Business Groups



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# Spotlight – health and social care

CWLEP Reset Strategic Framework

**Midlands Engine Mental Health Productivity Pilot (MHPP) in the workplace**

**WM Health & Wellbeing Innovation Centre**

**CIPHER - Coventry Codesign Innovation Platform for Healthy EldeRs**

## PPE supplies

From early in the pandemic, CWLEP Growth Hub team worked closely with our local businesses to:

- identify those which could supply/manufacture PPE immediately to support the NHS both nationally (the Ventilator call, e.g. Arrowsmith) and locally (UHCW and other local Hospitals). Also, in the second phase, to support LAs with Social Care needs
- support businesses who pivoted their existing manufacturing facilities to rapidly produce PPE such as visors (e.g. JLR, WMG and many more), gowns (e.g. Aston Martin), and sanitiser (e.g. Shakespeare Distillery and the Warwickshire Gin Company)
- provide close support for UHCW to identify local suppliers
- assist businesses to innovate and develop new PPE solutions e.g. full face masks with FFP3 filters, sneeze-guards, breathing aids, etc.
- work with the LAs and WMCA to assist sourcing of PPE for Social Care (Care Homes and Domiciliary Care) workers
- support businesses with PPE needs to safely reopen, both for their workforce, and for the protection of customers.

It is clear that PPE supply is becoming a sector in its own right, as the Government, local hospitals and the Social Care sector look to build more resilient and local supply chains to ensure the critical shortages of Spring 2020 are not repeated. We have worked with WMCA, WMG, and WM Medilink, along with several manufacturing companies in the region who view this as an opportunity to diversify, establish PPE as a permanent part of their business, and invest accordingly. This sector emergence is creating new jobs as it expands to accommodate the demand. For example, Autins in Rugby is setting up a permanent PPE manufacturing facility creating 200 jobs.

## Project Sherbourne

Project Sherbourne will see the City Council join forces with a host of commercial and public sector partners, including Coventry's universities, to create an unrivalled digital infrastructure at the cutting edge of the global use of digital connectivity such as full fibre and 5G.

Coventry is already one of the country's most digitally connected cities, with over 98% superfast broadband and is on track for 99% full fibre internet coverage by 2022, which puts it ahead of many cities worldwide.

Building on this, Project Sherbourne will look at how the next generation of digital technology, infrastructure and services is set to radically transform the retail, leisure, transport, education, health and public service areas, underpinning today's and tomorrow's next generation experience for Coventry's citizens, visitors, businesses and learners.

Example use cases:

**CareWeShare** - Management platform for managing informal carer resource.

**Capusule Endoscopy** - a noninvasive technique intended for studying the small bowel and/or colon. The capsule endoscope consists of a small, wireless, pill-sized camera that can be swallowed and allows direct visualisation of the gastrointestinal pathways.

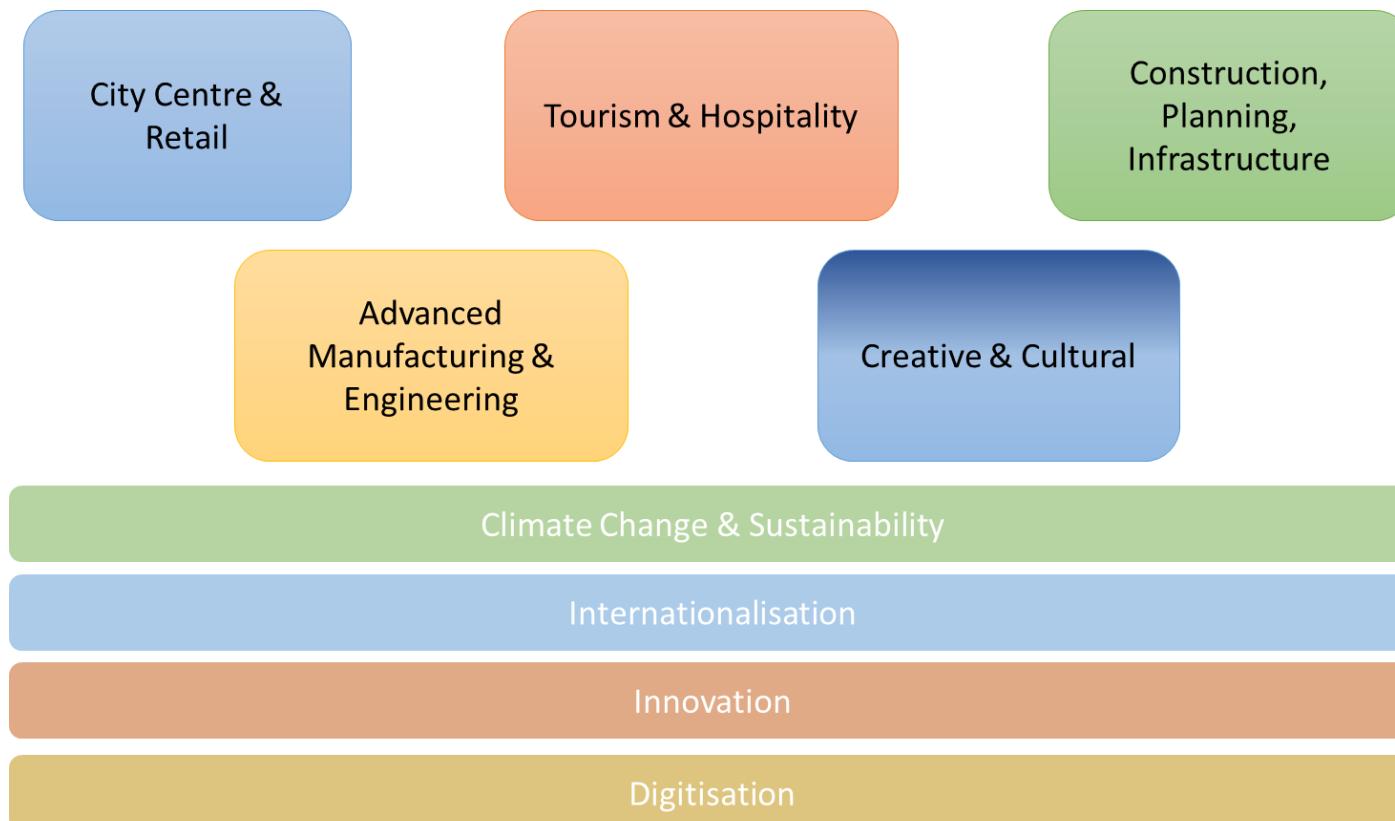
**Remote Telehealth for Care Homes** - Live video streaming between the patient or healthcare provider and GP, with attachments for remote otoscopy (ears), auscultation (heart and breath sounds) and ENT (oral cavity) examinations which are then transmitted directly to the GP as if they were in the room.



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# Alignment with CCC Economic Recovery Framework

- Short, medium & long-term actions
- Reset, consolidate and create conditions for subsequent growth
- Partnership delivery – CCC teams & external bodies
- Key sectors & 4 cross-cutting themes



# CCC Economic Recovery Priorities



- Safeguard Coventry's businesses – protect jobs and work
  - Finance & support help businesses adjust/modernise and innovate
  - Deliver skills support to those at risk of losing jobs
  - Support new start-ups
- Support businesses to innovate, grow & scale up in recovery
  - Creative economy, electric vehicles & battery development (VLR, Gigafactory)
  - Renewable energy & climate change (Coventry Climate Change Commission)
  - Global market opportunities
- City centre regeneration & investment in cultural assets
  - Friargate, City Centre South, Collections Centre, public realm
- Transport & digital infrastructure and power supply enhancements



# Key Actions – Linking Economy and Health



- Employability & skills support – particularly young people
  - Coventry Youth Hub, Job Shop, Redundancy Support Service
- Creative Economy Strategy – City of Culture Legacy
- Integration of business support & employment support schemes
  - Enable people citywide to access new jobs through economic growth
  - Promote “Thrive at Work” to improve workplace wellbeing
- Roll out Social Value plan
  - Contracting, employment & training opportunities for local people
- Clean Air Zone
  - Link with active travel and city centre regeneration
  - VLR - new clean form of transport and new manufacturing supply chain



# Alignment with WCC Economic Recovery approach

## Foundation

1. Support businesses to safely re-open, in line with Government guidelines
2. Enable safe and welcoming High Streets
3. Instil confidence in residents, employees and businesses

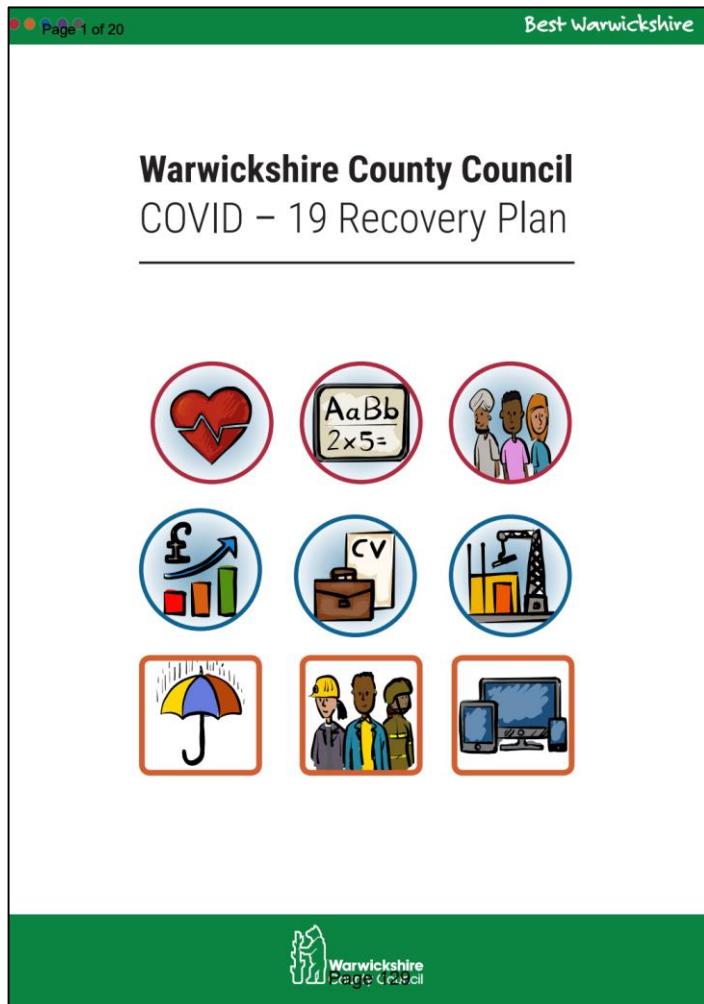
## Consolidation

4. Assist and support businesses to rebuild and secure their future
5. Promote Warwickshire as a place to visit and invest
6. Supporting and enabling our residents into employment

## Acceleration

7. Creating a strong, dynamic and high growth business base
8. Embedding a low carbon focus across our economy
9. Investing in place shaping and new infrastructure to support growth

# WCC Recovery Priorities



The image shows the front cover of a document titled "Warwickshire County Council COVID - 19 Recovery Plan". The cover is white with a green header bar. The header bar contains the Warwickshire County Council logo, the text "Page 1 of 20", and "Best Warwickshire". Below the header, the title "Warwickshire County Council COVID - 19 Recovery Plan" is centered. Under the title, there is a horizontal line. Below the line, there are nine circular icons arranged in a 3x3 grid. The icons represent various recovery priorities: a heart with a pulse (Health), a blackboard with letters and numbers (Education), three diverse people (Community), a bar chart with a pound sign (Economy), a briefcase and a CV (Job creation and skills), an oil rig (Regeneration and sustainable future), an umbrella (Climate change), three people in hard hats (Developing people and ways of working), and a computer monitor with a smartphone (Digital performance). At the bottom of the cover is a dark green footer bar with the Warwickshire County Council logo.

## 10 Key Priorities:

- Contain the virus and promote physical and mental health & well-being
- Maintain resilient and sustainable services
- Help our children and young people catch up on their education
- Harness the power of our communities to tackle inequality and social exclusion
- **Support business & grow the economy**
- **Stimulate job creation and skills**
- **Invest in regeneration and a sustainable future**
- Climate change
- Develop our people and future ways of working
- Deliver high performance by harnessing digital, data and making the most effective use of our resources

# WCC Economic Priority Activities

## **Support business and help the economy grow:**

- “Survive, Sustain, Grow” – specialist advice and support to help businesses review and adapt
- Access to finance support
- Covid Secure – advice and guidance for safe reopening
- Employee Assistance Programme for small & micro enterprises
- Tech Challenge
- Arts Challenge
- Tourism marketing & promotion
- Shop Eat Local campaign
- Road space reallocation

## **Stimulate job creation and skills**

- New business start-up support
- Business Growth support
- Social enterprise support
- Access to finance and Warwickshire Recovery & Investment Fund
- Warwickshire Skill Hub
- Digital Marketplace for Careers
- Redundancy Support Service
- Tackling youth unemployment
- Promoting apprenticeships
- Supporting Kickstart initiative

## **Invest in regeneration and a sustainable future**

- Transforming Nuneaton
- Other property and regeneration investment (i.e. Holly Walk)
- Warwickshire Property Company
- Cycleways and active travel
- EV charging infrastructure
- Renewable energy investment
- Addressing the climate change emergency
- Environmental business support
- Full Fibre Network infrastructure and roll-out of 5G