



**Coventry and Nuneaton
Regeneration Zone
Bridges to Success
Commissioning Framework**

By

**Kevin Maton, Isabel Ford,
Paul Field and Ross Stanton**

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1 Introduction

The main thrust of the CNRZ is to connect communities of need with opportunity. However, gaps in understanding needed to be filled in order to do this. The Local Learning and Skills Council, on behalf of local partners, commissioned TeamPro Solutions Ltd to undertake research and analysis to fill gaps in their understanding in relation to the needs and barriers to employment faced by employers and local people. This research has identified local barriers to employment, local employer requirements and employee needs.

The partners involved in this work include the Coventry and Warwickshire Learning and Skills Council, Job Centre Plus, the Voluntary and Community sectors. These partners, members of the 'Bridges to Success' Group, wish to make clear the priority actions that need to be addressed over the coming years, as this will contribute towards ensuring that resources are used to address need and fill gaps.

These findings have been used to inform the future priorities and focus of the Coventry and Nuneaton Regeneration Zone's 'Bridges to Success' Group. Based upon this evidence the work that follows sets out a Commissioning Framework that will be used as a guide by potential bidders for resource. The evidence in this document has been taken on board when determining the future priorities and budget allocations during the course of 2003-2006.

1.1 Background

The Coventry and Nuneaton Regeneration Zone (CNRZ), covers northern and eastern parts of Coventry, Nuneaton and Bedworth and contains a population of around 202,000. It seeks to connect communities in need with opportunity. It does this through working with a variety of partner's co-coordinating regeneration programmes and mainstream resources that impact on areas of need and opportunity. Some areas of the CNRZ are significantly deprived with six of the sixteen wards falling in to the worst 10% of wards in England (Index of Multiple Deprivation).

In order to successfully address the 'Bridges to Success' Group agenda, up to date research has been undertaken to tease out the real issues that act as barriers to employment.

The research undertaken consisted of both qualitative, in depth research and secondary research of large data sets from the Employers Survey 2002, Household Survey 2002 and other sources. This provided rich, deep and cohesive information that is informed by both the views of partners and others supported by quantitative information.

1.2 Coventry and Warwickshire Sub regional context

1.2.1 Regeneration Zones

The Regeneration Zone (RZ) programme is one of the main initiatives of Advantage West Midlands's regional economic strategy. It builds upon national and regional strategies.¹ The Zones identifies, geographically, those parts of the West Midlands region that are most in need of a sustained programme of public and private investment in economic, social and environmental measures to secure their sustained regeneration and remove the economic and social disparities between those areas and the rest of the region. RZs do not take account of administrative boundaries; instead, they reflect the real geography of deprivation.

¹ See Appendix 1 National Context and Appendix 2 Regional Context

It is recognised that a holistic approach, involving long-term multi-sectoral partnership working and the engagement of all sections of the community, including the business sector, is essential for their success.²

Within the Coventry, Solihull and Warwickshire sub-region there are two urban regeneration zones, both of which were defined by AWM, in consultation with local people and organisations including the Coventry, Solihull and Warwickshire Partnership Ltd, on the basis of statistics indicating areas of need. The boundaries of these zones contain or run close to substantial areas of economic opportunity. The Coventry & Nuneaton Regeneration Zone lies wholly within the sub-region whilst only the North Solihull part of the East Birmingham & North Solihull Regeneration Zone falls within the sub-region. This links the Sub-region to major regeneration projects in Birmingham – particularly Eastside.

This study is wholly concerned with the Coventry & Nuneaton Regeneration Zone.

1.2.2 Coventry and Nuneaton Regeneration Zone

The Coventry and Nuneaton Regeneration Zone covers the North-Eastern half of Coventry (with a population of about 150,000), and a substantial portion of the Borough of Nuneaton and Bedworth (containing about 50,000 people). The Regeneration Zone stage three prospectus sets out key priorities and projects for the Regeneration Zone for the period April 2002-March 2005. The Implementation Plan for 2002-2003 gives detail of targets and spend for the first year. The Action Plan illustrates that AWM has provided an indicative allocation of £3.25 million to support project activity in the first year of the CNRZ, and £20.8 million to support the project activity over the first three years. The Implementation Plan identifies the proposed distribution of funding across the strategic objectives and themes developed in the prospectus and the action plan, as well as across the four pillars detailed in “Creating Advantage”, the West Midlands regional economic strategy and the subsequent “Agenda for Action”.³

The strategic priorities for the Regeneration Zone include:

- Sure start
- Children’s fund
- New deal for communities
- Pride in Camp Hill and the Urban Village project
- Improvements at Bedworth Heath
- Regeneration of the Nuneaton and Bedworth Town Centres
- Business support initiatives
- Bringing employment sites and premises, including the Foleshill gas works area, back in to economic use
- Environmental improvement on the Bayton Road industrial estate
- Building Bridges to success through a variety of training and access to employment projects run in cooperation with employers and the New deal welfare to work programmes

Links to the West Midlands Single Programming document for European funding is of vital importance to the regeneration of disadvantaged areas and groups in the sub-region. The whole of the CNRZ currently falls within the area eligible for Objective 2 funding, but some of

² ‘An engine of growth’ – CSWP strategy

³ An Engine of growth – CSWP strategy

the most needy areas of Nuneaton and Bedworth Borough will cease to qualify after 2003. This may be extended for a further year. This is a matter of concern to the Coventry Solihull and Warwickshire partnership.

The European funding Strategic Regeneration Package (Priority 2) for Coventry and Warwickshire provides £16.5 million of grant over the period up to 2006, which complements the implementation plan for the CNRZ, and this strategy. Many key projects listed in these documents are due to receive funding from both European sources and the Regeneration Zone. The European funding package concentrates on the “Creating the conditions for growth” pillar of the regional (and this sub-regional) strategy. Capital is sought to help bring forward brownfield sites, create new business parks and industrial units, new tourism facilities, and environmental improvements that will improve the image of the area and increase investment and jobs. To complement this, the package includes £7 million for business support programmes. These will focus on establishing sectors such as the engineering and automotive businesses and their supply chains and the growth sectors identified in the regional economic strategy.

2 Stage 2 - Data analysis to inform RZ priorities

The following section sets out the main findings of the analysis of a number of surveys that have recently taken place in Coventry and Warwickshire. Specifically it shows results analysed for the Coventry and Warwickshire Regeneration Zone. Further analysis is provided in Appendix 3.

2.1 Household survey

The key relevant issues to arise from the Coventry and Warwickshire Household Survey (2002) are as follows⁴:

2.1.1 Seeking work

Although the survey sample size is small (556 respondents), amongst those looking for work a fifth of men and nearly 30% of women are looking for jobs in administration. Women are also looking for work in care-based occupations and retail. Men are more likely to also be looking for employment in elementary occupations and warehousing.

Interestingly, administration and care are two areas of hard to fill vacancies mentioned by employers (see below), suggesting that there may be job matching opportunities or, alternatively, that barriers to employment in these areas (such as low pay and poor conditions) prevent those seeking work from filling these vacancies.

2.1.2 Barriers to work - childcare

45% of women seeking work named the cost or the availability of childcare as a barrier to employment.

⁴ **NOTE:** the figures quoted here cover just those households in the Coventry and Nuneaton Zone. The RZ boundaries have already been established and this is not an exercise about identifying a target area within the Coventry and Warwickshire sub-region. The statistics identify the key areas and issues that have been identified from looking at the RZ specific data.

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This is a surprisingly high figure given the perception that there are a number of initiatives in the RZ area (e.g. Sure Start) to help address this issue. This is something that is dealt with elsewhere in the report.⁵

2.1.3 Qualifications

Nearly 35% of all those from the RZ who were included in the Household Survey had either no qualifications (26%) or level 1 NVQ or equivalent (9%). The proportion of those with low or no qualifications increased with age – so 40% of 45-54 year olds had no qualification.

Amongst the white population in the RZ, a fifth were qualified at level 4 or above whereas amongst all ethnic minority groups, the figure was nearly 30%. This shows that amongst those from ethnic minority groups around 50% more were qualified at level 4 or above. Further work needs to be done to match qualification levels to current occupation's to understand whether the anecdotal evidence from some of the interviews with intermediary and stakeholder organisations – that many people from BME communities are employed in occupations beneath their skills level – is backed up from survey data.

Whilst lack of qualifications does not mean lack of skills, it can be difficult to move within the labour market without some indication to an employer of the ability of an individual. The lack of qualifications amongst older people is a challenge in dealing with age discrimination by employers if many older people do not have a qualification. It shows that efforts need to be applied to encourage and support those that may never have undertaken training or education.

Table 2-1 NVQ equivalence by age

NVQ equivalence	Age												Total	
	16-17		18-24		25-34		35-44		45-54		55-RA		All	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
No NVQ equivalence	2	18.2	10	12.5	25	15.2	40	26.7	42	40.0	24	54.5	143	25.8
NVQ level 1	2	18.2	3	3.8	18	10.9	16	10.7	4	3.8	5	11.4	48	8.6
NVQ level 2	6	54.5	14	17.5	48	29.1	44	29.3	23	21.9	5	11.4	140	25.2
NVQ level 3	1	9.1	34	42.5	30	18.2	16	10.7	14	13.3	3	6.8	98	17.7
NVQ level 4	0	0.0	19	23.8	36	21.8	27	18.0	19	18.1	6	13.6	107	19.3
NVQ level 5	0	0.0	0	0.0	8	4.8	7	4.7	3	2.9	1	2.3	19	3.4
Total	11	100.0	80	100.0	165	100.0	150	100.0	105	100.0	44	100.0	555	100.0

Source: C&W Household Survey 2002⁶

2.1.4 Learning

Over two thirds of those in the survey (69%) had a positive attitude to learning and training, seeing its potential benefit to them as individuals. When it comes to getting information

⁵ See section 4.3.5

⁶ **Coventry & Warwickshire household survey 2002** At the time of writing no detailed age, gender, ethnicity, or economic activity profile was available for the RZ. Consequently, the data has not been weighted accordingly to the likely profile of the RZ and figures given are those for the raw survey data (556 cases in total). Findings should therefore be treated as indicative

about what is available nearly half (45%) mentioned a school/college or university as somewhere they would go for advice. Nearly a third (32%) mentioned an employer as a source of advice. The third most frequently mentioned source (15%) was the Internet, which has grown in significance over recent years but where there are accessibility issues for many residents in the RZ. Whether information available through academic institutions is comprehensive across all providers is something that needs to be considered. Also, from this work, through interviews and the employer's survey (see 2.2), many employers feel they have insufficient information about the availability of training in the local area. This all suggests that there is a need for more accessible and all-inclusive information about the availability and extent of local training provision to be available to residents.

2.2 Employers survey

The key relevant issues to arise from the Employers Survey are described below.

2.2.1 Businesses in the Coventry and Nuneaton Regeneration Zone

Businesses in the RZ are predominantly very small, with 79% having between 1 and 10 employees, similar to the sub-region (82%). Nearly one in four (39%) is a wholesale/retail business, one fifth are manufacturing/construction and another 20% are financial and business services.

2.2.2 Skills required by employers

Employers identified the employee skills that they considered most important. Amongst all employers in the RZ, 'technical and practical job skills' was mentioned by 28%. This was followed by customer handling skills (24%), communication skills (20%) and personal skills (16%). Team working skills (4%), problem solving skills (2%) and experience (1%) were some of the skills mentioned least often. There were, however, big differences in responses between employment sectors. Basic computer literacy was particularly important in transport and storage (31%) and in financial and business services (25%) a sector where advanced IT skills were even more important (30%).

In addition to the above, some generic skills are clearly important to employers across all sectors. There is a particular preponderance of retail businesses in the zone, which leads customer handling to be the skill mentioned most often. In addition, communication skills are seen as very important. Given the lack of some of these skills in applicants for jobs (as identified by employers), providers will need to be aware of this when devising their programmes of training to make the people they are supporting 'job ready'.

The differences between sectors are also important. Whilst IT skills (basic and advanced) were seen as less important than those listed as the most important *by all RZ employers* (see above), clearly there are some sectors where this is very important, such as finance & business services. The results may also suggest that there are a number of businesses where the use of ICT in the workplace is still limited. Working with employers to understand how investment in ICT could improve their business, could raise the demand for people with the ICT skills to exploit new technologies, as well as improving business performance overall.

Other areas of significance are those skills given little mention by employers but which have figured prominently in discussions with providers and stakeholders about employability– numeracy (5%) team working (4%) and problem solving (2%). The fact that these issues are felt to be key by organisations working within the RZ but have not been strongly identified by employers could be due to a number of factors. It may, for example, be to do with the types of jobs and employers in the RZ, the low expectations by employers of the staff they employ or it could be that employers see these basic skills as being more integrated with other skill categories. More work needs to be undertaken with employers to understand whether this

result relates to the survey methodology or whether it is a more far reaching issue about the nature of employment in the RZ.

2.2.3 Recruitment methods

Businesses use a number of recruitment methods, including word of mouth, which is the most popular (used by 60% of businesses). Local newspapers (52%) and the Job Centre/Employment Service (45%) are the next most popular active means of recruitment. The use of employment agencies is also mentioned by almost a fifth of all businesses and used significantly in the transport/storage/communications sector (where 49% of businesses mentioned this method of recruitment).

The results illustrate the range of recruitment methods used and show that the most popular recruitment method is word of mouth. Whilst there is little cost associated with this, the pool of labour attracted will be limited by the networks that the business and its staff have. On the other hand local newspapers will attract the attention of a wider audience including those in employment. However this is more costly. The Job Centre again will tend to limit the recruitment options to those unemployed and seeking work.

The stakeholder interviews pointed to an increasing use of employment agencies where the initial screening and assessment of employability is already done for the business. The costs associated with this method of recruitment are, however, high especially for a smaller business.

2.2.4 Recruitment and skills of young people

Amongst all employers that had recruited a young person, just over half mentioning poor customer handling skills (51%) as a difficulty/deficiency. Similarly, a lack of communication skills was raised by half (50%). These were problems even more sharply felt in the Finance and Business Services sector (mentioned by 84% and 87%). Issues with personal skills were mentioned by 37% of respondents and just over a quarter (26%) mentioned specific practical or technical skills that were below standard.

Of the skill deficiencies mentioned most can be associated with workplace inexperience by young people and by characteristics associated with the young age and lack of maturity of the employee. Most young people will not have had regular dealings with adults in a workplace and rarely in a 'customer' situation. Training providers who are involved with young people can try and increase the element of their training covering these two areas of activity and work with employers to identify how they can better prepare young people for work through the development of their communication and customer handling skills.

2.2.5 Vacancies

The types of jobs where there are vacancies vary from sector to sector. In the Financial and Business Services sector, 58% of those with vacancies were looking for admin and clerical staff. In wholesale and retail, half of the businesses had sales and customer service vacancies.

In terms of hard to fill vacancies a similar pattern to all vacancies emerges although skilled trades is a category of staff which is more prominent under this analysis.

Given the large number of small retail businesses in the RZ it is inevitable that many of the vacancies in the area will be for sales and customer services staff. In the manufacturing sector over half the businesses with vacancies were looking for skilled trades staff. Although not the largest proportion, there were still vacancies in elementary occupations in manufacturing and construction and retail & wholesale, suggesting that entry-level jobs are available in the RZ.

In terms of hard to fill vacancies there is a particular difficulty in filling admin. & clerical jobs in the Finance and Business Services sector (mentioned by 79% of businesses). Care staff in the Other Services sector is another area of difficult to fill vacancies. These are two skill areas where local providers are delivering training and it would suggest that there should be further opportunities for job matching to assist in addressing these difficult to fill vacancies.

2.2.6 Reasons for hard to fill vacancies

Employers identified their perceptions on the main causes of hard to fill vacancies. Three responses were given most often – low numbers of applicants with the required skills (mentioned by 22% of those with a skill shortage vacancy) not enough people interested in doing this type of job (20%) and poor attitude, motivation and personality (18%).

Clearly from employers' point of view it is the failure of the labour market that leads to hard to fill vacancies. Whilst poor pay and conditions being offered was mentioned by 10% of employers, employers more generally feel that potential employees, with sufficient skills to fill their vacancies, are not available. Again, providers can help to address this through closer job matching. In contrast however, the interviews with stakeholders identified low pay and poor working conditions as a problem in the RZ. Therefore employers may have to be supported to better understand the local labour market conditions if they are to address some of their longer-term vacancy difficulties.

2.2.7 Skill shortages

A skills shortage can be defined as any vacancy that an employer feels is hard to fill because of at least one of the following reasons:

- low number of applicants with the required skills;
- low number of applicants with the required attitude, motivation or personality
- lack of work experience the company demands;
- lack of qualifications the company demands.

Within the Regeneration Zone 6.6% of employers experienced skills shortages, compared to 4.8% of employers within the sub-region as a whole. When looking at just those employers who had tried to recruit new staff 16% experienced skills shortages (compared to 9.8% for the sub-region). This indicates that skills shortages are more prevalent for employers within the zone.

Skills shortages vary significantly by both size of employer (they are more common in large companies) and sector. For instance employers within financial and business services (11.9%) were most likely to experience shortages (for more details see Table 6-18 Skills Shortages by sector on page 44).

The skills most difficult to obtain when recruiting were customer handling skills (31%), technical and practical job skills (26%), numeracy (25%) and personal skills (21%).

This mirrors the other questions asked of employers, with customer handling of central importance in an area dominated by small retail businesses. It is interesting that numeracy was seen as a shortage whilst only 4% of businesses mentioning it as a most important skill. This is also a pointer to the need for basic skills training to be available to people right across the RZ.

2.2.8 Actions to overcome skills shortages

In terms of actions to overcome skills shortages 62% of all employers who mentioned skill shortcomings in their workforce said they provided further training and 17% said they operated expanded trainee programmes.

However, it is clear that if this was the case, with nearly two thirds of businesses taking adequate and appropriate action to overcome shortcomings in their workforce through the provision of further training, the current skills issues would have been addressed and we could all pack up and go home tomorrow. This additional training undertaken by employers is not defined and one would judge that this is additional informal guidance, 'on the job' and not a formalised programme to fully develop skills.

Clearly there is a big task to be addressed to minimise the constraints on employers to adopt the most effective programmes of skill development for their workforce. This should include guidance and support about how the skills development issues affecting their business can be effectively dealt with together with the development of an understanding of how the benefits of more formalised training provision can be realised.

3 Stakeholder Consultation

3.1 Background

It was of key importance that this study understood and took on board the views and ideas of key partners, both in relation to the need and demands of local business and those of the community for support, training and employment. On this basis we could see how these fitted against the priorities of the CNRZ and other findings. The following partners and groups have been consulted in this process.

- Suppliers / providers of training
- FE and HE sector
- Advice and guidance network representative/s
- 2 local authorities
- Community education representative/s
- Family learning representative/s
- Learning partnership representative/s
- Connexions representative/s
- AWM representative/s
- Job Centre Plus
- Coventry and Warwickshire Learning and Skills Council
- Regeneration community representatives as appropriate
- Bridges to success group representative/ members
- Business support theme group representative/s

3.2 Interview structure

The partners interviewed are quite diverse in terms of their role, objectives, funding, management etc, and so the format of each interview was based on a semi-structured pro forma but where the detailed questions were applicable to the particular activities of the individual organisation.

Each interview covered:

- their overall impression of the need to recruit and retain employees (labour demand) and develop workforce skills in the RZ,
- the ability and availability of support, both in terms of advice and training provision, to meet demand from employers
- the needs of potential employees both in terms of the support they require and their access to providers who can enable them to acquire the appropriate skills.

This has therefore included consideration of such issues as:

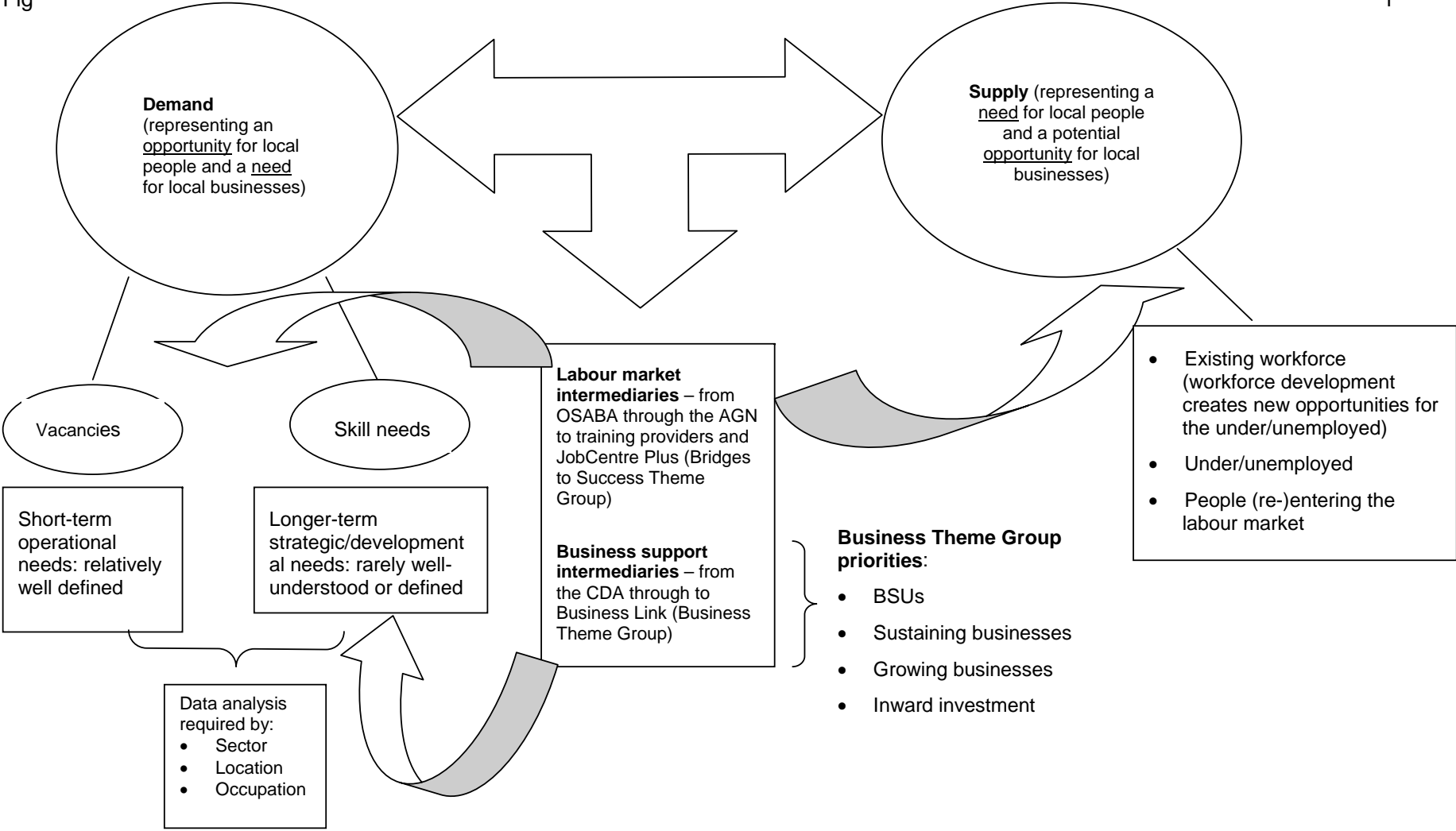
- gaining an understanding of the current business and supplier priorities and concerns in this area
- understanding which sectors or areas are most affected by these and what gets in the way of addressing these issues
- the process of engagement of employers and potential employees

The interviews also explored suggestions and ideas about ways of tackling these issues especially where there was evidence of what had worked elsewhere and could be applied to benefit businesses and the community in the RZ.

In planning these interviews and in analysing the feedback from them, we have aimed to follow the model illustrated overleaf and use this as a framework for further analysis.

This model illustrates the important role that intermediary organisations play in facilitating the link between labour supply (the need of local people for work) and demand (the requirement by businesses for staff and workers). Developing mechanisms to maximise the opportunity for often marginalised members of the the labour market to access local jobs is a role for labour market intermediaries. Business support intermediaries (such as Business Link) are looking to the strategic development of local businesses and the part that labour market development can play in that process. These linkages are illustrated in Figure 1, which was used in interviews with intermediaries to help them explain how they saw their role in intervening in the labour market.

Fig



3.3 Analysis - the main themes

The results from the interviews held so far have been reviewed by the project team and some key emerging issues have been identified. They are listed below. Overall, our view is that the RZ should be making more of the provision that is already available – building on established experience and good practice rather than creating new forms of support or intervention merely for the sake of newness. The point is to maximise the opportunities brought about by activities and organisations that are seen to be successful in delivering on the ground, such as job brokerage projects or widening participation for training to include the widest pool of participants, including many who have not been involved in such activity before.

3.3.1 Broad Issues

1. There are generic skill shortages in the Regeneration Zone that have been recognised by a number of organisations that have been interviewed. These include:
 - † Care sector including child care at supervisory and management level
 - † HGV drivers
 - † Construction trades
 - † ICT at level 4 and above
2. The opportunity to gain experience is key – without some work-related experience by an individual, employers appear much less interested in taking someone on. Work experience appears to be the critical success factor. However, people who are still on benefit and who go into work-experience face multiple barriers - reluctance, fear, uncertainty, ill health and perhaps above all, low self-confidence and self-esteem. This requirement for work-experience also has a major impact on recent arrivals to this country who are looking to work. They may have qualifications but be unable to get the experience to obtain a job appropriate to their skill levels.
3. Basic literacy and numeracy remains a problem for both the unemployed and those in low paid work. New approaches to delivering basic skills training are needed especially for those in work.
4. Lower level and access training is often overlooked and those in poorer paid jobs receive less training. Examples of this included the difficulty of an employer in getting funding for Level 1 PMO (Performing Manufacturing Operations), yet this can be the first step on the training ladder for many manufacturing SMEs and their staff. It is clear that higher level progression along the skills ladder would not take place unless lower level training had preceded this.
5. There was no convincing argument to suggest that the delivery of large-scale projects in the RZ would have a significant impact on incomes or skill levels. Greater emphasis should be placed on working with existing employers and increasing access to jobs in the RZ travel to work area.

3.3.2 Employer Issues

1. The low levels of pay being offered are a major factor behind recruitment difficulties and the lack of applicants for jobs. In some cases recruitment is further hindered by unrealistic experience requirements demanded by employers.

2. In terms of training constraints on employers – these are (i) the costs, (ii) unavailability of staff to cover/lack of time and (iii) lack of information and support to analyse training needs and deliver upskilling.
3. Lack of public transport links to some employment areas is also a major barrier. Learning to drive and access to a car is the aim for many looking for employment. In addition, employment agencies look for those with a car because of the need for flexibility amongst those on their books.
4. The RZ area employment levels could be boosted if more work was undertaken with employers so that they could be supported in adopting an appropriate yet more flexible approach to the criteria they used, in looking at potential employees. Employers want very specific things from workers and the labour market is not able to deliver these.
5. Employers are looking for more support to help them in developing the skills of their existing workforce. Examples were given of improved recruitment and retention in companies that encourage and reward workforce skills development. These are the exceptions and assistance needs to be available to develop the thinking of all businesses along these lines. In particular there needs to be more hand-holding available for employers when identifying bottom-line benefits of training investment and in planning and choosing the delivery of workforce training and development.
6. Discrimination by postcode, ethnicity and age by employers is still reported as an issue by intermediary organisations.
7. Employers require more information, guidance and support in order to take on staff who are from what are perceived to be more difficult groups – those with a disability, older people, women returners, those who's first language is not English etc.

3.3.3 Supplier issues

1. Many of the intermediary funding agencies only have short-term funding to sustain them yet, given the characteristics of many RZ areas – especially the structure of the housing market – there will be a longer term requirement for the services being offered in order to address the needs of RZ residents.
2. Whilst the overall quality and coverage of supply is thought to be adequate there are still examples of entry to provision being restricted to once or twice a year, not enough roll-on, roll-off provision and closure of providers over the summer period.
3. The capacity of providers to engage with employers and to develop techniques for reaching those individuals who have not been involved in training needs to be increased. The need for the 'Widening Participation' agenda to be re-established and re-emphasised is acute.
4. Whilst the level and extent of training provision may, overall, be adequate, there remains a need for increased co-ordination and greater co-operation between providers. Construction training was one example given of provision that is not joined up.
5. Many education and training projects are funded using development programmes that require match funding. The availability of such match funding is diminishing and demands on mainstream funding are increasing. Given these financial constraints it is clear that many projects will be short lived.

3.3.4 Potential employees

1. There are many examples of good practice by intermediaries aiming to make the link between employers and those seeking employment or looking to increase their income through better-paid jobs. Less attention has been paid to this latter area although as unemployment falls, issues concerning under-employment and low pay will become even more prominent. These brokerage organisations are looking for secured funding, improved networking and co-ordination and stronger links with a greater range of providers.
2. To run alongside skills training there needs to be available complimentary preparation for work that tackles low self esteem and confidence, increasing motivation, life skills and lifestyle issues. The work of ETW is a good example of this. Training providers such as ETW or CovWise give trainees support and gradually get them into work at a pace that suits them. In many cases without this complementary programme, the delivery of vocational skills for employment can be less effective and even undermined.
3. Childcare remains a barrier to accessing employment and training (see section 4.3.5). Despite recent commitments to improve provision, lack of co-ordination of all the provision is limiting its impact.
4. Expanding the size of the labour market is mentioned by a number of interviewees. This would be through encouraging and supporting those currently on incapacity benefit, older people and others not registered but still able to contribute. This all links through to ensuring that appropriate support is available to both employee and employer during the (re) training phase and the initial stages of employment.
5. A proportion of individuals are hard to engage and liable to drop out after a relatively short time. This means that aftercare (when seeking and starting a new job) for many of this group, who have been out of work for some time or in low paid menial jobs, is absolutely essential. And yet, if such provision exists at all it is unplanned, informal and short-term. Furthermore, the aim should be to sustain employment for well beyond the 13-week target.

3.3.5 Matching employers and employees – Bridges to Success

1. Private employment agencies are growing in significance. Many community-based job-brokering schemes work directly with them rather than the main employers. In addition, many larger employers have effectively sub-contracted out their HR function to such agencies, avoiding the costs of advertising and interviewing in sectors where there is high staff turnover. However, many of the smallest employers cannot pay the costs of working with agencies in this way and may therefore only have access to those potential employees that have not been recruited to the books of agencies.
2. Connexions and Job Centre plus are both given as examples of organisations operating an effective job matching model.
3. For many, word of mouth remains a major means of finding out about job opportunities and therefore those not part of the informal networks (those that are socially isolated) will find it even more difficult to access job opportunities.
4. There are examples of on-line employment matching services – ‘Routeways to Work’ at www.routeways.com is one. More needs to be done to increase awareness of these at community access points such as Libraries and Community Centres and for their staff to be aware of how those seeking work can use the computer facilities to access jobs in this manner.

The following box highlights some of the issues raised in relation to childcare, a key issue in relation to employment and skill development.

Childcare

Analysis of data from the LSC household survey shows that lack of childcare remains a significant barrier preventing people from taking up training and employment opportunities. This was a surprising result given there had been a number of recent initiatives – including Sure Start programmes in the South east of Coventry and in Foleshill – to increase child care provision.

In discussions with organisations like Sure Start it appears that part of the problem is the long time lag between the announcement of childcare initiatives and the reality of their being up and running. Furthermore, some organisations they say they are committed to supporting childcare initiatives but this are not always apparent across the organisation as a whole. This can delay the implementation of increased places.

The overall impression was that whilst a number of new projects to address childcare needs were being planned there was not sufficient recognition amongst senior decision makers of this priority. Hence intentions to improve childcare have fallen below expectations. The lack of joined up thinking related to childcare initiatives was mentioned by a number of interviewees. On this basis we suggest that a key requirement would be to have a strategic level champion for childcare to overcome some of the constraints that are holding back these initiatives.

Childcare initiatives need to be diverse in order to respond to the different cultural requirements in the various parts of the RZ. It is important that it's not seen as just a requirement for full-time childcare but includes provision of playgroups, crèches and after-school clubs. The mix will depend upon the characteristics of the area – such as in Foleshill where the high level of Asian families creates a different set of priorities from, say, Stoke Aldermoor.

Our interviews suggested that there is a great demand for care of children under 1 year but this is where the greatest difficulty is in providing affordable places because of staffing ratios etc required by the Childcare Inspection regime. In addition, the number of after school clubs remains small. One constraining factor is a lack of people with suitable childcare qualifications, management and supervisory experience and skills to match the planned expansion of childcare in the RZ area.

Better-off calculations and money advice is an essential part of the support given to families when they are considering training or employment. Reports from Sure Start indicate there is still a reluctance to risk benefits for employment that could last less than a few months if this means that future benefit levels and access to support could be reduced.

3.3.6 Areas of Development Opportunity

Appendix 4 to this report summarises the current position on key local flagship developments – Electric Wharf, Central depot, Swanswell, Arena and Camp Hill. ZIP2 states that an aim of the RZ strategy is to ensure that flagship projects are linked into complementary training and education support, business support and community regeneration activities.

“The strategy is to connect deprived communities within the Zone to these [flagship] areas of economic opportunity. Linking local people into new job opportunities will not only depend on increasing their employability and employment skills, but also focus a need to address the range of social problems affecting deprived communities in the area.”

ZIP2

Links between the major development sites and the needs of unemployed and low paid RZ residents is a clear priority. However, from the work undertaken so far these are seen as medium term possibilities. The Tesco store at the arena does offer some possibilities of job

creation next year but there is more immediate concern about the closures taking place in Bedworth and the need to replace jobs in that area. As a consequence we have identified a desire to concentrate on developing further the links between community and statutory agencies and employers and to look to improve connections between communities, employers and providers.

4 Conclusions

4.1 Strategic Context

At the beginning of this research we were working to a clear model of the inter-relationship between local labour market demand (for skills and hard to fill vacancies) and supply (the need of local people to gain employment). This was illustrated in Figure 1.

In terms of this relationship there were a number of other dynamic forces at work. Local community-based intermediaries were working to prepare local people for the jobs market through job brokerage schemes for example. Local training providers were working to ensure that they could respond to changes in the needs of individuals, employers and the local economy.

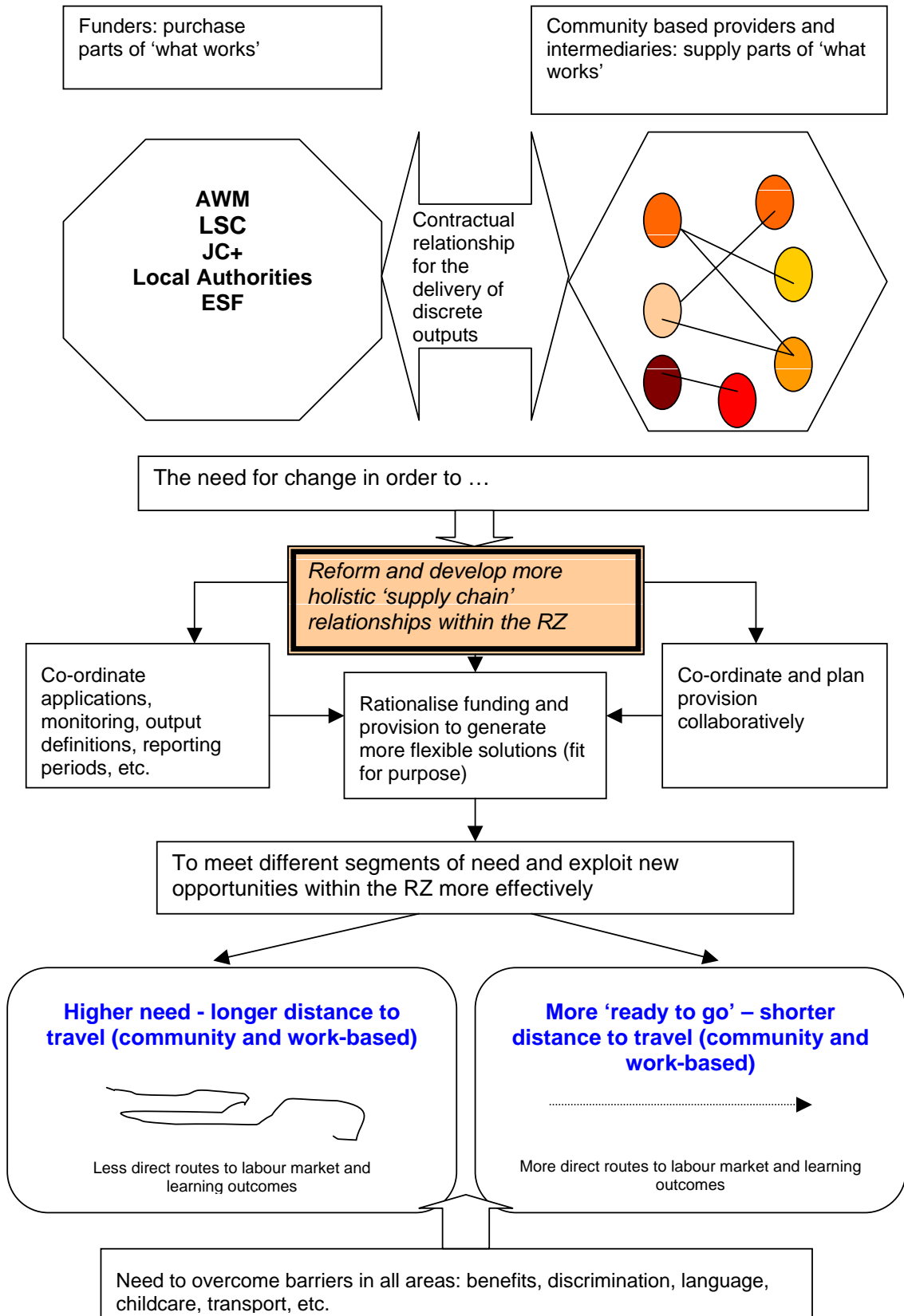
During the course of the research it became clear that the inter-relationship between Funders/Strategic bodies, providers, intermediary bodies and communities is a close yet complex one.

4.1.1 Reforming the supply chain

We have concluded that as well as the immediate actions that can have an impact on the RZ (as set out in detail in Section 6) there needs to be a longer-term, strategic review of the relationship between funders and intermediary bodies and providers. The review can be likened to the mainstream business issue of supply chain reform (see Figure 2). At the moment, funding streams and regimes tend to procure discrete outputs that are linked to the achievement of higher-level policy objectives (for the most part, lifelong learning, qualifications and welfare to work objectives). The training and support 'supply side' in this context is largely - and not surprisingly - geared up to provide what the funder will buy. This means that, where funding is fragmented or partial, the supply of local services will be equally constrained. Our view is that a new 'compact' is required between the various funders identified in Figure 2 and the array of community-based providers who currently work with local people to improve their learning and earning power. A more *solution-focused* approach is needed that takes into account:

- What funders want to achieve (which, in essence, is greater prosperity, independence and sustainability in disadvantaged communities)
- What local people in different 'segments' of the RZ learning and labour markets need and want.
- What experienced and successful providers on the ground know about what works in practice

Figure 2: The current position



Our research points to the *volume and range* of provision being about right. In other words there is not a case for more of the same - amongst intermediaries or providers. However, especially amongst voluntary organisations, there is an identified need for more secure, longer-term funding of their core activities (on a contractual basis, linked to agreed outputs and outcomes) that support their labour market interventions and work with individuals. Part of the reform would be for greater co-operation between organisations and co-operation between providers in order to rationalise some of the provision, increase its effectiveness and fill gaps that act as barriers to employment. Also as part of the reform there would be greater co-ordination between funding agencies to, for example, accept one monitoring report for all funding streams, agree output definitions and synchronising financial monitoring dates.

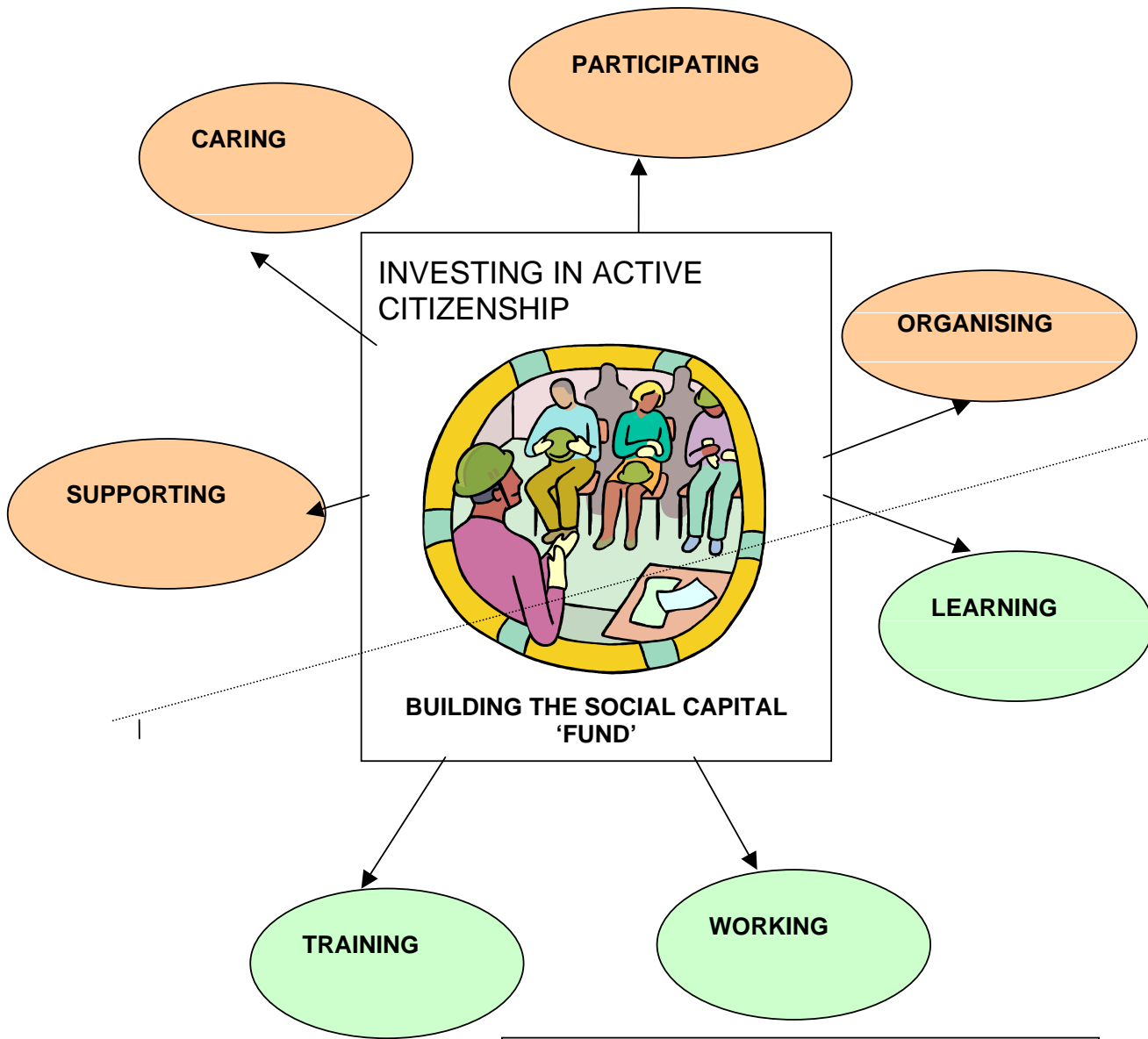
As examples of improvements, during interviews it was suggested that there was a need to increase the number of times each year that recruitment on to training and development activities can take place. This could be through greater co-operation between providers or adaptation of courses and their delivery for instance. Providers could, for example agree to stagger start times on certain courses or other development activities, providing a wider range of starting options for employers and individuals. Also there was a feeling that the collective response amongst providers in the past to the need for 'Widening Participation' has been lost and therefore there is a need to find the means to promote learning amongst communities and individuals where participation levels are lowest. This is not about new provision of projects but about a longer term review and change in the focus, funding and management of existing provision to meet the needs of those living a working in the Regeneration Zone

There is also a longer term need for funders to understand more clearly the characteristics of the target client group and to adapt funding streams to meet these needs rather than the other way round. Many of the most disadvantaged individuals will not have a clear path to an outcome and yet will need ongoing support throughout their time looking for work or training. For others there are a number of barriers that must be addressed to allow access to opportunities. Those in employment, especially in low paid and part time jobs also have a number of issues that need to be addressed if they are to progress and achieve higher levels of income to improve their circumstances. And for a whole range of individuals, provision of aftercare (once the output has been achieved) to sustain skill development and employment is seen as essential.

Finally we see that all of this activity must be linked to the other pillars within the RZ strategy, most importantly to Regenerating Communities. We place the aims for Bridges to Success – barrier breaking and learning and skills provision – at the heart of the concept of promoting active citizenship. This is an aim that is shared by the Regenerating Communities Theme Group which has a two pronged approach through its own Commissioning Framework – (a) to increase community engagement and participation; and (b) to develop investment in local social capital as the foundation for improved progress towards increased skills, qualifications and local employment.

This is illustrated in Figure 3 overleaf. Through the aims of regenerating communities is to empower and encourage the active citizen within RZ communities by increasing participation and encouraging local support. This will translate into increases in learning, training and employment. It tackles a community culture where these activities are not supported and valued.

Figure 3: Investing in Active Citizenship



Note (1) The social capital 'fund' is made up of a number of measures of community assets, including levels of: confidence, aspirations, knowledge, skills, cohesion, stability, progression, organisation and community engagement. High scores in levels of 'soft' assets such as these are characteristic of strong communities – communities that have the capacity to take and make new opportunities for themselves.

There is a belief that without this investment in communities, mainstream economic development activities, especially those from the Property and Business Support theme groups will generate benefits and outcomes that fail to impact on the local residents of the Regeneration Zone. The trickle down from these projects will do little to sustain and improve the circumstances of residents in RZ communities.

4.2 Specific Project Areas for Consideration – Priorities for 2003/04

It is anticipated at this early stage that it is important to develop some ideas that follow on from the analysis that has taken place so far and reflect many of the ideas that those organisations that have been interviewed have suggested as areas for productive investment.

- To identify areas for improved co-ordination of provision and appoint individuals or organisations to suggest improvements and opportunities for greater co-operation. Two key areas are **construction training** and **childcare provision**
- Single out those areas of skills shortage, which are related to under funding and to intervene to redress the situation. An example is HGV driving.
- Work with providers to understand what improvements can be made to other areas of shortage such as ICT (level 4), care professions etc.
- Look to establish projects that can mix training and delivery of on the job experience to those groups where lack of experience is restricting job opportunities. Intermediate Labour Market models may be a helpful starting point. This should take account of the special needs of refugees and other recent immigrants and those returning to the labour market especially those with a disability or who have been on incapacity benefit.
- Exploration and provision of new and innovative ways of providing basic skills - literacy and numeracy and ICT – especially to those in employment.
- Development of projects to increase access training, NVQ level 1 etc but with clear milestones and progression routes, also taking account of the needs of employers in sectors where the need for qualifications is perceived to be limited.
- There is a need for projects that work more closely with employers to assist them to understand the business case for improved skills and investment in workforce training, to assist in the identification of assistance with funding and identifying staff cover, to help with the speedy identification of appropriate training provision and to provide follow-up and aftercare support.
- Advocacy projects to overcome any reluctance that might exist amongst employers to recruit staff because of their age, place of residence, culture etc.
- Develop a one-stop-shop for learning and training with strong pro-active outreach facilities. This should be a beacon for training supported by all providers and a source of up to date information advice and guidance for residents and businesses.
- Project to identify opportunities to increase the number of times each year that recruitment on to training and development activities can take place. This could be through greater co-operation between providers or adaptation of courses and their delivery for instance.
- The collective response amongst providers to the need for 'Widening Participation' has been lost and there is a need to find the means to promote learning amongst communities and individuals where participation levels are lowest.

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- There is a need for a more comprehensive and co-ordinated approach to life skills and personal skills training to complement the vocational training being undertaken by many providers.
- If a key aim is to widen the current labour market, there needs to be the organisation that will support new entrants into employment especially where they have additional needs. Working at the same time to support employers to accommodate and support these employees in the workplace. This may be through provision of specialist equipment from day 1 of employment through to longer-term mentoring and aftercare support.
- Projects to maximise the impact of new technology and the use of community based facilities to assist people to be aware of job and training opportunities.

These ideas have been used to develop priority areas for contracting and delivery – the Commissioning Framework. This is set out in detail in the next section.

5 CONTRACTING AND DELIVERY – The Priority areas in detail

5.1 Summary of priority areas

Below is a summary of the priority areas for the Bridges to Success Commissioning Strategy for 2003/04. Subsequently each 'Specification' is described in more detail. The '**Funding/timing issues**' column sets out issues around the timing and additional funding criteria that might be applied. This will be set by the Theme Group along with '**notional allocations**' that will be set out in each detailed specification. These notional allocations give a broad indication of the priority given to each specification through the level of resources identified by the group to support projects under that activity heading. The final column in the tables below 'Target- Total Number of beneficiaries' is again a figure to identify the total level of beneficiaries that it is expected will be assisted through the project(s) approved under each specification. It is anticipated that this will assist organisations as they plan their submissions.

5.1.1 Barriers to Work and Learning

Specification Number	Description	Funding/timing issues	Target - Total Number of Beneficiaries
BW1	Projects to increase availability of wrap around childcare such as after-school clubs. Collaboration with Early Years programmes must be shown and community enterprise solutions in particular are sought.	Other finance sources must be utilised first	
BW2	Developments to assist in the achievement of improved transport access between RZ communities and training providers and/or clusters of employers	Await outcome of ongoing research to identify transport solutions.	
BW3	Projects that address the difficulties of those with a disability entering employment or learning through supporting individuals and employers with appropriate equipment, counselling, and job-start aftercare	Map existing projects and demonstrate clear added value	
BW4	Innovative projects that target particular gaps in current barrier breaking support and that enable local people to take up employment opportunities, especially those most distanced from job readiness. In particular, projects that incorporate appropriate aftercare for those entering the labour market are being sought.		

5.1.2 Skill Shortages

Specification Number	Description	Funding/ timing issues	Target - Total Number of Beneficiaries
SS1	Schemes of new provision to address identified skill shortage areas (such as HGV driving skills), where it can be shown no such provision exists, that funding is unavailable or very limited but from which the residents in the most disadvantaged communities will be able to directly benefit.		
SS2	Projects that develop existing provision in identified skill shortage area such as ICT skills (level 4 and above) and childcare (supervision and management), construction (including brick laying, plastering, gas and electrical installation and plumbing) so that it will be better able to meet the needs of the most disadvantaged communities.		

5.1.3 Developing experience

Specification Number	Description	Funding/ timing issues	Target - Total Number of Beneficiaries
DE1	Projects that mix training and delivery of on-the-job experience with the clear aim to assist individuals where their lack of demonstrable work-based experience restricts job opportunities. Intermediate Labour Market models are an example of the required approach.		
DE2	Supporting the results of recent C&W LSC research, programmes that utilise the untapped potential of recent immigrants with qualifications but where job experience and other skills need upgrading prior to job placement.		
DE3	Programmes that address the needs of those wishing to return to the labour market but where qualifications and/or skills need updating and workplace experience is a requirement – in particular older people 50+ and those looking to leave incapacity benefit. Can include advice and guidance services and ‘up-front support’ to increase access to existing services.		

5.1.4 Basic skills

Specification Number	Description	Funding/ timing issues	Number of Beneficiaries
BS1	Provision of new, engaging and innovative ways of providing basic skills training – especially to those in employment and excluded groups for whom access to BS Centres is not appropriate or difficult.		

5.1.5 Workforce development

Specification Number	Description	Funding/ timing issues	Number of Beneficiaries
WD1	Development of projects that will increase the numbers in employment who can be provided with opportunities for training at an initial or access level - such as NVQ level 1 – with clear progression pathways identified		
WD2	Projects to increase the availability of and interaction with information and guidance services for those in employment		

5.1.6 Engaging Employers

Specification Number	Description	Funding/ timing issues	Number of Beneficiaries
EE1	Projects that promote the business case for investment in workforce training, identify and market assistance with funding and provide speedy, impartial and independent advice and identification of appropriate training. Priority will be given to project proposals that are able to market local provider services on behalf of the RZ to local businesses, develop solutions to RZ business's HR needs and utilise this local intelligence for the benefit of providers so that they can improve the offer they can make to employers, employees and those seeking work.		

5.1.7 Promotion of Lifelong Learning and Training

Specification Number	Description	Funding/ timing issues	Number of Beneficiaries
LL1	Pilot a one-stop IAG service model within the Zone, which will include as a minimum IAG for adult individuals or employers (including the voluntary sector). Priority will be given to proposals that combine IAG for adult individuals and employers and can demonstrate co-operation between providers and links to local community centres, libraries etc.		
LL2	Projects to provide life skills and personal skills in a co-ordinated package to run alongside vocational training for those aged 18+. Projects should be able to demonstrate added value to existing national programmes.		

5.1.8 Learning innovation

Specification Number	Description	Funding/ timing issues	Number of Beneficiaries
LI1	Projects to maximise the impact of new technology and the use of community based ICT facilities to assist people to be aware of and access job and training opportunities.		

5.2 Cross-cutting themes

During the development of this commissioning framework, there have been a number of models from other parts of the Region that have been suggested by AWM as appropriate templates for this approach. At the moment there is no agreed template. One such document promoted by AWM is from North Staffordshire⁷ and is a guide for applicants and stakeholders on potential eligible activity under Pillar 4 of the North Staffordshire Regeneration Zone. Whilst the details of the guide relate to the needs in North Staffs, it does contain a series of cross-cutting issues that are thought to be relevant to the Skills and Learning Framework in the Coventry and Nuneaton Zone. The principles set out below are based on the North Staffordshire document

5.2.1 Cross-Cutting Principles

Applicants will be expected to propose activities which:

- Offer **community-based solutions** to addressing barriers to employment.
- In removing barriers to employment and training, investment will need to go beyond training for accredited qualifications by fostering **“pathways to employment”**. The

⁷ A Strategic Procurement Framework for the North Staffordshire Partnership – 2nd Draft by ECOTEC May 2003

target outputs identified will be based on a recognition that intermediate achievements can be an important part of making progression towards employment. However, applicants will need to be clear about the expected 'soft outcomes' from their activities and how these contribute towards a pathway to employment. (e.g. take-up of information, advice and guidance; breaking of drug related barriers; achievement of positive 'lifeskills' training outcomes).

- promote **equality of opportunity** to communities across the zone. Activities should foster diversity in the types of employment and learning opportunities created in the zone as well as in supporting under-represented groups in moving towards employment.
- offer longer-term, **sustainable solutions** increasing local capacity and supporting community empowerment. Community involvement in Pillar 4 activity generally will also be an important aspect of achieving the economic regeneration of zone communities. Therefore, links between activities under this Bridges to Success/Learning and Skills theme and work through the Regenerating Communities theme will be encouraged and need to be explicitly stated by applicants.
- offer **integrated solutions** with other zone pillar activity and wider regeneration activity in the zone including Neighbourhood Renewal Fund investments, New Deal for Communities, and the Objective 2 programme. In particular, activities should fit with the emerging priorities of the Local Strategic Partnerships.
- support the development of **enhanced infrastructure and innovative partnership action** to support "pathways to employment". This will include use of new technologies, provision by the voluntary and community sectors, community-based provision, and provision which builds on best practice in working with hard-to-reach groups.

5.3 Example of detailed specification

Activity to be Supported

Actions to increase those in the RZ workforce who are able to access entry level and/or level 1 qualification programmes and subsequent progression to higher level programmes beyond rates presently planned by providers. Providers are able to bid to contribute to all or part of the total additional achievements targeted by this specification.

Particular emphasis must be placed on additional support that can be sustained and integrated within normal working practices beyond the lifetime of this funding and reflect good practice and experience. Applications should:

- Provide actual or estimates of 2002/03 baseline achievement and progression data against which impact of the project will be evaluated (where estimates are provided actual rates will need to be reported as a milestone when available and used as baselines for impact analysis)
- detail the providers existing relevant entry level and/or level 1 numbers, and current achievement targets for 2003/04
- provide adjusted 2003/04 targets that would apply if the bid were successful explaining how this is to be achieved

Target Groups/Sectors

Specify the number of intended beneficiaries by age, gender, ethnicity, and qualification

Target Locations

Across the C&NRZ

Notional allocation of funding for this project area

£???,000 (Note – a notional figure but to give an indication to bidders of the overall priority attached to the specification)

Outputs required

Outline of anticipated impact

6 Appendixes

6.1 Appendix 1: National Context

National context

The Government is keen to raise both attainment and inclusion levels of young people and adults and has identified a number of targets in this regard.

In relation to skills, the national Education and Skills Strategy⁸ identifies the need to provide greater choice for young people when they leave secondary school including high quality vocational and academic opportunities and to increase the proportion of 19 year olds with level 2 qualifications by 2 percent by 2004 and by a further 3 percent by 2006. The Government has set a target of 55 percent of 19 year olds to achieve this level between 2004 and 2006.

There are also targets for adult learners who do not hold NVQ level 2 qualification or equivalent. This includes the need to address the problem of lack of basic skills in the country and to revitalise the adult and community-learning sector, teamed with new Centres of Vocational Excellence (COVEs) in FE colleges.

In addition to the Education and Skills Strategy, a number of other relevant national documents have been produced, including a consultation document on a national Widening Participation Strategy.⁹ This highlights a number of key needs including:

- a Partnership approach - supporting partners and networks, building on what exists and ensuring complementarity
- appropriate provision to meet individual needs - including consideration of a curriculum offer within and outwith NVQ framework that addresses the needs of Adult Learners and provides a range of provision routes including open and distance learning, that builds on the BiteSize campaign
- targets and research – including reviewing what works, developing appropriate frameworks and methodology, developing an evidence base, then setting targets based upon this
- equality and access
- increasing funding for disadvantaged groups - through adjustments to the disadvantage formula in 2003/2004

This document identifies a number of barriers to learning that are of importance to this study, including the following:

- Attitudinal
 - i) Lack of confidence relating to poor esteem
 - ii) Negative attitudes to learning
 - iii) Perceptions of irrelevance
 - iv) Negative peer pressure
 - v) Lack of motivation

⁸ DfES Education and Skills strategy to 2006

⁹ Successful Participation for All: Widening Adult Participation Strategy, LSC, For consultation, responses by 9th May 2003

- Practical
 - i) Financial constraints
 - ii) Lack of time
 - iii) Lack of good and affordable childcare
 - iv) Geographical isolation
 - v) Lack of information
- Structural
 - i) Lack of relevant and appropriate local learning opportunities- learning needs to be flexible
 - ii) Availability of work – related training
 - iii) Patchiness of effective advice and guidance

In addition, national research has been conducted ¹⁰ which indicates the extent of employers' commitment to training, including the management and delivery of training, the levels of provision of both off-the-job and on-the-job training, and also the awareness of, and involvement with, various training initiatives. This is based upon 4,100 telephone interviews at the individual establishment level. Almost 3,500 of these were with enterprises employing 5 or more employees. Key points to emerge from this are that most employers provide training for at least some of their employees, with nine out of ten (90 per cent) having provided any job-related training (either off- or on-the-job training) to their employees in the 12 months prior to the interview. This is consistent with the findings of previous years. Key national findings include the following:

- More employers are providing off-the-job training.
- They are training a greater proportion of their employees but for shorter periods of time.
- More than six out of ten employers (62 per cent) had provided off-the-job training to their employees in 2002.

The survey found that the provision of job-related training increases with increasing size of employer; 57 per cent of employers with 5-24 employees provided off-the-job training compared with 93 per cent of employers with 500 or more employees.

The proportion of employees receiving off-the-job training over the previous 12 months is increasing over time – 31 per cent in 2002, compared with 28 per cent in 2001, 27 per cent in 2000 and 23 per cent in 1999.

Results for those establishments having employees who undertook off-the-job training show that just over half (52 per cent) reported that some of the training was leading to a formal qualification and most employers (84 per cent) included some form of Health and Safety training - more than any other training type.

The provision of on-the-job training has also increased with more than four out of five employers (82 per cent) providing on-the-job training for their employees in 2002, up from 78 per cent found in 2001.

¹⁰ Learning and Training at Work (LTW) 2002 survey, carried out from September to November 2002 amongst a sample of all employers in England.

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The provision of on-the-job training increases with increasing size of employer, with 79 per cent of employers with 5-24 employees providing on-the-job training compared with 94 per cent of employers with 500 or more employees.

Employers reported that training had a positive effect on labour productivity and profit margins, with two thirds (66 per cent) of employers who had provided any training over the previous twelve months reporting that this training had led to an increase in labour productivity. However, for small establishments with 5 – 24 employees, positive effects were less common (64 per cent) than for larger establishments (71 – 77 per cent).

A minority of employers do not feel that training is necessary, although some help their employees to learn through other means.

Of those employers that did not provide any job-related training, the main reason given for not doing so was that the existing skills of employees meet the needs of the establishment (66 per cent). A third of this group (33 per cent) had helped some of their employees to learn through one or more specific activity. This was most commonly through attending conferences, workshops, lectures or seminars.

The Learning and Training at Work (LTW) 2002 survey shows that in comparison to other regions, West Midlands employers do not appear to be providing job related training either consistently over time, or to the same degree as some other regions, for example the South West. This could be to do with the structure of the regional economy and the impact of global issues upon the manufacturing sector.

Compared to other regions, the off the job training provided in the West Midlands is relatively low in Health and Safety, job specific training, new technology, management and supervisory skills.

The proportion of employers providing on the job training across the country has fluctuated over the years and is growing overall at a national level, with a marginal upward trend in the West Midlands.

Changes introduced by employers in the last year shows that the West Midlands fares well in relation to the introduction of initiatives to involve employees and the introduction of new products or services, performs averagely well in relation to production or service technology, working arrangements and organization of work The West Midlands performs relatively badly in relation to changes in work techniques or procedures.

6.2 Appendix 2: Regional context

In line with Advantage West Midlands (AWM) Economic Strategy, 'Creating Advantage' the Regeneration Zone is linked through Pillars 2 and 4 of the economic strategy which are defined as follows:

Pillar 2: Promoting a learning and skilful region incorporates 2 aims. The first is to develop a highly skilled and adaptable workforce, and the second is to develop a culture of lifelong learning/continuous improvement.

Pillar 4: Regenerating communities in the West Midlands, also has two main aims. The first is to target communities and people in poverty and social exclusion, and the other is to develop connections between public, private, voluntary and community sectors.

There are three important focuses that relate to the targeting and concentration of AWM resources (and other resources) within the West Midlands, and these are:

- i) Regeneration Zones
- ii) Sectors and clusters
- iii) High technology corridors

The focus of this document is on the Regeneration Zone. The purpose of the Regeneration Zones are to:

- Ensure the targeting of regeneration resources on the areas of greatest need in the West Midlands by AWM and all other key funders of regional activity
- Improve linkages between need and opportunity
- Lead to improved co-ordination of regeneration activity in each area

There are a number of themes and issues that cut across the whole agenda for the region and they include:

A. Diversity and social exclusion

- The regeneration zone contains 60% of the regions long-term unemployed. There is a need to develop programmes to address this, also a need to improve the understanding and skills of regeneration practitioners. The agenda also calls for capacity building in the region

B. Sustainability

- The need to ensure social progress which recognises the needs of everyone
- Maintenance of high levels of economic growth and employment

In addition to AWM's economic strategy there are other regional strategies linked in to this that include:

- i) The regional sustainability framework
- ii) The regional innovation strategy and action plan
- iii) The regional international trade strategy

Pillar 2- Promoting a Learning and Skilful region

In order to promote a learning and skilful region there will be £16 billion of resources made available over 10 years. The agenda promotes learning and skills through actions to:

- Improve the skills needed to support cluster development
- Improve innovation
- Tackle the regions poor performance in basic attainment and skills
- Improve the learning infrastructure

Pillar 4 - Regenerating communities

The actions in this pillar have the following key themes:

1) Successful implementation of Regeneration Zones, which means engaging and working with key partners to ensure RZs help lead to joined up approaches that develop:

- Bridges to Success
- Entrepreneurial communities and people
- Local identity and local spirit

2) Spreading and sharing best practice across the region and working with different communities to share and promote best practice in community engagement and capacity building

6.3 Appendix 3: Detailed Household Survey and Employer Survey analysis

Household Survey

General profile

There were 556 respondents who were based in the RZ included in the results of the Household Survey. This is a small number¹¹ and detailed analysis below the level of whole population frequencies can produce very small numbers. Therefore the results are indicative that must be treated with some caution.

- 47% are male, 53% are female.
- 9% suffer from a disability

The age profile is set out below:

Table 6-1 Age

Age	No.	%
16	6	1.1
17	5	0.9
18	6	1.1
19	12	2.2
20	9	1.6
21-24	53	9.5
25-34	165	29.7
35-44	150	27.0
45-54	105	18.9
55-RA	44	7.9
Refused	1	0.2
Total	556	100.0

Source: C&W Household Survey 2002

The ethnicity breakdown is as follows:

Table 6-2 Ethnicity (16-65 age group)

	No.	%		No.	%
White British	388	69.8	Indian	78	14.0
White Irish	6	1.1	Pakistani	28	5.0
Other white	7	1.3	Bangladeshi	12	2.2
White and black Caribbean	2	0.4	Other Asian	4	0.7
White and black African	1	0.2	Caribbean	11	2.0
White and Asian	2	0.4	African	7	1.3
Other mixed	1	0.2	Black other	1	0.2
			Chinese	1	0.2
			Other	7	1.3
			Total	556	100.0

Source: C&W Household Survey 2002

¹¹ At the time of writing no detailed age, gender, ethnicity, or economic activity profile was available for the RZ. Consequently, the data has not been weighted accordingly to the likely profile of the RZ and figures given are those for the raw survey data (556 cases in total). Findings should therefore be treated as indicative.

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The survey was able to look at attitudes to learning and it showed a generally positive view of training in the future.

Table 6-3 Attitude to learning/training in future by gender

	Q79 - GENDER				Total	
	MALE		FEMALE			
Attitude to learning/training in future	No.	%	No.	%	No.	%
Very negative - I have no intention at all of train	3	1.1	3	1.0	6	1.1
Negative - I do not want to train / learn / study	11	4.2	11	3.7	22	4.0
Neutral - I will train / learn / study if required	72	27.5	58	19.7	130	23.4
Positive - training / learning / studying may be us	124	47.3	162	55.1	286	51.4
Very positive - training / learning / studying are	48	18.3	51	17.3	99	17.8
Don't know	4	1.5	9	3.1	13	2.3
Total	262	100.0	294	100.0	556	100.0

Source: C&W Household Survey 2002

The source of advice and information on training was another area of enquiry within the survey.

Table 6-4 Where to go for training advice by gender

	Q79 - GENDER				Total	
	MALE		FEMALE			
Where to go for training advice	No.	%	No.	%	No.	%
School/ college/ university	109	41.6	141	48.0	250	45.0
Current/ previous employer	88	33.6	91	31.0	179	32.2
Internet	46	17.6	38	12.9	84	15.1
Job Centre	43	16.4	33	11.2	76	13.7
Family/ friends/ colleagues	28	10.7	31	10.5	59	10.6
Library	18	6.9	37	12.6	55	9.9
Local press	30	11.5	24	8.2	54	9.7
Careers service/ connexions	26	9.9	27	9.2	53	9.5
Adult education centre	11	4.2	25	8.5	36	6.5
Citizens' advice bureau	12	4.6	7	2.4	19	3.4
Community group/ organisation	3	1.1	12	4.1	15	2.7
Trade press	13	5.0	2	0.7	15	2.7
Learndirect centre	5	1.9	8	2.7	13	2.3
TEC/LSC	6	2.3	4	1.4	10	1.8
Local learning partnership	4	1.5	2	0.7	6	1.1
UK on-line centre	0	0.0	4	1.4	4	0.7
Other	3	1.1	1	0.3	4	0.7
Don't know	17	6.5	15	5.1	32	5.8
None/ would not approach	13	5.0	21	7.1	34	6.1

Source: C&W Household Survey 2002

The results show that most people would approach an academic institution or an employer for information. The disadvantage of these two sources is that the institutions may well have only a limited range of information about other providers and will be seen as most appropriate for those looking to follow training through further or higher education. Employers have identified that they need much more information about the availability of training. So employees approaching them are accessing a source that itself recognises there are limitations on the information it has available to advise people.

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Respondents were asked about the reasons that prevented or discouraged them from taking up training or learning opportunities.

Table 6-5 Reasons preventing or discouraging training by gender

	Q79 - GENDER				Total	
	MALE		FEMALE		All	
Reasons preventing or discouraging training	No.	%	No.	%	No.	%
Nothing is preventing me	153	58.4	146	49.7	299	53.8
It would take too much of my time	33	12.6	34	11.6	67	12.1
I have to look after children/ other dependents	12	4.6	46	15.6	58	10.4
The cost of 'learning' is too high	12	4.6	15	5.1	27	4.9
Illness/ disability prevents me	13	5.0	11	3.7	24	4.3
Don't know	10	3.8	10	3.4	20	3.6
I am just not interested in any more training or learning	7	2.7	8	2.7	15	2.7
A lack of available childcare	1	0.4	11	3.7	12	2.2
Training is not provided at suitable times	2	0.8	8	2.7	10	1.8
I am too old/ too young	4	1.5	5	1.7	9	1.6
The cost of childcare is too high			8	2.7	8	1.4
Other	6	2.3	1	0.3	7	1.3
I already have enough skills/ qualifications knowledge	2	0.8	2	0.7	4	0.7
There are no suitable vacancies close by	2	0.8	2	0.7	4	0.7
I do not need to 'learn' any more to do my job	3	1.1			3	0.5
My employer will not support me by paying any of the co	3	1.1			3	0.5
I think the quality of what is available is poor	2	0.8	1	0.3	3	0.5
My employer will not support me by giving me time off t	2	0.8	1	0.3	3	0.5
My English is not good enough	2	0.8	1	0.3	3	0.5
Refused	2	0.8	1	0.3	3	0.5
I do not know enough about what is available	1	0.4	2	0.7	3	0.5
I do not have the right motivation to study/ train			3	1.0	3	0.5
Do not believe it will increase my chances of getting a job	2	0.8			2	0.4
Travel costs are too high	1	0.4	1	0.3	2	0.4
I do not think that I would be able to - I lack the con	1	0.4			1	0.2
I do not have the experience/ qualifications needed	1	0.4			1	0.2
Having a baby			1	0.3	1	0.2
I have tried it before and it has put me off						
Total	262	100.0	294	100.0	556	100.0

Source: C&W Household Survey 2002

Clearly most people felt there was no constraint on them taking up these types of opportunities and the two main reasons that prevented or discouraged people were (a) the time it would take and (b) caring responsibilities.

The extent to which people will undertake some training in the next 12 months is set out in the table below. Just over a third (36%) said they would be unlikely to or definitely would not start training with nearly a quarter (23%) of those interviewed in the zone saying they would be continuing with some learning, training or study.

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Table 6-6 Training in next 12 months by gender

Ref Q79	- GENDER				Total	
	MALE		FEMALE			
	No.	%	No.	%	No.	%
Will continue with some learning/ training/ study	52	19.8	75	25.5	127	22.8
Certain to start some new learning/ training/ study	20	7.6	20	6.8	40	7.2
Likely to start some new learning/ training/ study	24	9.2	34	11.6	58	10.4
May start some new learning/ training/ study	19	7.3	27	9.2	46	8.3
Unlikely to start any learning/ training/ study	96	36.6	77	26.2	173	31.1
Definitely will not	13	5.0	14	4.8	27	4.9
Don't know	38	14.5	47	16.0	85	15.3
Total	262	100.0	294	100.0	556	100.0

Source: C&W Household Survey 2002

The table below illustrates the reasons respondents gave for undertaking learning – mainly to increase personal knowledge or skills. There is a slight difference between men and women, with a higher proportion of men looking at improving their job skills. However, this may simply reflect a job market where more men than women are employed.

Table 6-7 Reasons for new learning by gender

	Q79 - gender				Total	
	Male		Female		All	
	No.	%	No.	%	No.	%
To increase my personal knowledge	43	37.4	69	44.2	112	41.3
To maintain/ upgrade my current skills	50	43.5	52	33.3	102	37.6
To do my job better	32	27.8	39	25.0	71	26.2
To help me get a (another) job	20	17.4	33	21.2	53	19.6
Interest in the subject	18	15.7	30	19.2	48	17.7
My employer requires me to	23	20.0	20	12.8	43	15.9
To gain entry qualifications for another course of study	8	7.0	10	6.4	18	6.6
To increase my self-esteem	5	4.3	11	7.1	16	5.9
For pleasure/ social interaction	4	3.5	9	5.8	13	4.8
To completely change my career	6	5.2	7	4.5	13	4.8
Increased chances of promotion	9	7.8	3	1.9	12	4.4
Increased job satisfaction	6	5.2	5	3.2	11	4.1
It will give me some time away from work	1	0.9	1	0.6	2	0.7
There are no suitable jobs around			1	0.6	1	0.4
I might be/ will be made redundant						
Other			1	0.6	1	0.4
Don't know	1	0.9	1	0.6	2	0.7
Refused	1	0.9			1	0.4
Total	115	100.0	156	100.0	271	100.0

Source: C&W Household Survey 2002

Individual Learning Records

There is information provided through the LSC which gives some illustration of the number of learners and those in training funded through the LSC and for whom an ILR has been completed. The figures below compare the numbers in the RZ with the rest of Coventry and Warwickshire.

Table 6-8 Age

Age					Total		% of all age group learners in RZ
	Rest of C&W sub region		C&N RZ		All		
	Number	%	Number	%	Number	%	
Under 16	1,147	2.6	174	1.8	1,321	2.4	13.2%
16-17	7,608	17	1,508	15.9	9,116	16.8	16.5%
18-24	6,788	15.2	2,006	21.2	8,794	16.2	22.8%
25-34	7,084	15.9	2,335	24.7	9,419	17.4	24.8%
35-44	8,067	18.1	1,744	18.4	9,811	18.1	17.8%
45-54	5,919	13.3	861	9.1	6,780	12.5	12.7%
55-64	4,479	10	493	5.2	4,972	9.2	9.9%
65+	3,558	8	346	3.7	3,904	7.2	8.9%
Total	44,650	100	9,467	100	54,117	100	17.5%

Source: C&W LSC, ILRs 2002

These figures show that the RZ has more of its learners who are younger than the rest of the sub-region. Nearly 46% of the learners in the RZ are aged between 18-34 whilst the figure for that age range in the rest of the sub-region is 31%. This is reflected in the figures in the last column which shows for each age group the proportion located in the RZ. Nearly a quarter of the learners aged 25-34 are from the RZ but this figure falls for younger and older age groups.

Table 6-9 Ethnicity

Ethnicity					Total		% of group in RZ
	Rest of C&W sub region		C&N RZ		All		
	Number	%	Number	%	Number	%	
Asian	1773	4.4	1797	20.3	3570	7.3	50.3%
Black	650	1.5	665	7.5	1315	2.6	50.6%
Mixed/Other	937	2.3	533	5.9	1470	2.9	36.3%
White	37603	91.8	5875	66.2	43478	87.3	13.5%
TOTAL	40963	100	8870	100	49833	100	17.8%

As would be expected given the population make up of the RZ, the Zone has a high proportion of all learners from ethnic minority groups.

Coventry & Warwickshire Employer Survey 2002

The general profile of businesses identified through the employer survey is set out below.

In the Coventry and Nuneaton Regeneration Zone there are 8,099 businesses. That is 27% of the total number across the sub-region. The breakdown by sector is as follows:

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Table 6-10 Sector

	RZ		Whole of sub-region	
	No.	%	No.	%
Manuf/ Constn	1,614	19.9	5644	18.9
Wholesale/retail	3,123	38.6	9148	30.7
Trans/storage/ comms	466	5.8	1628	5.5
Fin/Bus servs	1,609	19.9	8519	28.6
Public admin/ Gov /Health /Edn	801	9.9	2601	8.7
Other servs	486	6.0	2256	7.6
Total	8,099	100.0	29796	100.0

Source: Coventry & Warwickshire Employer Survey 2002

There is a concentration on the retail and wholesale sector because the C&NRZ contains the City Centre, Foleshill and shopping centres in Nuneaton and Bedworth all with a high proportion of retail and wholesale businesses.

Table 6-11 Size

	RZ		Rest of C&W	
	No.	%	No.	%
1-10	6,390	78.9	18311	84.4
11-49	1,292	16.0	2711	12.5
50-249	370	4.6	549	2.5
250+	47	0.6	127	0.6
Total	8,099	100.0	21698	100.0

Source: Coventry & Warwickshire Employer Survey 2002

Nearly 80% of the businesses in the RZ area have 10 or less employees. This compares with a situation in the rest of the sub-region where 84% of firms employ up to ten staff.

For the RZ the profile by size and sector is set out in the table below.

Table 6-12 Sector by size (C&NRZ)

	Size		11-49		50-249		250+		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Manufacturing/ Construction	1,271	19.9	271	21.0	72	19.5	0	0.0	1,614	19.9
Wholesale/retail	2,618	41.0	389	30.1	112	30.3	3	6.5	3,122	38.6
Trans/storage/ communications	417	6.5	34	2.6	9	2.4	6	13.0	466	5.8
Fin/Bus services	1,403	22.0	169	13.1	35	9.5	2	4.3	1,609	19.9
Public admin/ Gov /Health /Education	339	5.3	325	25.2	105	28.4	32	69.6	801	9.9
Other services	342	5.4	104	8.0	37	10.0	3	6.5	486	6.0
Total	6,390	100.0	1,292	100.0	370	100.0	46	100.0	8,098	100.0

Source: Coventry & Warwickshire Employer Survey 2002

The larger employers in the 'Public Admin' sector – again reflecting the location of Central and Local Government organisations in the Town and City Centres.

In the wholesale/retail sector 84% of the businesses employ 10 or less.

Vacancies

The two tables below set out the main types of vacancies by general skill area and sector. Administration and skilled trades are areas where there are vacancies. As a result of the high proportion of retail/wholesale businesses there is a large number of vacancies for people with sales and customer service skills.

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Table 6-13 Number of vacancies by sector

	Sector												Total	
	Manuf/Constn		Wholesale/retail		Trans/storage/comms		Fin/Bus servs		Public admin/Gov etc		Other servs		All	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Managers			31	5.4			4	1.1	22	6.4	6	4.3	63	3.6
Professionals							19	4.6	98	29.2	6	4.3	122	7.0
Associate professional	10	4.0	5	0.9			17	4.2	80	23.7	18	13.4	130	7.4
Admin and secretarial	40	15.9	26	4.5	6	11.5	236	58.4	76	22.5	21	16.3	405	23.1
Skilled trades	131	51.7	128	22.2	21	43.2	48	12.0	15	4.4	6	4.3	349	19.9
Personal service			9	1.6					81	24.0	63	47.7	153	8.7
Sales and customer service	8	3.2	300	52.2			93	23.1	7	2.0	17	12.8	425	24.3
Process, plant and machine ops	32	12.4			22	45.3	5	1.3			6	4.3	65	3.7
Elementary occupations	71	28.0	118	20.5			24	6.0	43	12.9	32	24.3	288	16.5
Don't know	26	10.1	27	4.7			58	14.5	23	6.8			133	7.6
Total	254	100.0	575	100.	49	1000	403	100.	336	100.	132	100.	1,749	100.

Source: Coventry & Warwickshire Employer Survey 2002

Table 6-14 Number of hard to fill vacancies by sector

	Sector												Total	
	Manuf/Constn		Wholesale/retail		Trans/storage/comms		Fin/Bus servs		Public admin/Gov etc		Other servs		All	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Managers			11	3.0			4	1.7					15	1.6
Professionals							13	5.2	46	31.0			59	6.0
Associate professional			5	1.5			7	2.6	15	10.0			27	2.7
Admin and secretarial	36	29.5	23	6.4			203	78.6	56	37.7			317	32.2
Skilled trades	47	39.0	128	36.0	21	56.1	43	16.7	15	10.0	6	8.8	260	26.4
Personal service			9	2.6					36	24.3	36	55.7	81	8.2
Sales and customer service	4	2.9	181	51.1			40	15.7	7	4.5	10	15.7	242	24.6
Process, plant and machine ops	25	20.2			17	43.9	5	2.0			6	8.8	52	5.3
Elementary occupations	18	15.0	52	14.7			24	9.4	30	20.1	23	35.5	147	14.9
Don't know	121	100.0	354	100.0	38	100.0	258	100.0	147	100.0	64	100.0	983	100.0
Total	254	100.0	575	100.	49	100.	403	100.	336	100.	132	100.	1,749	100.

Source: Coventry & Warwickshire Employer Survey 2002

Overall, more than a fifth (21%) of RZ businesses have vacancies, compared to 15% of businesses outside the Zone. RZ businesses also reported more harder to fill vacancies – 13% of those in the RZ reported having trouble in filling some positions, compared to 10% of those in the rest of the sub-region.

The table below sets out the skills that employers said were the most difficult to obtain. The top 3 mentioned were customer handling skills (again probably a reflection of the large number of retail/wholesale businesses), technical and practical job skills and numeracy skills.

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Table 6-15 Skills difficult to obtain by sector

	Sector												Total	
	Manuf/Constn		Wholesale/retail		Trans/storage/comms		Fin/Bus servs		Public admin/ Gov /Health /Edn		Other servs		All	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Customer handling skills	28	22.9	152	42.9	3	7.9	104	32.9	15	10.0	21	32.9	323	31.0
Technical and practical job skills	30	24.8	75	21.2	21	56.1	101	32.0	30	20.5	12	18.7	270	25.9
Numeracy skills	31	25.6	61	17.3	3	7.9	160	50.5			9	13.4	263	25.3
Personal skills	11	9.3	94	26.6			47	14.9	25	16.7	39	61.0	217	20.8
No response/Lack of applicants	15	12.1	118	33.3			56	17.8	15	10.0			204	19.6
Literacy skills	28	22.7	61	17.3	10	25.9	97	30.6			6	8.8	201	19.3
Flexibility	8	6.6	25	6.9	3	7.9	80	25.3	15	10.0	27	41.7	157	15.1
Selling skills	21	17.3	88	24.8			9	2.7			21	32.9	139	13.3
Problem solving skills	7	5.5	27	7.6			65	20.5	15	10.0	21	32.9	134	12.9
Team working skills	8	6.6	19	5.4			58	18.4					86	8.2
Marketing skills	21	17.3	56	15.7									77	7.4
Communication skills	7	5.5	35	9.9	3	7.9	7	2.3	15	10.0	6	8.8	73	7.0
Experience	5	3.9					52	16.4					57	5.4
Advanced IT or software skills	21	17.3					12	3.8	16	11.0			49	4.7
Management skills	21	17.3	5	1.5							21	32.9	48	4.6
Basic computer literacy skills	7	5.5	6	1.8			12	3.8	16	11.0			41	4.0
Foreign language skills									15	10.0	21	32.9	36	3.5
Driving skills	7	5.5			10	25.9	12	3.8					29	2.7
Training/qualification									6	3.8			6	0.5
Teaching skills														
Health and safety														
Personal attitudes/attitudes														
Other			21	6.1			58	18.4					80	7.7
Don't know	16	13.4	9	2.6					56	38.0	16	24.4	97	9.3
Total	121	100.0	354	100.0	38	100.	316	100.	147	100.0	64	100.	1,041	100.0

Source: Coventry & Warwickshire Employer Survey 2002

Table 6-16 Skill gaps by sector

	D2. Any skills gaps						Total	
	Yes		No		Don't know			
	No.	%	No.	%	No.	%	No.	%
Manufacturing/ Construction	245	15.8	1,364	21.1	5	5.2	1,614	19.9
Wholesale/retail	437	28.2	2,618	40.6	67	69.8	3,122	38.6
Trans/storage/ communications	3	0.2	463	7.2	0	0.0	466	5.8
Fin/Bus services	486	31.4	1,117	17.3	6	6.3	1,609	19.9
Public admin/ Gov /Health /Education	253	16.3	533	8.3	15	15.6	801	9.9
Other services	125	8.1	358	5.5	3	3.1	486	6.0
Total	1,549	100.0	6,453	100.0	96	100.0	8,098	100.0

The proportion of businesses in the RZ with identified Skills Gaps is 19%, this compares with a figure across the rest of the sub-region of 21%. In the Public Sector/Government/Health

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sector this figure in the RZ rises to 31%, in Finance and business Services 30% and Other Services it is 26%. These are the three sectors which are most affected by Skills Gaps.

Employers identified the types of skills that they found missing in their employees. These are set out, by sector, in the table below. Most often it was technical and practical skills and communication skills. Advanced IT or software skills was the third most frequently raised area - a particular issue in the transport/storage, finance/business services and public administration/Health sectors.

Table 6-17 Missing skills in employees by sector

	Sector												Total	
	Manuf/ Constn		Wholesale /retail		Trans/stor age/ comms		Fin/Bus servs		Public admin/ Gov		Other servs		All	
	No.	%	No.	%	No	%	No.	%	No.	%	No	%	No.	%
Technical and practical job skills	86	20.8	265	28.0	7	23.8	122	24.4	105	25.6	29	14.5	615	24.6
Communication skills	39	9.4	242	25.6	6	19.7	119	23.8	125	30.3	64	31.5	594	23.7
Advanced IT or software skills	86	20.7	22	2.3	13	44.7	273	54.7	135	32.9	18	8.9	547	21.8
Customer handling skills	41	9.8	199	21.0	9	30.2	129	25.8	83	20.2	75	36.9	535	21.4
Selling skills	5	1.1	233	24.7			196	39.2			6	2.8	439	17.6
Basic computer literacy skills	81	19.6	92	9.7	6	22.3	83	16.7	148	35.9	24	11.7	434	17.4
Problem solving skills	56	13.5	157	16.6	6	19.7	85	17.0	61	14.9	43	21.0	407	16.3
Team working skills	29	6.9	177	18.8	6	19.7	37	7.4	86	20.9	67	33.2	402	16.0
Personal skills	53	12.8	147	15.5			44	8.7	60	14.6	82	40.2	385	15.4
Flexibility	75	18.1	135	14.3			18	3.6	54	13.2	42	20.4	324	12.9
Management skills	32	7.6	118	12.5	7	23.8	42	8.3	56	13.5	27	13.3	281	11.2
Marketing skills	11	2.7	101	10.6			79	15.7	20	4.8	27	13.2	237	9.5
Experience	80	19.4	78	8.2			9	1.8	11	2.7			178	7.1
Foreign language skills	14	3.3	76	8.0	6	19.7	10	1.9	26	6.4			131	5.2
Literacy skills	31	7.4	67	7.1			6	1.2	15	3.7			119	4.8
Numeracy skills	9	2.2	102	10.8			5	1.1					117	4.7
Driving skills			56	5.9			16	3.3	20	4.8			92	3.7
Training/qualification	4	0.8	20	2.1									24	0.9
Personal attitudes/attitudes	5	1.1	11	1.2			2	0.4	6	1.3			23	0.9
Health and safety									10	2.3			10	0.4
Teaching skills														
Other	4	0.8					39	7.7	34	8.3			76	3.0
None/no answer	63	15.2	158	16.7			19	3.9	21	5.2	37	18.3	299	11.9
Total	414	100.0	946	100	29	100	500	100.	411	100	203	100.	2,503	100.

Source: Coventry & Warwickshire Employer Survey 2002

The final table gives an indication of the skill shortages in each industrial sector within the RZ. Table 6-18 shows that the highest level of skill shortages is in the Financial and Business Services sector.

Table 6-18 Skills Shortages by sector

	RZ	
	n	%
Manufacturing/ Construction	74	4.6
Wholesale/retail	148	4.7
Trans/storage/ communications	28	6.0
Fin/Bus services	192	11.9
Public admin/ Gov /Health /Education	57	7.1
Other services	38	7.8
Total	537	6.6

Source: Coventry & Warwickshire Employer Survey 2002

6.4 Appendix 4 Flagship Projects

6.4.1 Electric Wharf

Background

The original concept was to create a £12 million canal-side residential and commercial centre in Coventry.

Complex Development Projects, who are involved in the Phoenix Initiative, plans to convert a former power station off Sandy Lane into 65 loft apartments.

Electric Wharf will form a new European style 'urban village' called Bishopsgate Green, providing offices and homes built to the very latest in design and environmental standards.

The proposals are centred upon 400m of canal frontage, a new landmark canal bridge and extended towpaths to the city centre.

The scheme will convert the majority of the Victorian industrial buildings, which date from 1894, creating the first loft-style apartments in the city. The apartments will provide the flexibility to work from home and some will be linked to work spaces.

The scheme is designed to attract new and young companies with a particular emphasis on the creative and IT industries.

Main points

- The main aims are to generate a new image as part of the city led by SME Cultural industries and ICT, with a live/work focus, a centre for innovation, be environmentally sound and address equality and community inclusion
- There are several innovative aspects: the design lead is through artist involvement, good facilities for broadband and local intranet, and the development is set to encourage corporate interrelationships
- It has a strong environmental commitment reusing existing buildings, recycling demolition materials, use of recycled products, high insulation, encouraging walk/cycling, and the development of eco units
- The outputs include: 2000 sq m of new offices, 68 live/work lofts, 24 eco units and a new canal bridge resulting in 306 permanent jobs
- Funding is made up of £11.485m private sector, £1.8m ERDF, and £1.916 AWM inc. SRB

6.4.2 Central Depot

Background

Central Depot is part of the Swanswell development in Coventry. It has now been demolished and has been earmarked for some of the development plans of the Swanswell project.

Main points

- The size and importance of the opportunity – 60h (148 acres), as big as Precinct, Cathedral and University

- Several drivers for change in the area including the C&W hospital, City College and Phoenix
- Key planning issues include the expansion of the city centre in to the Swanswell district, reduction of the negative impact of the ring road, Swanswell pool to form a focal point for the regeneration of the area with reintroduction of the natural topography, utilisation of historic visual connections with the city centre, introduction of an “urban scale” of development, with higher density mixed uses, use of street trees as a structuring framework to routes with provision of safe, direct and attractive pedestrian routes in to the city centre, and creation of features which reflect the historic importance of streams in the area.
- Opportunities and challenges include social, community and cultural regeneration, links to Neighbourhood plans and Area Renewal Strategy, connecting to the canal basin, central depot and Electric Wharf and the innovative “Learning Village” concept
- The next steps include the appointment of master-planning consultants, consultation with stakeholders and community, resolving urgent development pressures and putting in place the delivery mechanism

Physical development of Electric Wharf and Central Depot

Electric Wharf is already well advanced. It is an imaginative and essentially commercial proposition and none-the-worse for that. The developer is aware and indeed keen that what Electric Wharf offers is linked to wider developments in the creative industries. Indeed it could be argued that the success of Electric Wharf depends on a stream of businesses that can grow and prosper in order to become tenants. Of course, tenants can be found from the wider city, region, country, but there would be much to gain from looking at developing, at least part of, the Coventry Depot as low-cost units for start-up companies that could then generate potential business for Electric Wharf. In any case there is a strong case to consider two complimentary developments perhaps linked to the concept of a “business growth ladder”.

Linkages – Local, regional, national

- Develop a corridor along the A45 and in to Birmingham
- Make sure that wider strategies and initiatives are integral to the overall planning and in particular social inclusion, physical/environmental development and business support and skills
- Use the creative industries to influence local and regional initiatives
- Take a bottom up approach to inform the funders etc, by determining what is important to the sector
- Recognise and use more effectively the support Coventry offers the sector and to regional creative industries
- Closely engage with local strategic priorities and developments in developing the linkages throughout the City based on the regional/sub-regional priorities
- Attract local, regional agencies to take up residence

6.4.3 Camp Hill

Background

Pride in Camp Hill is a partnership project between Nuneaton and Bedworth Borough Council (NBBC), Warwickshire County Council (WCC), Advantage West Midlands (AWM), the Princes Foundation (PF) and the residents and businesses of Camp Hill, together with the Learning and Skills council, the chamber of commerce, the local council for voluntary service and primary care trust. The aim is to transform Camp Hill, through a series of physical and social regeneration initiatives, as well as service delivery improvements, all developed with maximum local community involvement.

Main points

There are many issues of social exclusion in Camp Hill. To combat this, we have a major programme of activity, with three clear strands:

1. *Social and economic regeneration* - Through single regeneration budget initiatives (training, support for low achievers in schools, community safety, local employment training, environmental improvements, projects involving young people, home start), Health improvement campaigns (smoking cessation, Family Community Care Centre)
2. *Physical improvements* - Through building new housing, as well as improving existing housing. We will also provide additional and improved leisure, commercial, retail and industrial development and work to improve the overall physical environment of Camp Hill
3. *Service delivery improvements* - Through a range of initiatives with local service providers (bulky refuse collection, local housing repairs service) and a local base for contact and community involvement (community office)

There are 8 principles guiding the work in Camp Hill. These are:

- Community involvement
- Local facilities
- Education and training
- Property
- Design
- Jobs and business
- Travel
- Local services

Timescales and funding

There are several stages to the development of Camp Hill. The completion of all of these stages is due for the end of 2004. The Camp Hill project is funded through the following sources:

Land sales	£1,809,448	WCC (grant and loan)	£418,736
Grant from AWM	£2,140,847	NBBC (grant and loan)	£418,736
ERDF grant	£650,000		

There may in the course of the year, also be the need to review the cash flow and/or seek additional funds, in order to take advantage of any opportunities that may present themselves.

6.4.4 Swanswell Redevelopment Project

Background

This development is seen as a major opportunity for Social, community and cultural regeneration – in the City. 124 acres – infrastructure costs £25m+. What is proposed would be expected to link to the Neighbourhood Plan for the Phoenix area (Hillfields) and the Council's Area Renewal Strategy

The site is adjacent to other key regeneration sites such as the Canal Basin, Central Depot (actually now demolished and effectively part of the Swanswell site) and Electric Wharf being developed through year 1&2 funding from the C&NRZ. Depot site is already being earmarked for an extension to Electric Wharf or a site for cultural industries units.

The Hillfields flats have both a short-term and medium term perspective. Currently a number of refugee and asylum seekers are housed in the flats but Whitefriars are planning to demolish during the summer some of the blocks that are already empty.

The eventual plan is that most of the flats will be demolished but this is very much dependent upon the in and out flows of new asylum seekers and refugees.

Plans for the use by the PCT of part of the existing Coventry and Warwickshire Hospital site for City Centre Health facilities are already in place – 26/300 sq m. The site will not be vacated until late 2005/2006. The health (and health related training) facilities on the site are an existing commitment within the site.

There will be further opportunities to link the site through to the Phoenix Project (now nearing completion) and beyond into the City centre. It is likely that the existing Pool Meadow Bus Station will be redeveloped – probably for retail. There are plans for a major redevelopment of the existing Sports Centre although this is very much dependent upon PFI bids.

At the core of the whole scheme is the Innovative “Learning Village” concept. General view is that without this development (and the Learning Village itself needs the relocation of the City College to this site to be viable) any innovative or unique feature to the Swanswell project will be lost.

Main points

LSC and City College leading on taking this innovative concept forward because they see real synergies between the various levels of learning that will be available in one place – close to the City centre and which should act as a beacon for learning from the heart of one of the more deprived parts of Coventry.

The elements that will be part of the Learning Village are as follows:

- Crèche, day care, early years;
- Primary schooling; not proposed at present to provide site for new primary school but there to be clearer links to local primary schools and the site to provide specialist resources to support them.
- Secondary schooling; the amalgamation of Barrs Hill School and Sidney Stringer school into a new inner city secondary school
- City College; the centre of the concept is the building of a new college and the closure of its sites at The Butts and Tile Hill. The LSC would also like to see a Construction Training centre of excellence located here - built in advance of the main college development if that was possible.
- Coventry University; extension of the Universities activities – probably related to health and links to the new PCT City Centre facilities.

- The site will also include adult guidance and related community training and learning facilities. Security for the various elements of the site to allow public access but appropriate restricted access for key elements – has been thought of from the start.
- The site could also accommodate conference facilities.
- Buildings that meet urban design aspirations – a key aim of the ‘learning village’ concept – in particular to enhance image of FE College and in demonstrating the ‘beacon’ role of the village.

Timing is however crucial as the City College is carrying additional revenue costs because of its splits sites and wants to move as quickly as possible with redevelopment.

Summary

First and foremost the development will involve a lot of new construction and there is a desire for a new construction training facility to be located here. However, timings may mean that this has to be built/located elsewhere.

Master planners have now been appointed and City Council's Chief Executive is aware of the need for local consultation. However, most of the elements for the site have already been agreed or supported in principle - City Centre Health facility, Learning Village new housing. It is the timing and speedy resolution of land ownership issues that will determine if the master plan can be realised.

Opportunities are unlikely to be realised until 2006 at the earliest.

Current plans for the site of the Learning Village envisage utilising the site of the Bus Depot and land released from demolition of flats – this may run into some local political opposition.

6.4.5 Arena Development

Background

Situated on the former Foleshill Gas Works site, the complex will take around two years to complete. Plans for the 70-acre Brownfield site also include conferencing, events and exhibition space, a casino facility, a district centre and a food superstore.

There will be adequate coach and car parking as the site is within yards of the M6. It is also within eight miles of Birmingham Airport.

Work on preparing the construction site started in January 2000. This included clearing up the polluted land and removing the 200ft gasholders of the former gas works site. So that Coventry's gas supply network was not affected by the Arena 2000 project, Transco had to construct a whole new network of underground pipes right across the site. This work, part of the northern regeneration scheme for the city, was completed in four months and cost £20 million.

The stadium project will be Coventry's biggest construction project since the new Cathedral was built.

A massive Tesco Extra store measuring 13,000m² is also being planned alongside the stadium as well as several smaller units for shops and businesses. A new train station is planned to provide easy access capable of handling 10,000 passengers an hour. This station will lie on the Coventry to Nuneaton line, both of which are main interchange stations on the West Coast Main Line. There will also be many enhancements to the local bus network that will serve the Foleshill site.

Coventry City Council and regional development agency Advantage West Midlands have bought the 28,300ha Brownfield site from HBG Construction for around £20 million. This is the first step towards development of a new multi-purpose arena for the city. This now paves

the way for a joint venture company to be set up, which will include Coventry City Council, Coventry City FC and other potential partners, to progress detailed plans and designs for the multi-purpose arena development.

Main points

Local labour - Following discussions with legal opinion it has not been possible to build into the tender any requirement for use of local labour or sub-contractors. Advice has been that this would leave the development open to legal challenge.

There has yet to be any discussion about the use of local trainees on the scheme – and this may be a possibility once the final construction company has been chosen. But the possibility that this might be part of the interviewing and selection process has not been discussed.

Tesco - Currently the company is in negotiation with ODPM about the status of some of their stores as 'regeneration' projects. The company is also concerned about its level of investment so far and these can explain its reluctance to be engaged in discussions about jobs and training for the local community until all commercial deals have been completed.

Approaches have been made by the local area-co-ordination team to Tesco to discuss jobs and training but this has apparently been 'rebuffed'.

Deadline for completion of the Tesco store – reputed to be the largest in the country – is July 2004.

Finance

The stadium site is in an Objective 2 area for European funding and the C&N Regeneration Zone, which has enabled resources from the EU and Advantage West Midlands to be applied for.

Four firms are now vying to build the new Coventry Arena stadium on the old Foleshill gas works site. It is understood that Mowlem, Laing O'Rourke, Sir Robert McAlpine and Taylor Woodrow will all cost the 32,000-seat ground, which is to be the new home of the Sky Blues.

The news, reported by trade publication Construction News, comes after original contractors Birse pulled out for financial reasons. The new bidders, who will follow the design drawn up by Birse, have been short-listed by Coventry Regeneration North (CRN) - a wholly owned subsidiary of Coventry City Council. CRN could not confirm the names of the bidders for legal reasons, but said short-listing had taken place.

Following the withdrawal of Birse an advert in the Official Journal of the European Community drew 10 major national contractors. Each has been evaluated in terms of quality and experience and four companies have now been short-listed to tender.

CRN will choose the overall contractor in September. Work will begin on site soon after with completion scheduled for December 2004.

The overall development will also include a 6,000 sq metre exhibition and concert hall, an 8,400 sq m casino and a 1,400 sq m health and fitness club.