

Council Plan

2013/14 End of Year Performance Report

Policy Team - Coventry City Council

July 2014

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Coventry: open for business – our vision and priorities for the next 10 years

Council Plan

Coventry open for business: our vision and priorities for the next 10 years

Globally connected

promoting the growth of a sustainable Coventry economy

that benefits the city by... making sure that residents share in the benefits by...

- Supporting business growth
- Creating the infrastructure
- City centre for the 21st century
- Raising the profile of Coventry
- Jobs for local people
- Reducing the impact of poverty
- Supply, choice and quality of housing

Locally committed

improving the quality of life for Coventry people

by working with local communities to... for our most vulnerable residents by...

- Attractive, cleaner and greener city
- Safer communities
- Improving educational outcomes
- Improving health and wellbeing
- Protecting and supporting the most vulnerable people
- Reducing health inequalities

Delivering our priorities

Maximising the use of our assets; reducing operating costs
Active citizens; strong and involved communities

globally connected, locally committed

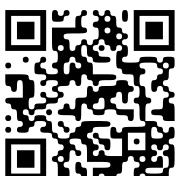
Key

A number of symbols are used in the report to illustrate the progress made and the performance towards the targets set against each of the headline indicators:

Symbol	Progress	Target
	Indicator progressing in the right direction (towards target)	On-target
	Indicator moving in the wrong direction (away from target)	Off-target
	Indicator progress is similar or unchanged	
	Not available	

Find out more

This performance report provides a high-level summary of the Council's performance. It forms part of Coventry City Council's performance reporting arrangements set out in the Performance Management Framework. Further information available online include web-based indicator reports setting out historical trends, comparators, interactive maps, and data visualisations; and links to the Council's key strategies and progress reports.



www.coventry.gov.uk/performance/



Executive summary

Progress made in 2013/14 towards the Council Plan priorities

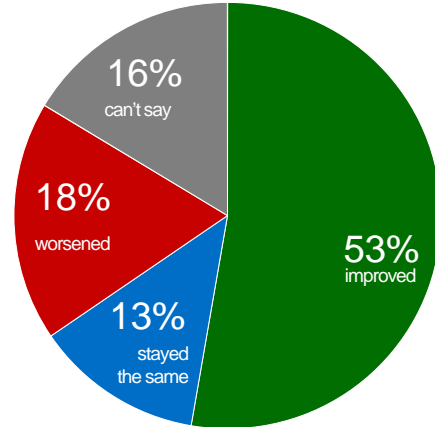
Coventry: open for business

In January 2014, the Council set out its overall strategic direction and priorities for the next ten years in the new Council Plan. Through its plan for growth, the Council wants the city to become more prosperous and to meet the needs of its citizens. The Council believes that economic prosperity will create more resources which can then be redistributed more equally. In the context of further budget cuts, the Council has had to find new ways of delivering services by using its own assets as well as those of local residents, communities and partner organisations.

This first report of the new plan sets out the progress that has been made in relation to the planned priorities and a set of key headline indicators.

Overall there has been good performance.

Of the 55 headline indicators, 36 indicators (66%) have improved or stayed the same.



Globally connected

The Council has focused on encouraging economic growth and regeneration in the city in a way that helps local residents and communities. This year saw the approval of the Coventry and Warwickshire City Deal; the launch of a Strategic Economic Plan; and the creation of a £50 million Coventry Investment Fund. This will help attract investment, support businesses to grow and in turn, help create jobs for local people. To ensure that local people share in the proceeds of growth, the Council is helping people, particularly the city's most vulnerable residents, develop skills and find jobs. This is particularly critical as the rate of young people not in education, employment or training is higher than the regional and national averages.

This year has seen the start of works at the new Friargate business district. The scheme is critical for the regeneration of the city centre, as this will bring in employers, jobs and footfall that is essential to stimulate the regeneration of the retail and leisure offer in the city centre. To help kick-start the development, the Council has decided to relocate and consolidate Council offices to a new building in Friargate.

The Council has won external funding of £43 million to make Coventry more accessible including roadwork improvements such as Junction 6 of the ring road and improvements at University Hospital. Further investment this year has included public realm improvements at High Street and a new Council House Square.



34,000 visitors to the Council job shop in 2013/14

getting help and advice, interview experiences, training

1,216
found jobs

- 302** NEETs
- 149** from 'Troubled Families' programme
- 126** disabled people
- 34** ex-offenders



Above: Council House Square

Locally committed

The Council wants a good quality of life for everyone. **Attractive, cleaner and greener** – there has been a reduction in fly tipping, but recycling levels have gone down very slightly.

Safety – overall crime reduced by 1%, with the largest reductions in burglary, violence and anti-social behaviour.

Education – the number of pupils attending a good or outstanding school as judged by Ofsted has improved at the primary level but has decline at secondary.

Health – more 40-74 year olds have taken up NHS health checks this year, and people taking up stop smoking services in Coventry have been more successful at quitting than the national average.

The Council works to protect and support the city's most vulnerable people.

Children's – There continues to be significant challenges in children's social care. The city continues to have very high numbers of children known to social care, and an increasing number of referrals. Following the inadequate Ofsted judgement, an independent Children's Improvement Board has been set up to monitor the service and the implementation of the Improvement Plan.

Adults – In adult social care, there has been an increase in the take up of personal budgets and direct payments.

Life expectancy at birth in Coventry

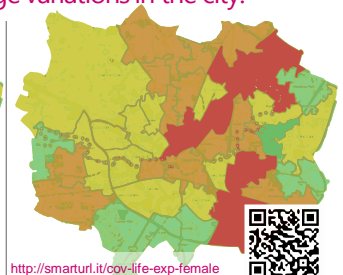
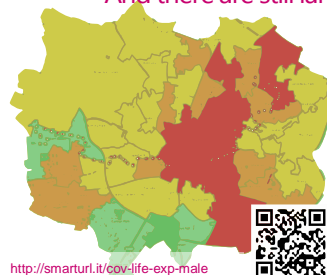


This remains below the regional and national averages:

78.7 West Midlands
79.2 England

82.7 West Midlands
83.0 England

And there are still large variations in the city:



High demand in children's social care

648 Looked After Children

Quality maintained in adult social care

The latest Care Quality Commission inspections of the three Council-operated adult social care residential homes showed that all standards were met.

Delivering our priorities

Despite further, unprecedented cuts to the Council's budget, the final revenue outturn showed that the Council achieved a balanced budget in 2013/14 delivered through savings, underspends and including reinvestment in children's services. Through its Kickstart programme the Council has continued to introduce new ways of delivering services by maximising the efficiency of staff and reducing the workforce, reducing property assets and introducing new technology. Work has started to prepare for the Council's move to a new building at Friargate by the end of 2016 and the opening of a new one-stop customer services centre by September 2015.

The Council cannot do everything it would like to with the resources available. Its plans increasingly look to involve residents, communities and partner organisations more actively so that they can do more for themselves and to work together more effectively. The Council's new Community Development Service will work alongside communities and to involve them in existing projects and the development of new services. This year, the Council has adopted a Social Value Policy to ensure that the Council gets the greatest benefit for Coventry people from the goods and services it buys.



Balanced budget delivered

despite continuing budget cuts



£12.63m savings

through the transformation programme
target of £17.21m missed



Transformation programme

preparing for new ways of working



100+ consultations

with local residents and communities



Globally connected

Promoting the growth of a sustainable Coventry economy



Back to growth

Following the 2008 financial crisis, the UK economy was slow to recover, and the UK's gross domestic product in March 2014 remains 0.6% below the pre-crisis peak¹. Recovery has accelerated since 2013, and a growth rate of 2.7% in 2014 and 2.3% in 2015 is predicted². However, as growth in earnings remains weak, people are not yet feeling the benefits of growth³.

The local economy

In Coventry, gross value added (GVA) is estimated at £6.13 billion in 2012, a notable increase from £5.75 billion in 2011. Taking into account population growth in this period, GVA per head (at current prices) has increased by from £18,145 in 2011 to £18,978 in 2012. GVA remains 11% below Warwickshire and 13% below England.

Coventry: open for business

Changes in government policy mean that local authorities retain a portion of the increase in business rates generated – so that the proceeds of growth can be reinvested in local services. This year, the City Deal was approved, which will make it easier for businesses to set up and expand in Coventry and Warwickshire through a one-stop Clearing House. In addition, the new Coventry and Warwickshire Strategic Economic Plan will, by 2030, lead to over 50,000 new employment opportunities; 75,000 new homes; and better transport links.

The Council launched a £50m Coventry Investment Fund to help businesses grow and create jobs – and also grow the city's business rates base. As of June 2014, five projects (totalling £8m) have been approved ranging from commercial developments to small industrial schemes. Another five projects have submitted outline business cases and been invited to submit full funding applications.

The Council wants to make sure local people share in the proceeds of growth, and has introduced a new Jobs and Growth strategy for 2014-17, which aims to secure investment into the city, encourage local firms to create jobs, and develop the level of skills and qualifications of local residents. This year, the Job Shop saw 34,000 visitors who benefited from services such as local vacancies, training opportunities, advice and support on all things work-related. However, 7.4% of young people aged 16-19 are not in education, employment or training – higher than the regional and national averages and this has to be a priority for the coming year.

Source: ¹ Office for National Statistics ^{2,3} Office for Budgetary Responsibility

Why is economic regeneration so important?

“Creating jobs helps people out of poverty, benefits families and communities and is the key to better, healthier lives for all.”

– Councillor Ann Lucas, Leader of Coventry City Council



Artist's impression of Friargate upon completion.

What is Friargate?

Friargate is a new business district being created by the railway station. It will help attract businesses into the city centre - which will, in turn, support the critical mass of residents and commuters in the city needed to regenerate the city centre. Upon completion, Friargate will provide...

25 new buildings including...



14 Grade A office blocks 2 hotels homes, retail, leisure

Best for business: a speedy planning service



Coventry City Council has been the best performing local authority for determining planning applications on time for the last three years.

We will promote the growth of a sustainable Coventry economy that benefits the city by:

Supporting businesses to grow

In March 2013, there were 7,405 enterprises in Coventry; a net change of 1% from March 2012 (7,335). This is a higher rate of change than Warwickshire (0.4%), West Midlands Metropolitan Area and the West Midlands Region (both 0.3%) and comparable to nationally (1.1%). However, there are still fewer enterprises than before the recession (7,500 enterprises in March 2008).

Attracting investment and expanding businesses

The Council is seeking to attract investment and help businesses expand – particularly in the growing Advanced Manufacturing and Engineering sector. It has launched a new Jobs and Growth Strategy for 2014-17 and created its own Investment Fund to help firms access finance to grow and create jobs. The £50 million fund will also grow the city’s business rates base. As of June 2014, five projects (totalling £8 million) have been approved ranging from commercial developments to small industrial schemes. Another five projects have submitted outline business cases and been invited to submit full funding applications. The Council is a key partner in the City Deal approved in February. As part of the Deal, a growth hub for local businesses will be created to provide a single specialist brokerage, advice and support service – including finance and funding.

Encouraging businesses to create jobs

Despite Coventry’s large student population of around 36,000, the number of residents qualified to degree level is lower than West Midlands or England averages. This is an opportunity for the city to create further links between its universities and businesses to encourage the creation of apprenticeships and graduate internships to help retain skilled graduates in the area.

Indicator	Coventry	Progress	Target
Number of enterprises	7,405	✓	✓

Jobs and Growth Strategy

The Jobs and Growth Strategy for 2014-17 aims to...



secure **£200m** of business investment



secure investment from **14** businesses



provide assistance to help **948** businesses grow
funding opportunities, bid-writing, premises



create **3,150** jobs
e.g. Advanced Manufacturing and Engineering



encourage **apprenticeships** and **graduate internships**
scientists, mathematicians and engineers

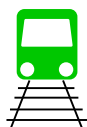
Creating the infrastructure for the city to grow and thrive

The Council has won external funding of £43 million to improve transport, making the city more accessible. This includes roadworks such as Junction 6 of the ring road and improvements at University Hospital. It has also secured funding for new stations at Bermuda Park and Ricoh Arena due to open by May 2015 and a new platform and entrance at Coventry Railway Station.

Recognising the important role of digital connectivity – especially in the city’s growing high-tech cluster, the Council has partnered with CityFibre to offer broadband at up to gigabit speeds to local businesses; 60x faster than the average UK connection. The Coventry CORE deal, announced in June 2014, involves CityFibre acquiring and expanding the Council’s 140km fibre optic network, allowing businesses to benefit from the same high-speed network used by the Council offices.

Indicator	Coventry	Progress	Target
Business rates base	£299.6m	✓	✓

Fastest growing railway station outside London



Passenger numbers at Coventry Railway Station have grown faster than any other station outside of London

2001		2.24m
2012		5.42m
2023		7.49m*
* projected 2043		10.8m*

Gig-Up Coventry

Local businesses can register their interest for gigabit internet online at www.coventrycore.com.

Friargate

Friargate is a new business quarter currently being developed by the railway station. The scheme is critical for the regeneration of the city centre, as this will bring in employers, jobs and footfall that is essential to stimulate the regeneration of the retail and leisure offer in the city centre.

In May 2013, the Council formally decided to relocate and consolidate Council offices to Friargate, helping kick-start the development; in June 2013, the Council formally approved the infrastructure work, including a new Bridge Deck across the ring road; in February 2014, infrastructure work began – including the demolition of Junction 6 of the ring road; and in April 2014, a second tenant was secured, the Royal Institution of Chartered Surveyors (RICS). The initial infrastructure works for Friargate will be completed by April 2015; with the first building in operation by late-2016.

Growing business rates

National non-domestic rates (NNDR), or business rates, are paid by firms based in the city. A growth in the business rates base, therefore, can be used as an indicator of growth in the city.



As of 31 March 2014, the overall rateable value based on 8,183 properties is £299.6m, up from 8,032 properties (£298.2m) last year. The Council has a target for the overall rateable value to grow to £300.1m by March 2015.

Developing the city centre for the 21st century

City centre footfall

Footfall in the city centre in April 2013 to March 2014 is virtually unchanged compared to April 2012 to March 2013. This is better than the national trend where there has been a 2.6% decline in footfall.

Public Realm improvements

The Council has successfully secured additional external funding to deliver further public realm improvements in the city centre following the success of the new Broadgate Square in 2012.

In July 2013, the Council approved a revised package of Phase 2 works, including the creation of a Council House Square – a much more pedestrian-friendly public space in front of the Council House. Works completed in 2013/14 include a new pocket park, improvements at Lidice Place and High Street.

Bringing the city to life

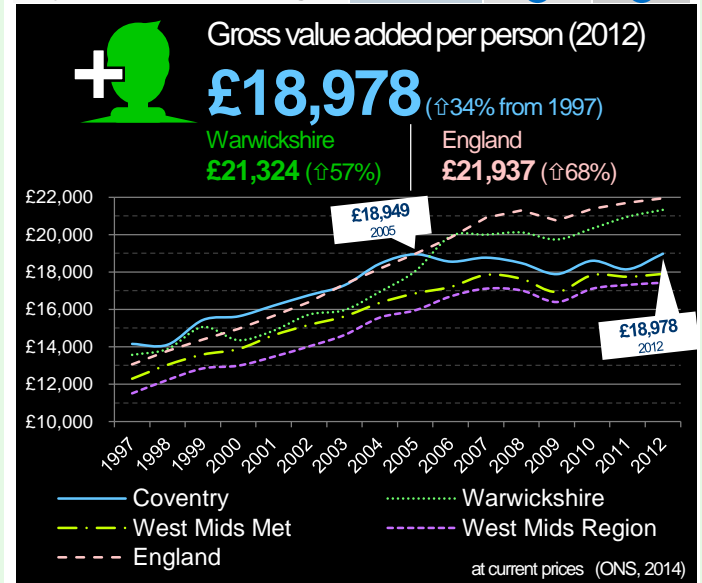
In 2013/14, the Council spent just under £700,000 to host events, including £295,705 on the 2013 Godiva Festival. It attracted a record 125,000 visitors to the park – generating an estimated economic impact of £973,473 for the city. Events help bring the city to life, as it increases the number of visitors in the city, which, in turn, increases spending; helps local businesses, which in turn, can create or safeguard jobs in the city – helping Coventry residents.

Bringing the city to life through events

£691,000 spent on events... around **£2.14** per resident



Indicator	Coventry	Progress	Target
GVA per head	£18,978	✓	✓
City centre footfall change	0.0%	=	=



Godiva Festival 2013

£295,705 event cost ÷ **125,000** visitors = **£2.37** cost per visitor

Estimated economic impact to Coventry of **£973,473** ÷ **125,000** visitors = **£5.42** net impact per visitor

plus... reputational gains: **92%** of visitors surveyed said the event was "good" or "excellent"

Raising the profile of Coventry

Encouraging businesses to relocate to the city

As part of the City Deal, a Clearing House is being created to provide support tailored to the need of small and medium enterprises, particularly those within the advanced manufacturing and engineering sector. This will help businesses as well as those looking to relocate to the area find out what's available, including access to finance and helping them hire people with the right skills. The Coventry and Warwickshire Champions scheme continues to promote the city with a new economic narrative with significant contribution from businesses across the sub region. Coventry exhibited in the international MIPIM property conference to showcase the city as a business location. Funded by the private sector, the partners evaluated it as very successful and valuable.

Promoting Coventry as a visitor destination

The draft Tourism Strategy 2014-2024 sets out a vision for the city to make Coventry an "internationally recognised as a compelling tourism destination of distinction" by 2024. The strategy sets out a number of key objectives: changing perceptions of the city; strengthening our historic and culture offer; attracting conferences; having a major events programme; a sporting city; and retaining graduates.

... and make sure that residents share in the benefits by:
Helping local people into jobs

Coventry's average employment rate among working age residents (age 16-64) is 66.9% (Jan-Dec 2013). This has improved from 64.9% last year, but remains lower than nationally (72%). The relatively low rate reflects the city's high number of students. An estimated 13,100 Coventry residents were unemployed in 2013. This is a rate of 8.3% of the economically-active population compared to 7.4% nationally. Jobseekers' Allowance (JSA) claimant count indicates the changing level of unemployment. In May 2014, there were 7,227 claimants in Coventry; around 3.4% (seasonally adjusted) of the working age population. There are 2,200 fewer JSA claimants than in May 2013. However, JSA claimants are falling more slowly than nationally, with at least part of the reduction due to the new sanctions regime.

Improving employability

Measures are being put in place to help local residents improve their skills, helping people secure jobs. In 2013/14 over 34,000 people visited the Council Job Shop. 1,216 found new jobs; 302 NEETs moved in to positive destinations; 126 disabled people found work or had jobs safeguarded; 149 people from troubled families into work and 34 ex-offenders secured sustainable jobs. The Council's adult education service is rated 'good' by Ofsted, with 6,700 learners last year.

Indicator	Coventry	Progress	Target
Visitor trips	7,867,000 2012	✗	✗

Tourism Strategy: targets for 2024

	2012	2024
Visitor trips	7.87m	9m
Spending	£391m	£447m
Tourism jobs	7,192fte	8,417fte
Website visits	140k	200k

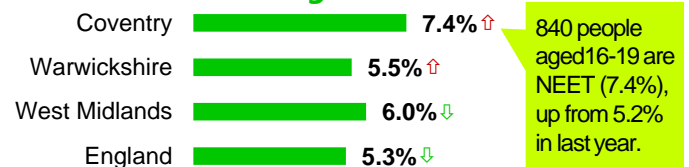
Visitor trips

	2011	2012	
Day trips	7.1m	7.2m	↑
Overnight visits	0.8m	0.7m	↓
Total	7.94	7.87	↓

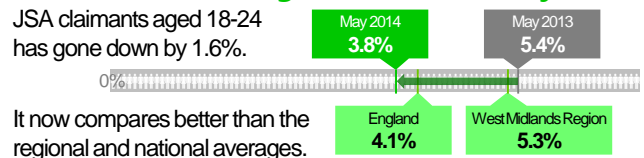
Source: Tourism Economic Impact Assessment, 2011 and 2012.

Indicator	Coventry	Progress	Target
Average employment rate	66.9%	✓	✓
JSA claimants	3.4%	✓	✓
NEET 16-19	7.4%	✗	✗
JSA 18-24	3.8%	✓	✓
NVQ4+	29.7%	✓	✓

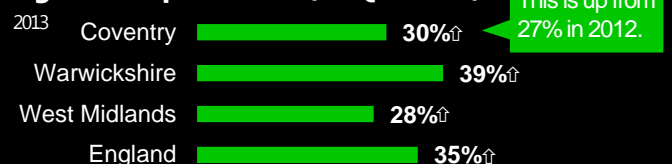
There are more NEETs aged 16-19.



Fewer JSA claimants aged 18-24 in Coventry.



Increase in working-aged people with higher-level qualifications (NVQ Level 4+)



Reducing the impact of poverty

Income and earnings

Coventry's gross disposable household income (GDHI) was £13,374 per head in 2012 (at current prices), up from £13,135 in 2011, an increase of 1.8%. However, Coventry's GDHI have not kept pace with its neighbours: £17,782 in Warwickshire (up 3.6%); £14,744 in the region (up 3.0%) and £17,066 in England (up 3.2%).

The median annual pay in Coventry increased by 0.7% to £21,482 (2013). Bigger increases have been seen elsewhere: £23,807 in Warwickshire (up 4.2%); £20,198 in the wider metropolitan area (up 2.7%); £20,619 in the region (up 3.4%), and £22,204 in England (up 1.8%).

Living wage

In August 2013, the Council implemented the Living Wage for its employees. It is hoped that this will encourage other organisations in Coventry to follow. The Council's Social Value Policy also includes payment of Living Wage as one of the criteria the Council will consider in its procurement.

Credit unions

Credit unions offer low cost loans to families, so that they can avoid excessive interest rates charged by pay-day and doorstep lenders. The Council agreed to provide grant funding to support credit unions and has offered £42k per year in grant aid funding to the two existing credit unions, New Central Credit Union and Coventry East Credit Union, under the condition that credit unions demonstrate year on year growth in membership.

Fuel poverty

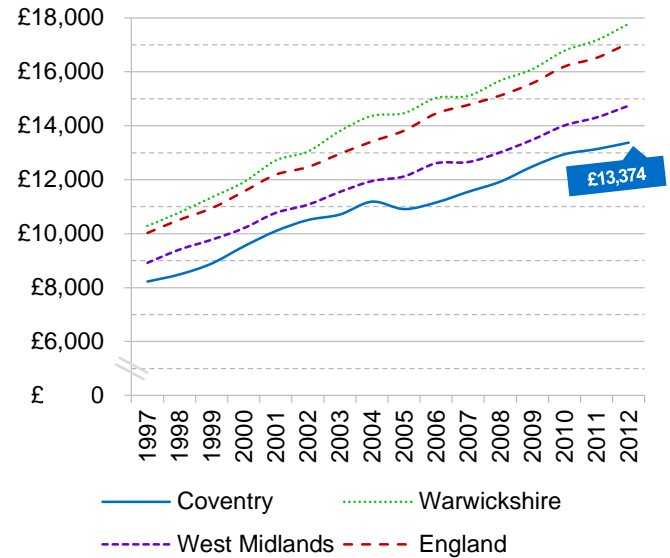
A household is in fuel poverty if their required fuel costs are above the national median level and if they spent that amount they would be left with an income below the official poverty line. In 2013/14, the Council secured a £563k grant secured from the Department of Energy and Climate Change to support disabled people by improving the energy efficiency of their homes. It also produced an updated online aerial thermal map of the whole city, so that residents can compare the level of heat being lost through their roof.

Advice and information

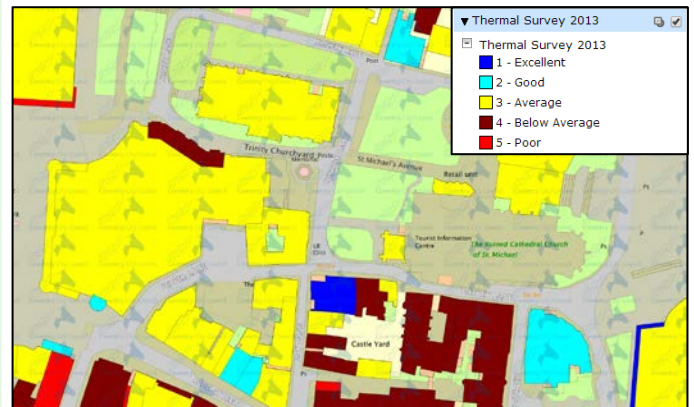
The government's Welfare Reform programme is intended to cut the welfare bill and make the system fairer to "make work pay". However, such cuts disproportionately affect poorer areas. In Coventry, welfare reform costs the local economy an estimated £112 million per year. Last July, the Coventry Partnership launched a welfare reform booklet and video, setting out the changes being introduced and the local help available to help plan for the future. The Council is also monitoring the combined impact of the reforms on local people, to ensure that services and support are coordinated. Find out more at www.coventry.gov.uk/welfarereform/.

Indicator	Coventry	Progress	Target
Gross disposable household income	£13,374	✓	✓
Median annual pay	£21,482	✓	✓
Credit Union membership	N/A	N/A	N/A

Gross disposable household income (GDHI) per head



at current prices
(ONS, 2014)



The aerial thermal map displaying the results of the Thermal Survey 2013 can be found online at www.coventry.gov.uk/thermalmap/



The benefits and tax credits are changing booklet set out how residents can plan and prepare for Welfare Reform.

Increasing the supply, choice and quality of housing

The Coventry & Warwickshire Joint Strategic Housing Market Assessment identified a mid-point need between 3,335 to 4,100 homes per year from 2011-31. Taking into account the prevailing economic conditions, the study projects a mid-point need of 3,750 homes per year in Coventry and Warwickshire; including 1,180 in Coventry. (GL Hearn, 2013)

The Council is encouraging the growth of larger homes in the city and aspirational housing – this will help address the shortage of homes suitable for larger families and help increase the Council Tax base, which will, in turn, help the Council deliver services to the most vulnerable residents. In 2013/14, there were over 900 new homes completed, with an increase in number of four bedroom homes for the first time in nine years (29% of all completions).

1,340 affordable housing units have been created in Coventry between 2010/11 and 2013/14. Affordable housing includes social rent, affordable rent, intermediate rent and affordable home ownership. This is a rate of 409 per 100,000 residents; compared to 319 in the West Midlands Metropolitan Area and 367 overall. Empty homes may cause problems if it is left unattended and not secure – attracting vandalism, fly tipping and anti-social behaviour. In 2013/14, a total of 212 empty properties were bought back into residential use. Residents can report empty homes online at www.coventry.gov.uk/emptyproperties/

Increasing the range of opportunities for people to access arts and cultural events

The Council has agreed it should look to putting forward a UK City of Culture Bid in 2021 and a European Capital of Culture Bid in 2023.

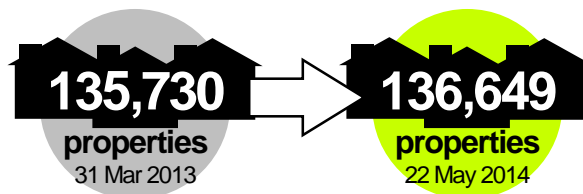
In 2013/14, the Council worked with Serious Games Institute to create a new Visit Coventry & Warwickshire app to better promote and integrate the area’s cultural and heritage offer. The app contains interactive features including location-aware guided tours, augmented photographs and rewards. New websites targeted at different visitors have also been launched: for tourists (www.visitcoventryandwarwickshire.co.uk); conferences (www.conferencecoventryandwarwickshire.co.uk); and for city centre shopping (www.discovercoventry.co.uk).

The city’s heritage assets have also been working more closely together. Eight major arts and cultural organisations operating in Coventry & Warwickshire formed “CW8”, a strategic arts partnership that aims to help “promote the fact that art, creativity, myth, spirituality, product and sporting innovation have been fundamental to the success of Coventry & Warwickshire through the ages”.

Indicator	Coventry	Progress	Target
Council Tax base	136,649	✓	✓
Properties in higher Council Tax bands	29.03%	✓	✓

Council Tax base

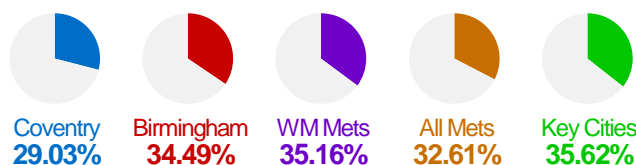
The Council tax base increased by 919 properties:



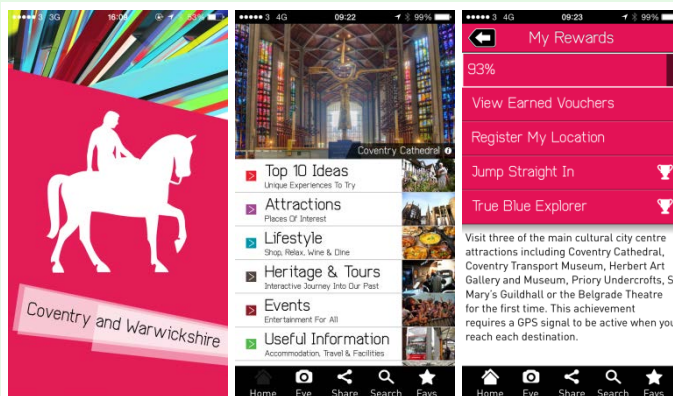
There was a growth in housing at the higher Council Tax bands – a proxy for larger or aspirational housing.



...however, Coventry has relatively few properties in the higher Council Tax bands:



Comparisons made with other urban areas – because England figures and West Midlands Region figures are skewed by figures for rural authorities (houses in the countryside are larger).



The Visit Coventry and Warwickshire app is available for iPhones, iPads and Android, via the App Store and Google Play.

Flash fact CW8

- 3.1 million visitors**
 - £88 million turnover** per year
 - 1,357 jobs created** (full time equivalents)
 - 1,150 volunteers** (130k hours per year)
 - 265k education visits** per year
 - 3,251 events** last year
- £171 million for the local economy**



Locally committed

Improving the quality of life for Coventry people



Executive summary

The Council wants a good quality of life for everyone. In the current financial climate the Council cannot provide as many services as it once did. Although the Council will continue to protect and support the most vulnerable people it will increasingly work with residents and communities so that they can do more for themselves.

Improving the quality of life for Coventry people

Attractive, cleaner and greener – the overall quality of roads has been maintained. There has been a reduction in fly tipping, achieved through working with residents. Recycling levels have gone down very slightly, but new initiatives such as the collection of recycling from flats, should improve recycling rates in the coming year.

Safety – overall crime reduced by 1%, with most improvement in the areas of burglary, violence, and anti-social behaviour.

Education – results last summer were mixed, with some improvement at the end of Year 6 (Key Stage 2) but slightly down at GCSE (Key Stage 4). The number of pupils attending a good or outstanding school as judged by Ofsted showed significant improvement in primary schools but there was a decline for secondary schools.

Health – life expectancy for men in the city has improved, and has stayed the same for women. More 40-74 year olds took up NHS health checks this year; and smokers taking up stop smoking services in Coventry have been more successful at quitting than the national average.

Protecting & supporting our most vulnerable people

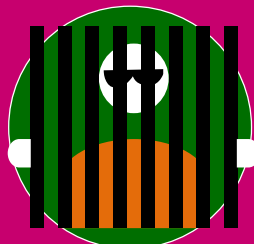
There continues to be significant challenges in children's social care. The city continues to have very high numbers of children known to social care, and an increasing number of referrals. Following the inadequate Ofsted judgement, an independent Children's Improvement Board has been set up to monitor the service and the implementation of the Improvement Plan. This includes the setting up of a multi-agency safeguarding hub (MASH). An independent chair has been appointed to the Adults Safeguarding Board, giving the board more independence. There has been an increase in the take up of personal budgets and direct payments for adult social care users. Tackling domestic violence and abuse is a key priority for the city. Four new services have been commissioned starting in September 2014 to help people experiencing domestic violence and abuse through a more active and interventionist approach.

The Council continues to work with local residents to improve the quality of life for Coventry people



↓ **11.6%** fewer fly-tips

working with communities to raise awareness and change culture



↓ **1.1%** fewer crimes

reduction in violent crime but some rises in theft and fraud



↓ **56.6%** 5 A*-C GCSE (inc/1 English & Maths)

but some improvement for disadvantaged/vulnerable groups



↑ **2x more** health checks

helping prevent heart disease, stroke, diabetes and kidney disease



↑ **648** Looked After Children

high numbers of looked after children and social care referrals



↑ **56.2%** adult social care users with a personal budget

giving people choice and control over their own lives

We are committed to improving the quality of life for Coventry people by working with local communities to:

Create an attractive, cleaner and greener city

Maintaining the street scene

The results of the annual network condition survey show that improvements or a steady state continues to be maintained across all road types. This provides assurance that the Council is repairing the areas of the network in most need of work. During 2013/14, a further 54 miles of carriageway and 8.5 miles of footways have had treatment programmes undertaken on them.

Fly tipping reduced by 11.6% from 2,837 in 2012/13, to 2,508 fly tips in 2013/14. Fly tipping is a perennial problem but has been successfully reduced by employing a number of specific projects and measures. Fly tipping is actively mapped and resources targeted at these areas. Projects like 'Care 4 Our Area' and 'Hot Streets' have been designed to educate and raise resident's awareness of the problem to help to change the underlying culture. In addition most vulnerable sites continue to be protected with physical barriers and camera surveillance.

Indicator	Coventry	Progress	Target
Roads and footways which are in good or acceptable condition...			
...principal roads A roads	95%	✓	✓
...non principal roads B & C roads	88%	=	✓
...unclassified roads	86%	✓	✓
...footways	45%	=	✓
Fly tips	2,508	✓	✓

The Council's forthcoming Street Scene Strategy will have a new performance measure intended to assess the overall condition and cleanliness of the street scene.



Encouraging people to reduce, reuse and recycle their waste

The percentage of household waste recycled and composted reduced by 0.5% from 36.3% to 35.8%. The current recycling scheme has been running since 2009/10 and therefore it was expected that levels would plateau.

With the recruitment of for recycling champions, work on the inclusion of flats and participation monitoring it is hoped to boost the percentage recycled.

There has been an overall increase in residual household waste collected (up 2.55%) which follows the trend across the country and is a sign of economic recovery.

Indicator	Coventry	Progress	Target
Household waste recycled and composted	35.8%	✗	✗

Satisfaction with refuse collection has improved and is better than the national average.



86% satisfied with refuse collection



87% satisfied with recycling

Telephone Survey of 1,100 Coventry residents, April 2014

The upkeep of parks and open spaces

The War Memorial Park was awarded Green Flag status during 2013/14; this is a national standard for the quality of parks. Heritage Lottery Funding and Big Lottery Funding secured through the Friends of the Park Group has helped the service to improve and restore many features in the park. Four other parks maintained their Green Flag status.

The Council recognises the importance of having good quality parks and open spaces across the whole of the city and a target has been set to draft management plan for three parks in deprived neighbourhoods by August 2014. These are: Edgwick (Foleshill), Willenhall Wood (Willenhall) and Prior Deram (Westwood).

Indicator	Coventry	Progress	Target
Completed management plans for parks in deprived neighbourhoods	In progress	N/A	3 draft plans by August 2014

The Friends of the War Memorial Park have helped...



secure funding



plant flowers

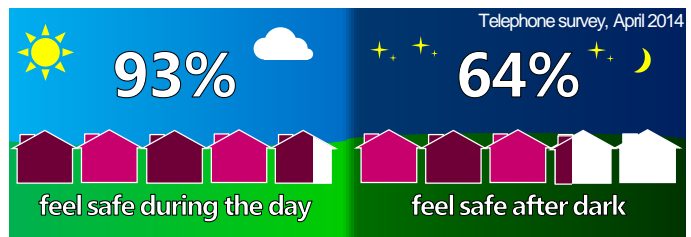


develop walking trails

Make communities safer together with the police, to reduce crime and anti-social behaviour

The total number of recorded crimes in the year to March 2014 (21,574) was a 1.1% reduction on the previous year although the target reduction of 4% was not achieved. The Coventry Police and Crime Board has focused most activity on dealing with burglary, violence and anti-social behaviour. In these areas there have been some more significant reductions in crime. Burglary dwellings reduced by 15.6% (352 fewer break ins) Violence also fell by 2.2% (52 less crimes). Coventry was the only local authority to reduce violent crime with an increase being seen across all other areas of the West Midlands Force. Anti-social behaviour reported to the police has also reduced to the lowest level since the recording started in 2006. There has been a rise in some instances of theft, for example the theft of pedal cycles and fraud. Crime Survey for England and Wales (CSEW) data also suggest that crime is on an overall downward trend. People's perception of crime appears to remain unchanged, the results of the April 2014 telephone survey show a high percentage of residents who say that they feel safe in their local area in the day (93%) and after dark (64%).

Indicator	Coventry	Progress	Target
Crimes	21,574	✓	✗
Residents who feel safe in their local area...			
...during the day	93%	=	
...after dark	64%	=	



Improving educational outcomes by working with schools to continue to improve standards

Attainment of pupils

The latest attainment results available are for summer 2013 and show a mixed position. At the end of Year 6 (Key Stage 2) there was a 1% improvement overall, with attainment improving in writing but not in reading or mathematics. The target to meet the England average was not achieved but the gap was narrowed.

At GCSE (Key Stage 4) the proportion of pupils achieving 5 A*-C in English and Maths decreased from 58.7% in 2012 (the best ever result for Coventry students) to 56.6% in 2013; this was below the national average of 60.6%. Achievement for key vulnerable groups showed overall improvement across most groups.

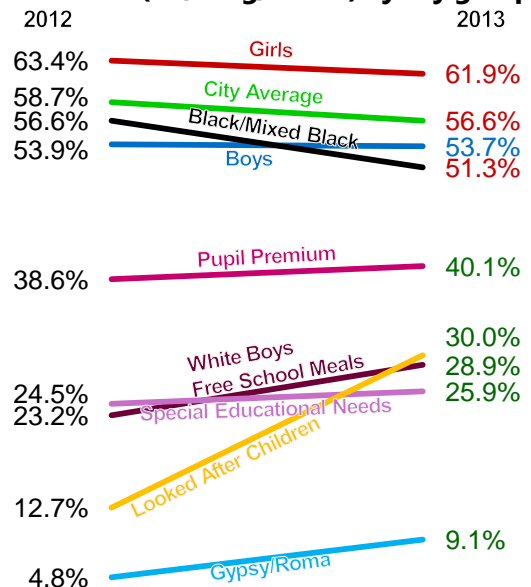
School inspections

The target in Coventry's Education Improvement Strategy 2013-15 is for all pupils to attend a school that is good or outstanding by September 2015. There has been good progress for pupils attending Coventry primary schools from 59.8% in March 2013 to 72% in April 2014. This compares with a national comparator of 79%.

However, for pupils attending secondary schools the percentage has gone down from 85.6% March 13 to 66% in April 2014. This compares to a national comparator of 75%. Four secondary schools previously inspected as good moved to two requiring improvement and two inadequate as a result of inspections in 2013/14. This suggests that the 100% target is unlikely to be achieved.

Indicator	Coventry	Progress	Target
Attaining Level 4 or above in reading, writing and maths (KS2)	71%	✓	✗
Attaining 5+ GCSEs at grades A*-C, including English and Maths (KS4)	56.6%	✗	✗
% making expected progress from Key Stage 2 to 4 in...			
... English	69.8%	✓	✗
... Maths	68.5%	✗	✗

5+ GCSE at A*-C (inc/I Eng/Maths) by key groups



Indicator	Coventry	Progress	Target
% of pupils attending schools judged good/outstanding:			
... Primary	72%	✓	✓
... Secondary	66%	✗	✗

Helping them lead healthier lifestyles

The most recent figures, for 2010-12, indicate that life expectancy has improved for males and stayed the same for females. However, there continues to be significant variations across the city. In 2013, the Council was chosen to be one of seven Marmot cities and a work programme to reduce health inequalities has been created; overseen by the Marmot Steering Group. It is widely recognised that socio-economic factors such as employment, attainment and environment have a significant impact on people's overall health and this is integrated into the Council's plans and priorities.

The Council has a number of projects to help to influence people's behaviour and to take responsibility for their own health and lifestyles. This includes the take up of health checks, physical activity, healthy diet and reducing smoking and alcohol intake. The take-up of NHS health checks for 40-74 year olds doubled from 4,538 in 2012/13 to 9,324 in 2013/14.

Coventry's smoking quit rate has improved steadily and is now above the national average. In 2013/14, 53.4% of people who took up stop smoking services remained quitters when asked four weeks later. Good performance of stop smoking services along with a range of initiatives to make smoking less acceptable in the city has helped lead to consistently falling prevalence of smoking. Current challenges include promoting physical activity, reducing falls and the prevalence of HIV.

Helping people to maintain their independence and supporting them when they need help

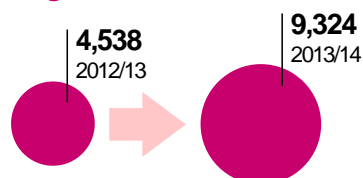
There has been an increase in the number of adult social care users who have a personal budget enabling them to exercise choice where they wish to, in determining the services they need and how to access them.

New ways of delivering services have been implemented to promote independence and choice, including the launch of an equipment website, EasyLivingAids, to give people more information about what is available and relocation of disability day opportunities closer to the city so that service users are able to be more actively involved in their local community.

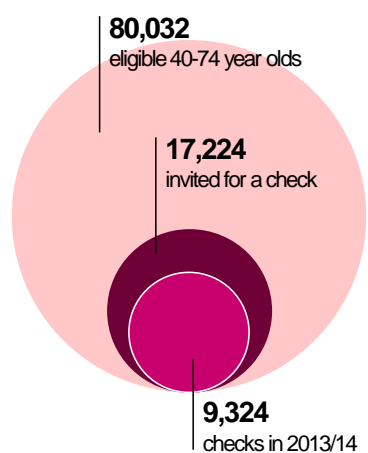
A new acute hospital service has been introduced to provide more intense support over a seven day period for people coming into hospital through accident and emergency services. The aim is to reduce the overall stay in hospital and get people home sooner. A new Personalisation and Commissioning Strategy is being developed and will be implemented in 2014 with a continued focus on delivering services in new ways and helping to maintain the independence of individuals.

Indicator	Coventry	Progress	Target
Life expectancy at birth (in years) for...			
...males	78.1 2010-12	✓	✓
...females	82.1 2010-12	=	=
Smoking quitters from stop smoking services	53.4% 2013/14	N/A	N/A

2x growth in NHS health checks



... but there's a lot more to do:



2014/15 target of 3,000 checks per quarter.

Indicator	Coventry	Progress	Target
Adult social care users with...			
...a personal budget	56.2%	✓	✗
...a direct payment	16.3%	✓	✓

living well with Dementia
Coventry and Warwickshire

The Council secured £370,000 in Department of Health capital grant funding to make physical improvements to residential environments and make them more 'dementia friendly.'

Together with Warwickshire County Council, and partners from the public, private and voluntary sector, the Council works to raise awareness of dementia, provide support and improve access to information. Find out more at www.livingwellwithdementia.org.

...especially for our most vulnerable residents by:

Protecting and supporting our most vulnerable people

Keeping children and adults safe from harm

Coventry continues to have a very high number of children known to social care, and an increasing number of referrals. This has placed immense challenges on children's social care. Following the inadequate Ofsted judgement, the Council has pledged to make rapid improvements. A new independent Coventry Children's Improvement Board is tasked with monitoring the service to ensure that children are safe; child protection is effective; the voice of the child is listened to and acted upon; improving co-ordination of multi-agency protection; and a coherent early help offer involving midwives, health visitors and children centre staff. It has also invested additional monies to help fund the cost of additional looked after children numbers (£2.6m) and temporary social work staff (£0.8m). Recognising that different agencies such as the police, hospitals, GPs, and the Council all have a role in keeping children safe, a multi-agency safeguarding hub (MASH) is being set up, bringing together key professionals to facilitate early, better quality information sharing, analysis and decision-making, to safeguard vulnerable children and young people more effectively.

The safeguarding of adults is overseen by the Safeguarding Adults Board. A new chair has been appointed with the aim of giving more independence to the board. The increase in adult safeguarding alerts is due to greater awareness and the figure of 1,002 alerts is comparable with the England average of 955 and West Midlands Region average of 1,000.

Improving services for people experiencing domestic violence and abuse (DVA)

The Crime Survey of England and Wales (CSEW) suggest 7% of women and 4% of men experienced domestic abuse in 2012/13. Local Strategic Assessment 2014/15 data suggests that 3,690 to 4,590 people in Coventry contacted at least one local DVA service in 2013 (85% female; 15% male). This underestimates the true extent of DVA in Coventry – CSEW estimates suggest some 11,000 women and 7,000 men experience DVA each year. Following the Ofsted inspection, DVA notifications are now jointly screened between social care and the police. This makes it easier to share information and assess risk to children. New services have been commissioned, starting in September 2014. These will provide another 14 units for women experiencing DVA; provide accommodation for men for the first time; and increase aftercare support to help 200 children affected by DVA. The new services will take on an active and interventionist approach; challenging unacceptable and criminal behaviour of perpetrators and encouraging victims to leave violent and unhealthy relationships.

Indicator	Coventry	Progress	Target
Looked after children rate per 10,000 population under 18*	91 Feb 2014	✘	✘
Adult safeguarding alerts	1,002	✔	✔
Percentage of completed safeguarding referrals where the adult at risk feels safer	90.4%	N/A	Baseline Year
Conceptions to girls aged under 18 (rate per 1,000 15-17 year olds)	38.6	✔	✔

*648 looked after children as at 28 February 2014.



A Multi Agency Safeguarding Hub (MASH) is being set up in Coventry. It will see workers from key partners responsible for safeguarding children in Coventry co-located in one building for the first time. The Coventry MASH will begin its operations from September 2014.

Indicator	Coventry	Progress	Target
Domestic violence/abuse victims known to the police	3,846	N/A	N/A
Repeat victims of domestic violence reported*	22.3%	N/A	Baseline Year

*856 individuals.



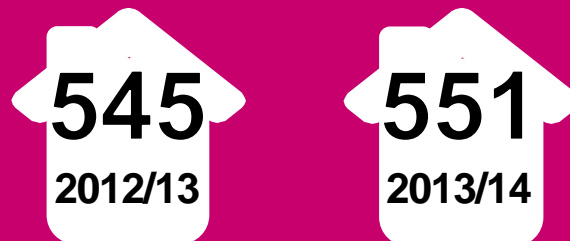
Last November, the Council participated in White Ribbon Day, a global campaign to raise awareness of abuse against women. The project entitled Daphne ICEBERG – a metaphor used to denote the under-reporting of domestic abuse across Europe – has been set up to encourage victims of domestic violence and abuse to report the crime. Find out more about the Campaign at www.whiteribboncampaign.co.uk and ICEBERG at www.iceberg-project.eu.

Preventing homelessness and helping people who do become homeless

The Housing & Homelessness Strategy 2013-18 sets out the Council's vision to "ensure decent homes, housing choice and support for Coventry citizens". It is the first time that the Council combined the housing and homelessness strategies together; recognising that transforming the way that temporary accommodation is used and procured can help improve quality of services for homeless families and those at risk of homelessness – and save money. In October 2013, the Council set out a detailed policy to discharge the main homelessness duty with an offer of accommodation in the private rented sector. This means that the Council can use the private rented sector, thereby increasing the range of properties available to homeless households, enabling them to be offered a suitable settled home more quickly and reducing the time that certain households remain in temporary accommodation, which may include costly Bed & Breakfast accommodation.

Indicator	Coventry	Progress	Target
Households accepted as statutory homeless	551	=	✘

The number of households accepted as statutory homeless has remained stable.



Reducing health inequalities

Giving our children the best start in life

New integrated teams for 0-5 year olds are being developed, bringing together a range of service providers around the needs of families. Two demonstrator sites went live in April and there are now plans to roll out the new approach to the rest of the city.

Early years foundation stage

Children's progress and attainment by age 5 is assessed across seven areas of learning, the prime areas being: communication and language; physical development; and personal, social and emotional development. In 2013, 55.4% of children achieved a good level of development. This is 3% points above the national figure of 51.7% and well above the similar local authority average (statistical neighbours) rate of 47.7%.

Breastfeeding

Breastfeeding has positive health benefits for mother and baby. In the Coventry and Rugby Clinical Commissioning Group area, 44.9% of infants checked in April-December 2013 were totally or partially breastfed at 6-8 weeks.

Excess weight

One in five children at reception are overweight or obese; rising to one in three by Year 6 and over half of adults. The Council promotes healthy weight through healthy eating and physical activity programmes, e.g. Cook and Eat Well and Coventry on the move.

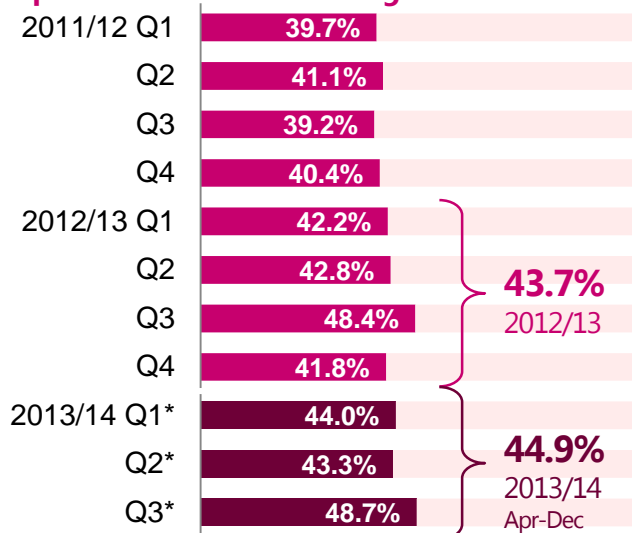
Vaccinations

The World Health Organisation (WHO) target is for 95% of any given population to be immunised. The main vaccinations being monitored are the MMR and the DTaP/IPV/Hib vaccination. Latest data, for 2012/13, suggests vaccination take-up amongst 1, 2 and 5 year olds in Coventry are better than the England average.

Indicator	Coventry	Progress	Target
Achieving a good level of development by age 5*	55.4%	N/A	✔
Gap between the lowest achieving 20% in the early years and the rest*	36.4%	N/A	✔
Breastfeeding rates at 6-8 weeks	44.9%	N/A	N/A

* The way that the indicator is measured changed in 2013 and is not directly comparable with the previous year.

Upward trend in breastfeeding rates at 6-8 weeks



Data for 2011/12 and 2012/13 for the Coventry Teaching Primary Care Trust area. Data for 2013/14 are for the Coventry and Rugby Clinical Commissioning Group area. They are not directly comparable thus progress and target is N/A. Data included here for reference as a flash fact as it is the best available local data. Going forward, NHS England will be reporting only by CCG area.

* Treat with caution; data for 2013-14 do not currently meet the NHS England departmental statistical requirements as the denominator (i.e. number of infants due for a check) exceeds the maximum ONS reported number of live births +20%.



Delivering our priorities

Maximising use of our assets; strong & involved communities



Maximising the use of our assets

The Council Plan priorities are being delivered in the context of further, unprecedented cuts to the Council's budget. Where possible, the Council has tried to maximise the use of its own resources and reduce operating costs. This includes using resources in different ways, with an overall aim to promote economic growth.

This year, the Council's Kickstart programme has continued to look at how services can be delivered in new ways at the same time as maximising the efficiency of staff, property assets and new technology. These steps have been considered essential to manage the financial impact and protect the most vulnerable in the city.

Work has already started to make sure that key milestones are delivered including the move to the Council's new building at Friargate by the end of 2016 and the opening of a new one-stop customer services centre by September 2015. These activities will improve the customer experience and improve the way that the Council works.

Strong and involved communities

The Council cannot do everything it would like to with the resources that it has and therefore its plans increasingly look to involve residents and communities more actively so that they can do more for themselves. The Council's new community development service has been established with the aim of working alongside communities and to involve them in existing projects and the development of new services.

This year, the Council has adopted a Social Value Policy to ensure that the Council gets the greatest benefit for Coventry people from the goods and services it buys.

The Council continues to work closely together with a wide range of partners to assess and mitigate the impact of welfare reform in Coventry.

Maximising our resources



Balanced budget delivered despite continuing budget cuts



£12.63m savings through the transformation programme *however, the target of £17.21m has been missed.*

Kickstart Programme

The Council's **KICKSTART** principles are to...

Share

working across boundaries to get things done

Responsible and accountable

staff able to take more decisions and risk

Everyone matters

what is right for Coventry people is most important

Simplify

review our rules, guidelines and policies

Flexible and adaptable

work from wherever we're most productive

Improve

continually challenge processes and bureaucracy



We will use our increasingly limited resources effectively to:

Make savings so that we can continue to support front-line services

Rationalising our property portfolio

Operational: The Council is reducing the number of buildings it occupies as part of the move to Friargate and other approved service changes. Last year, the Council closed or withdrew services from 19 buildings in the year and a further six closures planned for 2014/15. The running cost savings amounted to £171,000, and the overall revenue savings from the changes in the way that the operational estate is managed was £964,000. The Council is aiming to increase this saving by another £0.5m in 2014/15. Capital receipts from the sale of former operational properties were £6.42 million.

Commercial: The Council disposed of poor-performing commercial assets generating capital receipts of £1.7m. Net income after disposals grew by £170,000 in the year.

Energy use and carbon emissions

Estimates suggest that there was a 10% reduction in energy use as compared to 2012/13. There was also a reduction of 12% in carbon dioxide emissions generated through local authority operations. A milder winter, reductions in staffing and operational properties, and the introduction of the district heating scheme, Heatline, have helped to achieve this reduction.

Finance

The final revenue outturn shows that the Council achieved a balanced budget in 2013/14 after a contribution of £11.2m to fund proposals arising out of the Council's recent Ofsted report as well as other measures to increase the longer term resilience of the Council's financial position. During the year, the Council achieved underspends from across a wide range of service areas, which have helped to absorb overspends incurred principally within social care. The Council also achieved savings of £6.5m within the Asset Management Revenue Account, due in large part to efforts to minimise the level of borrowing and a receipt of a further £4m one-off dividend from its investment in Birmingham Airport.

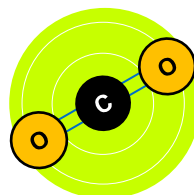
Savings

The Council's Transformation Programme delivered £12.63m in savings in 2013/14, missing the target of £17.21m. This is because the level of savings intended from children's services was not achieved.

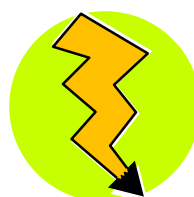
Staffing

The number of full-time equivalent (fte) core posts in the Council (excluding schools) reduced by 249; from 5081 in April 2013 to 4832 in March 2014. The reduction has been achieved through fundamental service reviews and unfilled vacancies. Sickness absence levels have improved to 9.14 days per fte; missing the target of 8.5 days per fte. The Council's approach to occupational health and safety has been recognised by RoSPA, with a gold award.

Indicator	Coventry	Progress	Target
Rationalising property portfolio - revenue savings 2013/14	£964,000	✓	✓
Carbon dioxide emissions from local authority operations 2013/14	49,820 tonnes est.	✓	✓
Total energy use in Council buildings and schools (including fleet) 2013/14	127,680,147 kWh est.	✓	✓



49,820 tonnes
↓12% CO₂ emissions estimated

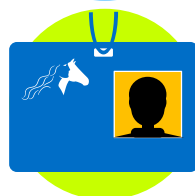


127,680,147 kWh
↓10% energy use estimated

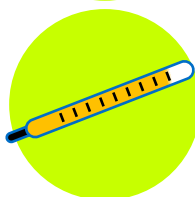
Indicator	Coventry	Progress	Target
Transformation programme savings 2013/14	£12.63m	✗	✗
Core employee headcount (excluding schools) 2013/14	4,832 fte	✓	✓
Working days lost due to sickness absence per fte	9.14 days	✓	✗



£3.75m savings
made by improving the way the Council buys goods and services



-249 fte
reduction in core staffing



9.14 days
sickness absence per fte improved; but not met the target



Coventry City Council achieved the Royal Society for the Prevention of Accidents (RoSPA) gold award for its approach to occupational health and safety for a 3rd consecutive year.

Maximising our income

The Council collected an additional £4 million in Council Tax and £3 million in national non-domestic rates (NNDR) in 2013/14 compared to the previous year. This was as a result of a bigger base and the decision to collect Council Tax on empty properties.

The collection rate was slightly lower than the previous year and also fell short of the operational targets (95.9% for Council Tax and 98.0% for NNDR) – but early indications are that this is in line with national trends due to changes in Welfare Reform.

Indicator	Coventry	Progress	Target
Council Tax collection rate	95.6%	⊗	⊗
NNDR collection rate	97.8%	⊗	⊗

Council Tax



slightly down from last year (95.9%) but +£4m more collected (total of £105m)

Business Rates



slightly down from last year (98.0%) but +£3m more collected

Support the regeneration of Coventry's economy

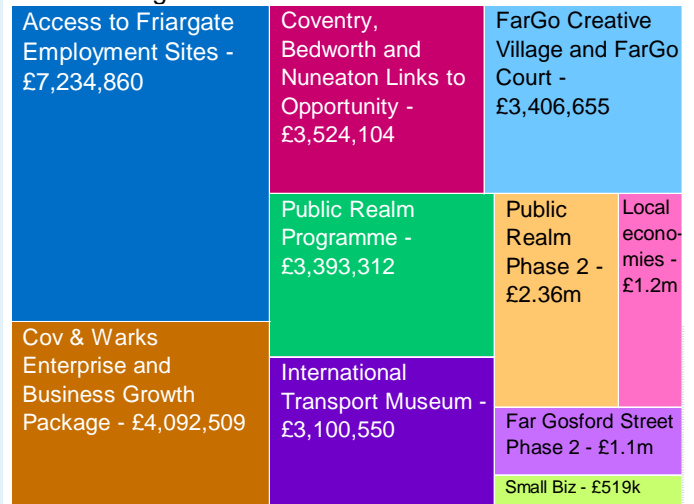
Utilising the Coventry Investment Fund

The Coventry Investment Fund of £50m was created in December 2013 to support the growth of businesses. It seeks to grow the city's business rate base by helping them access finance that they might otherwise be unable to obtain. In 2013/14, the fund was used to support the second office block in the Friargate business district, and the development of new industrial units at Lythalls Lane.

Wherever possible the Council will take steps to attract external funding to help to regenerate the city. An example of this is the second phase of Public Realm works in the city centre, largely funded from additional grant monies from the European Regional Development Fund (ERDF); Regional Growth Fund; Centro, Homes and Communities Agency (HCA) and the Liveability Fund. In 2013/14, £5.8m of external funding was used to fund the Council's capital programme. The Council has attracted £56.5m in external grant funding to fund programmes such as Friargate bridge deck and the Nucle railway extension in 2014/15.

European Regional Development Fund 2007-2013

Since 2007, the ERDF programmes have invested billions of pounds of funding into local projects. Coventry City Council successfully applied for some £30 million funding under the regional competitiveness and employment programme, set out in the tree diagram below:



(GOV.UK 2007 to 2013 ERDF programmes: progress & achievements)

Adding social value / procuring local contracts

The Public Services (Social Value) Act 2012 came into force on 31 January 2013 and placed a duty on public bodies to consider how the economic, social and environmental well-being of the area in which they operated may be improved. The Council's Social Value Policy sets out how the Council will deliver this through its commissioning and procurement processes.

One way in which the Council can help to create jobs in the city is by increasing its spend with local suppliers in the area. In 2013/14, around a third of the Council's spend on external supplies was with businesses based in Coventry, Solihull and Warwickshire.



Change how we work to become more flexible and adaptable

Putting local people and their needs at the heart

The Council is creating a customer services centre where residents can self-serve and access all of the Council's services in one place, by September 2015. Some recent examples where the Council has brought services closer to customers include: booking diaries for weddings and funeral services; and a new hospital-based scheme for recording deaths, thereby reducing waiting times.

Our workforce

The Council's culture change programme will help create a more flexible and adaptable workforce. The Council is piloting the use of technology: to enable staff to work from home; reduce paper; and promote different ways of working.

Sub-region and shared services

The Coventry and Warwickshire City Deal was agreed between the Government and the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) in January 2014. This is overseen by a Joint Committee consisting of eight local authorities. The Committee has overseen work on the Strategic Economic Plan and Spatial Planning.

The sub-region jointly procures fostering services through a Fostering Framework. This helps improve the quality of purchased placements at a lower unit cost, ensuring that there are consistently good quality foster services for children in the sub-region. It also helps growing the local market for fostering by making it easier for independent fostering agencies with one set of standards and quality checks across the sub-region. In April 2014, the Framework was extended to cover Stoke-on-Trent.

We haven't got money to burn on energy

We have the potential to cut our energy bill by £380,000* just by changing our energy habits and switching things off.

Saving energy at work means that we will be saving money which can be spent elsewhere, as well as reducing our environmental impact – a win-win situation.

TLC2
Think Low Carbon
Coventry City Council

Coventry City Council
www.coventry.gov.uk

Coventry City Council
Warwickshire County Council

CWLEP Coventry & Warwickshire
Local Enterprise Partnership

North Warwickshire Borough Council
Nuneaton & Bedworth
United to Achieve

Stratford-on-Avon District Council
Warwick District Council
Hinckley & Bosworth Borough Council

RUGBY BOROUGH COUNCIL

☛ Council employees recognise that they must do everything in their power to save money. Campaigns such as *Green Champions*, run by influential employees, drive the low carbon and resource efficiency agenda within the Council, encouraging colleagues to reduce, reuse and recycle.

☛ The Coventry and Warwickshire City Deal has the support of all the local authorities in the sub-region.

We will have new conversations with residents, communities and partners, enabling them to do more for themselves by:

Encouraging residents to become active citizens

Maximising the use of new technology

The Council wants to encourage residents to use its services via computers, tablets or smartphones where possible, while ensuring that face to face and telephone contact is reserved for those who really need it. This is what most customers want; is cheaper for the Council; and is available at a time when customers want it. Respondents to the April 2014 telephone survey suggest that the vast majority of residents, across most age groups, are willing to use Council services online. The target set for 2014/15 is to move 20% of transactions (250k) online, and reduce face to face and telephone contact by 26% (-309k) by reducing unavoidable contacts and shifting customers to online services.

Indicator	Coventry	Progress	Target
Move to online transactions	New 2014/15	N/A	20%
Reduction in face to face contact and telephone contact	New 2014/15	N/A	26%

8 in 10 working-aged residents are willing to use Council services online.

16-24: 86%
55-64: 68%
65+: 32%

81% of working-aged residents are willing to use Council services online: 86% of 16-24 year olds are willing to do so, and for 55-64 year olds, 68% are willing to do so. However, this drops to just 32% among those aged 65+.

Early intervention for families who need it

The Common Assessment Framework (CAF) provides early intervention and support for families with needs, where possible avoiding the need for full social care interventions. Of the 1,685 CAFs during 2013/14, 48.9% (903) of these were closed with a good outcome and a completed action plan. This is a new measure and whilst an operational target of 70% has been set, there is no national data available to compare performance.

Indicator	Coventry	Progress	Target
CAFs closed with all actions complete	48.9%	N/A	✘

Enabling people to exercise choice and control

People with care and support needs should have the opportunity to manage their own support as much as they wish. This means that people are in control of what, when and how this is delivered to match their needs. In 2013/14, 78.5% of respondents said that they had control over their daily life; an improvement on the previous year and better than the regional and national averages.

Indicator	Coventry	Progress	Target
Adult Social Care service users who have control over their daily life	78.5%	✔	✔

Engaging with communities to involve them

The results of the April 2014 Council telephone survey show that 25% of residents surveyed were already involved in their local community. In addition 250 respondents gave their contact details to find out more about getting involved.

Community Development Service

The Council's new Community Development Service was set up in 2013/14 working alongside communities to involve them in key projects happening in the local neighbourhoods. The main aims of the service are supporting community organisations to flourish, involving young people in communities, tackling social isolation and working with faith groups.

Community Grant Fund

The Community Grant Fund, first launched in 2013/14, is intended to help voluntary and community groups throughout Coventry develop their capacity and promote positive sustainable change in local neighbourhoods or communities. In 2013/14, a total of £100,000 was made available with applicants able to bid for up to £5000. In 2014/15, the same amount of money was made available again, with the first round of funding ending on 30 June 2014.

The Pod

The Pod is a Coventry City Council resource for people that are striving to improve their mental health. It supports residents, particularly those who are disenfranchised, from marginalised groups or with mental health difficulties, by helping them build relationships, produce their own solutions and to be involved in the community. It also runs a café, the Revive Café, designed to bring together and connect a rich mix of people in creative ways.

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residents agreed the Council should ask local people to do more for themselves.

1 in 4 say they are already fairly or very involved in their local community.

Telephone survey respondents said residents should:



"help take care of elderly or vulnerable people"

(n=288)



"help keep the local area clean"

(n=239)



"help keep streets clean and keep people safe"

(n=125)



"be responsible for their own area"

(n=95)



Find out more about the activities available at The Pod on Facebook at www.facebook.com/thepodcoventry/

Key Cities Group

Coventry is a founding member of the Key Cities Group. Established in June 2013, it brings together 22 mid-size cities to share knowledge and develop solutions to problems. It acts as a unified voice and an alliance of shared interests; aiming to promote the cities' mutual economic interests to central government.



Together, the Key Cities have a combined GVA of £124 billion and a population of 6.8 million. Find out more at www.keycities.co.uk

Welfare Reform

The Council has worked with a range of partners through the Coventry Partnership to understand and mitigate the impact of welfare reform on the city.

Activities included ongoing analysis on the differential impact of welfare reform on Coventry residents; road shows to help people look at how the changes would impact on them and to take steps including taking advice on how to manage this; and financial capability courses funded through the National Skills Academy for Financial Services to help people develop their own skills in managing financial affairs and also as trainers to pass these skills on to others.

The Coventry Partnership's annual conference in October 2013 focused on Welfare Reform, attended by 250 representatives from partners from across the voluntary, public and private sectors. This resulted in a large range of actions which have been taken forward by individual partnership groups.



The Coventry Partnership Welfare Reform Conference set out the Government's wide ranging reforms to welfare, and established how members of the Coventry Partnership can all work together to monitor the impact of these changes on local people, the local economy and to provide advice and support where possible. The Conference covered both the national and local perspectives.



Working with the voluntary sector and social enterprises

The Council has continued to develop close working with the voluntary sector and worked alongside them to develop new models of service delivery:

Healthwatch Coventry – the consumer champion for health and social care services, has been commissioned using an innovative co-design process with the local voluntary sector. This will assist the Council and partners to ensure the voice and experiences of local people are heard to improve the planning, delivery and improvement of health and social care services in the city.

Social Value – the Council's Social Value Policy approved in January 2014, offers more genuine opportunities for social enterprises and community and voluntary groups to become involved in the early stages of commissioning and procurement.

World Health Organisation Age Friendly City – this year, the Council has worked with Coventry University and Age UK Coventry and a wide range of people across the City to put together a plan of how, together, they would make Coventry a place where older people can remain healthy, independent and happy long into their old age.






Find out more about Healthwatch Coventry at www.healthwatchcoventry.co.uk.




Council Plan Headline Indicators

Number	Title	Previous Performance	Latest Performance	Comparator	England	Progress	Target	Target Status	More on page...	
Globally connected										
Supporting business growth										
CP1.01	Number of enterprises	7,335 March 2012	7,405 (+1%) March 2013	WMM +0.3% March 2013	+1.1% March 2013	✓	↑	✓	6	
Creating the infrastructure										
CP1.02	Business rates base	£298.2m 2012/13	£299.6m 2013/14	—	—	✓	£296m+ 2013/14	✓	6	
City centre for the 21st century										
CP1.03	Gross Value Added (£ per head)	£18,145 2011	£18,978 2012	Warks £21,324 2012	£21,937 2012	✓	↑	✓	7	
CP1.04	City centre footfall (year-on-year % change)	-3.5% FY2012/13	0.0% FY2013/14	UK Index -2.6% FY2013/14	—	=	↑	=	7	
Raising the profile of Coventry										
CP1.05	Visitor trips	7,942,000 2011	7,867,000 2012	—	—	✗	↑	✗	8	
Jobs for local people										
CP1.06	Average employment rate	64.9% Jan-Dec 2012	66.9% Jan-Dec 2013	WMM 69.2% Jan-Dec 2013	71.5% Jan-Dec 2013	✓	↑	✓	8	
CP1.07a	Job Seekers Allowance (JSA) claimants (seasonally-adjusted)	4.3% Jul 2013	3.4% May 2014	WMM 3.3% May 2014	2.5% May 2014	✓	↓	✓	8	
CP1.07b	16-19 year olds not in education, employment or training (NEET)	5.2% Dec 2012	7.4% Dec 2013	WMM 6.0% Dec 2013	5.3% Dec 2013	✗	↓	✗	8	
CP1.07c	18-24 year olds claiming Jobseeker's Allowance (JSA)	5.4% Dec 2012	3.8% May 2014	WMM 5.3% May 2014	4.1% May 2014	✓	↓	✓	8	
CP1.08	Resident population aged 16-64 qualified to NVQ Level 4+	26.8% Jan-Dec 2012	29.7% Jan-Dec 2013	WMM 28.4% Jan-Dec 2013	35.0% Jan-Dec 2013	✓	↑	✓	8	
Reducing the impact of poverty										
CP1.09	Gross disposable household income	£13,135 2011	£13,374 2012	WMM £14,744 2012	£17,066 2012	✓	↑	✓	9	
CP1.10	Median annual pay	£21,300 2012	£21,482 2013	WMM £20,619 2013	£22,204 2013	✓	↑	✓	9	
Supply, choice and quality of housing										
CP1.11	Council Tax base	135,730 31/03/2013	136,649 22/05/2014	—	—	✓	↑	✓	10	
CP1.12	Properties in higher Council Tax bands (C to H)	28.92% 31/03/2013	29.03% 22/05/2014	WMM 35.16% 31/03/2014	55.48% 31/03/2014	✓	↑	✓	10	
Locally committed										
Attractive, cleaner and greener city										
CP2.01	Street scene measure quality indicator	— New measure being developed as part of the forthcoming Street Scene Strategy.								12
Roads and footways which are in good or acceptable condition...										
CP2.02a	...principal roads (A roads)	94% 2012/13	95% 2013/14	—	—	✓	90%+ 2013/14	✓	12	
CP2.02b	...non-principal roads (B & C roads)	88% 2012/13	88% 2013/14	—	—	=	81%+ 2013/14	✓	12	
CP2.02c	...unclassified roads	84% 2012/13	86% 2013/14	—	—	✓	75%+ 2013/14	✓	12	
CP2.02d	...footways	45% 2012/13	45% 2013/14	—	—	=	45%+ 2013/14	✓	12	
CP2.03	Number of fly tips reported in the city	2,837 2012/13	2,508 2013/14	All Mets 4840 2012/13	—	✓	<2,695 2013/14	✓	12	
CP2.04	Household waste recycled and composted	36.3% 2012/13	35.8% 2013/14	All Mets 39.3% 2012/13	41.6% 2012/13	✗	>40% 2013/14	✗	12	
CP2.05	Completed management plans for parks in deprived neighbourhoods	— New for 2013/14	— In progress	—	—	N/A	3 drafts for August 2014	N/A	12	

Council Plan Headline Indicators

Number	Title	Previous Performance	Latest Performance	Comparator	England	Progress	Target	Target Status	More on page...	
 Safer communities										
CP2.06	Total number of crimes (and rate per 1,000 population)	21,843 (67.6) 2012/13	21,574 (66.8) 2013/14 [-1.1%]	B'ham (68.8) Dec 2013	Wolves (66.7) Dec 2013	✓	↓4% 2013/14	✗	13	
CP2.07a	Residents who feel safe in their local area during the day	92% March 2013	93% April 2014	—	—	=	↑	N/A	13	
CP2.07b	Residents who feel safe in their local area after dark	66% March 2013	64% April 2014	—	—	=	↑	N/A	13	
CP2.08	Nuisance behaviour incidents reported	— Proposed indicator for 2014/15 will include reports from 'if's your call', noise reports and housing associations.								13
 Improving educational outcomes										
CP2.09	Level 4 or above in reading, writing and maths at Key Stage 2	70% 2012	71% 2013	S/N 73% 2013	76% 2013	✓	76%+ 2013	✗	13	
CP2.10	Five good GCSEs (A* to C) including English and Maths	58.7% 2012	56.6% 2013	S/N 58.6% 2013	60.6% 2013	✗	60.6%+ 2013	✗	13	
CP2.11a	Making expected progress from Key Stage 2 to Key Stage 4 in English	68.8% 2012	69.8% 2013	S/N 69.7% 2013	70.4% 2013	✓	70.4%+ 2013	✗	13	
CP2.11b	Making expected progress from Key Stage 2 to Key Stage 4 in Maths	69.5% 2012	68.5% 2013	S/N 68.4% 2013	70.8% 2013	✗	70.8%+ 2013	✗	13	
CP2.12a	Pupils attending primary schools judged good / outstanding by Ofsted	59.8% March 2013	72% April 2014	—	79% April 2014	✓	100% Sept 2015	✓	13	
CP2.12b	Pupils attending secondary schools judged good/outstanding by Ofsted	85.6% March 2013	66% April 2014	—	75% April 2014	✗	100% Sept 2015	✗	13	
 Improving health and wellbeing										
CP2.13a	Male life expectancy at birth	77.6 2009-11	78.1 2010-12	WMR 78.7 2010-12	79.2 2010-12	✓	↑	✓	14	
CP2.13b	Female life expectancy at birth	81.9 2009-11	82.1 2010-12	WMR 82.7 2010-12	83.0 2010-12	=	↑	=	14	
CP2.14	Smoking quitters from stop smoking services	— New for 2013/14	53.4% 2013/14	WMR 50.4% Apr-Dec 2013	51.7% Apr-Dec 2013	N/A	↑	N/A	14	
CP2.15	Adult social care users with a personal budget	55.1% 2012/13	56.2% 2013/14	CIPFA 55.6% 2012/13	55.6% 2012/13	✓	57%+ 2013/14	✗	14	
CP2.16	Adult social care users with a direct payment	14.9% 2012/13	16.3% 2013/14	CIPFA 15% 2012/13	16.4% 2012/13	✓	14.9%+ 2013/14	✓	14	
 Protecting the most vulnerable										
CP2.17	Looked after children rate per 10,000 population under 18	87 March 2013	91 February 2014	—	60 March 2013	✗	↓	✗	15	
CP2.18	Adult safeguarding alerts	805 2012/13	1,002 2013/14	WMR 1,000 2012/13	955 2012/13	✓	800-900+ 2013/14	✓	15	
CP2.19	Completed safeguarding referrals where the adult at risk feels safer	— New for 2013/14	90.4%	—	—	N/A	Baseline year	N/A	15	
CP2.20	Conceptions to girls aged under 18 (rate per 1,000 15-17 year olds)	48.9 2011	38.6 2012	WMM 34.6 2012	27.7 2012	✓	↓	✓	15	
CP2.21	Domestic violence/abuse victims known to the police (crime and non crime)	2,899 2012/13	3,846 2013/14	—	—	N/A	No target set	N/A	15	
CP2.22	Repeat victims of domestic violence reported	— New for 2013/14	22.3% 2013/14	—	—	N/A	↓	N/A	15	
CP2.23	Households accepted as statutory homeless	545 2012/13	551 2013/14	—	—	=	↓	✗	16	
 Reducing health inequalities										
CP2.24	Achieving a good level of development in the early years by age five	— Revised in 2013	55.4% 2013	S/N 47.7% 2013	51.7% 2013	N/A	51.7%+ 2013	✓	16	
CP2.25	Gap between the lowest achieving 20% in the early years and the rest	— Revised in 2013	36.4% 2013	—	36.6% 2013	N/A	<36.6% 2013	✓	16	
CP2.26	Breastfeeding rates at 6-8 weeks (Coventry and Rugby CCG)	— New for 2013/14	44.9% Apr-Dec 2013	—	—	N/A	45.7%+	N/A	16	

Council Plan Headline Indicators

Number	Title	Previous Performance	Latest Performance	Comparator	England	Progress	Target	Target Status	More on page...	
 Delivering our priorities										
 Maximising the use of our assets reducing operating costs										
CP3.01	Rationalising property portfolio - revenue savings	— New for 2013/14	£964,000 2013/14	—	—	✓	£0.5m	✓	18	
CP3.02	Carbon dioxide emissions from local authority operations	56,359 tonnes 2012/13 actual	49,820 tonnes 2013/14 estimate	—	—	✓	↓	✓	18	
CP3.03	Total energy use in Council buildings and schools (including fleet)	141,473,338 kWh 2012/13 actual	127,680,147 kWh 2013/14 estimate	—	—	✓	↓	✓	18	
CP3.04	Transformation programme savings	£18,900k 2012/13	£12,632k 2013/14	—	—	✗	£17,212k+ 2013/14	✗	18	
CP3.05	Core employee headcount (fte)	5081 April 2013	4832 March 2014	—	—	✓	↓	✓	18	
CP3.06	Working days lost due to sickness absence per fte	9.53 days 2012/13	9.14 days 2013/14	—	—	✓	<8.5days per fte 2013/14	✗	18	
CP3.07	Council Tax collection rate	95.9% 2012/13	95.6% 2013/14	—	—	✗	96%+ 2013/14	✗	19	
CP3.08	National non-domestic rates (NNDR/business rates) collection rate	98.0% 2012/13	97.8% 2013/14	—	—	✗	98.5%+ 2013/14	✗	19	
 Active citizens; strong and involved communities										
CP4.01a	Move to online transactions	— Proposed indicator for 2014/15								20
CP4.01b	Reduction in face to face contact and telephone contact	— Proposed indicator for 2014/15								20
CP4.02	Common Assessment Framework (CAFs) closed with all actions complete	— New for 2013/14	48.9% 2013/14	—	—	N/A	70%+ 2013/14	✗	21	
CP4.03	Adult Social Care service users who have control over their daily life	75.9% 2012/13	78.5% 2013/14	CIPFA 76.2% 2012/13	75.9% 2012/13	✓	75.1%+ 2013/14	✓	21	

Abbreviations used: CIPFA = Chartered Institute of Public Finance and Accountancy comparable authorities; S/N = Statistical Neighbours (similar authorities); WMM = West Midlands Metropolitan Area; WMR = West Midlands Region



www.coventry.gov.uk/performance/