

Council Plan 2011–2014

End of Year Performance Report

2012/13

Corporate Performance Team

Policy, Research, Partnership and Performance Division
Chief Executive's Directorate
Coventry City Council

July 2013





Council Plan 2011 – 2014

The Council Plan sets out the city's vision, values, ways of working and priorities for 2011-2014, based on our commitments to the people of Coventry and the issues that residents have told us are the most important to them. It was approved by Council in June 2011. Find out more at www.coventry.gov.uk/councilplan/.

Vision and Objectives	Coventry proud to be a city that works...			
	...for jobs and growth	...for better pavements, streets and roads	...to support and celebrate our young people	...to protect our most vulnerable residents
Values	We're proud to do this by...			
	... being honest, fair and transparent when we make decisions ... working with residents, communities and partners to get things done ...celebrating all that's good about our city and its future			
The way we work	We will transform the council to enable us to deliver our vision and objectives by...			
	...reviewing and improving services ...using resources effectively ...supporting councillors and staff			

Key

A number of symbols are used in the report to illustrate the progress made by the Council, and the Council's performance towards the targets set against each of the headline indicators. The symbols and their meaning are set out below.

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 report is a high-level summary of the Council's performance at the end of year 2012/13. It forms part of the Council's performance reporting arrangements. Further information, including detailed report cards setting out trend data, a directory of performance reports and the Council's policies and strategies, is made available on the performance pages on the Council's website:

www.coventry.gov.uk/performance/





Coventry, proud to be a city that works...

The Council Plan 2011 to 2014 was approved by Council in June 2011. This end of year performance report for 2012/13 consists of a high-level summary of the key messages and a summary scorecard for each priority. Each summary scorecard sets out the activity undertaken towards achieving the Council's objectives and the progress achieved to date, including the Council's performance towards its headline indicator targets. Where the previous year's performance data is available, or where a comparison with national, regional or other comparable performance data can be made, this has been used to assess progress. Where the indicator is new this year, the outturn for 2012/13 will be used as the baseline for future comparison.

... for jobs and growth

The UK economy has seen low growth over the past twelve months. Gross domestic product is only 0.3% higher than last year; and has not yet recovered to pre-recession levels. Local figures suggest that Coventry's economy has grown even more slowly than other cities in the local area and the national average since the recession. The city centre continues to under-perform, and this consequently impacts on our ability to attract businesses. The number of people claiming Jobseekers Allowance has fallen, but it is estimated that there are still fewer residents in work in 2012 than there were before the recession. Despite the continuing weak economic environment, the Council is trying to increase local employment through the Jobs Strategy and Apprenticeship Strategy. The Council is also playing a role to kick-start improvements to the city centre through Public Realm works and the planned move to Friargate, and in working with businesses and neighbouring local authorities to address the structural changes in the local economy through the Local Enterprise Partnership.

The relocation and enhancement of the Job Shop has also helped to support unemployed people and get them back into work through skills training. Focusing upon young people, the Council created 54 new apprenticeships in 2012/13 and facilitated a further 97 apprenticeships or placements with local employers. The number of young people age 16 to 24 not in education, employment or training has fallen slightly and Coventry is doing better than the West Midlands regional average. The Coventry and Warwickshire City Deal received initial agreement from Government in February 2013; this looks to build on the existing strengths and assets of the region to drive growth in high-value advanced manufacturing and engineering through investment in skills, particularly in addressing the area's engineering skills shortage.

... for better pavements, streets and roads

The Council has continued steady investment into the city's highway network. During 2012/13, a further 74 miles of carriageway and 11 miles of footways have had treatment programmes undertaken on them. The result of the annual road and footways survey confirms that improvement or a steady state is being maintained. Disappointingly only 35% of residents surveyed in March 2013 were satisfied with roads in Coventry. There has been a 25% increase in service enquiries relating to potholes, suggesting that the effects of cold winter conditions has had an impact on residents' perceptions of the road network. The number of fly tips has reduced by 10.7% upon the previous year. This has been achieved through targeted projects designed to change the behaviour of people living in areas which have traditionally suffered from high levels of fly tipping. Provisional figures suggest that there has been slightly less waste recycled or composted as compared to the previous year. Improvements are expected in 2013/14 when a new incentive scheme for residents is launched along with three Recycling Champions working to promote the Blue Bin Scheme.

... to support and celebrate our young people

The Council expects every child and young person to attend a good or outstanding school. In November 2012, Ofsted, the schools inspectorate, reported that 42% of Coventry children attended primary schools judged good or outstanding, placing Coventry in last place and 81% for secondary schools (33rd place). The Council is working closely with schools on a programme of support and challenge to help them improve, and the latest data shows an increase in the proportion of children and young people attending a good or outstanding school to 59.8% and 85.6% respectively, although there is still a need to continue and accelerate this improvement particularly in the primary school sector.

Children and young people are doing better in their exams and assessments: 9 out of 10 are making the expected rate of

progress from Key Stage 1 to Key Stage 2; 58.7% are achieving five good GCSEs including English and Maths and in-line with the England average; and 97.7% are passing their A-Level exams.

Coventry is working to safely reduce the number of looked after children by investing in early intervention programmes. Provisional data, however, suggests that demand for services continues to increase with high numbers of social care referrals; children subject to a child protection plan; and children looked after by the local authority. A particular focus has been on improving adoption rates in Coventry, and the adoption service has improved the way in which it tracks and plans for adoptions, which should result in improvements for 2014/15.

... to protect our most vulnerable residents

Coventry is a city of contrasts: people living in the least deprived part of the city live longer and healthier lives than someone living in the most deprived part of the city. As one of the seven Marmot cities, the Council aspires to improve the health of all people living in Coventry to match the best in England. A key priority for the Council is to ensure that all service areas consider what they can do to help reduce health inequalities, and to ensure that key Marmot indicators are embedded into the Council Plan.

The total number of crimes reported was down by 11.7%. The reduction has been across all categories with the exception of burglary of dwellings and overall violence.

Demand for services for vulnerable residents remains high, and this is made more challenging by the reduction in financial resources available to the Council. Self-directed support is one way in which social care clients are able to design the support or care arrangements that best suit their specific needs. By March 2013, over nine in ten of eligible clients receive self-directed support, up from 50% a year ago.

The Council has prevented 976 cases from becoming homeless through a range of interventions; 991 homelessness assessments were carried out in 2012/13 with 545 households being determined as statutory homeless, a slight reduction from 578 households in 2011/12. The implementation of Welfare Reform may well have an impact on these figures in the future.

The Council commissions a range of services to help encourage healthy lifestyles, for instance, services to help people to stop smoking and to recover from drug and alcohol misuse. In 2012/13, the target for smoking quitters is likely to be met; the percentage of people who successfully completed alcohol treatment remained the same, but the percentage of people who successfully complete drug treatment has fallen from last year.

Values

The values describe the way in which the Council will work to deliver its priorities. The Council's values are: being honest, fair and transparent when we make decisions; working with residents, communities and partners to get things done; and celebrating all that's good about our city and its future.

This past year has been a special year for the city of Coventry. In 2012, the city celebrated in style as a co-host city for the London 2012 Olympic Games, bringing Olympic football, Godiva Awakes and many other events to the city for residents and visitors alike, boosting tourism and business in the city. The Council, as a key stakeholder in the prosperity, liveability and sustainability of the city, plays a key role in delivering these events with partners in the private, voluntary and public sectors and with local communities.

Transforming the way we work

The Council is continuing to face significant challenges with the need to make unprecedented budget cuts over the next three years. In 2012/13, the Council's revenue outturn was £3.5m less than the budget. The Council's transformation programme, a better Council for a bolder Coventry, is the way in which services are being reviewed to become more efficient and deliver savings. Last year, £18.9m of savings were delivered through the programme and a further programme of reviews have been approved, including working in partnership and at a sub-regional level to deliver services in different and more effective ways. The Council has continued its commitment to training and development of staff which is evident through employee completion of mandatory training and an average of 4.98 days per employee spent on training and development. Sickness absence levels have risen slightly this year as compared to last year and this continues to be managed through the Managing Absence procedures.



Coventry, proud to be a city that works for...

Jobs and growth



Executive summary

The UK economy has seen low growth over the past twelve months. The country's gross domestic product (GDP), a measure of economic output, is only about 0.3% higher in March 2013 compared to last year; and GDP has not yet recovered to pre-recession levels. Coventry's gross value added (GVA) figures, a measure of the value of goods and services produced in an area, was £18,281 per head in 2011, compared to £21,349 in England. Coventry compares poorly with neighbouring areas, for instance, Birmingham (£19,928), Solihull (£21,277), Warwickshire (£20,955) and Leicester (£20,404). It is of particular concern that GVA has increased in all of the above areas since 2010, with the exception of Coventry.

Coventry's city centre offer has fallen behind neighbouring cities, and this consequently impacts on our ability to attract businesses to relocate to Coventry and to improve our retail offer. The Council is playing a role to kick-start improvements to the city centre. Key examples include Phase 2 of the Public Realm works and the planned move of the Council to the new Friargate business quarter.

There has been a reduction in the number of people claiming Jobseeker's Allowance (JSA) in 2012, but it is estimated that there were 7,000 fewer residents in work in 2012 than there were in 2007 before the recession, at a time when the local population has increased. The health of Coventry's economy is closely tied to the national economy. As a result, with the continuing weak economic environment, the capacity to increase local employment is restricted. There have, however, been successes achieved through the *Jobs Strategy* and the *Apprenticeship Strategy*.

Recognising the mismatch between skills and the jobs available in the local jobs market, the Council is working to improve skills to address the structural changes in the local economy. The Coventry and Warwickshire City Deal, *Raising the Growth of Advanced Manufacturing and Engineering (G-AME)*, received initial agreement from Government in February 2013, and the Council is looking forward to working with its partners and neighbours to make use of its new powers to foster local economic growth. The goals for growth include working to eliminate the area's engineering skills shortage, encouraging businesses to invest in research and development, and raising the proportion of workforce employed in advanced engineering. The Council is also looking at creating an investment fund to promote economic development and to raise funding.

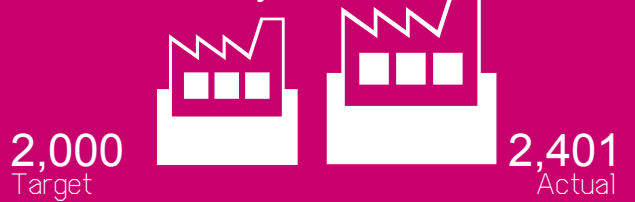
Flash Facts

The following sets out the Council's performance towards its performance targets set for 2012/13:

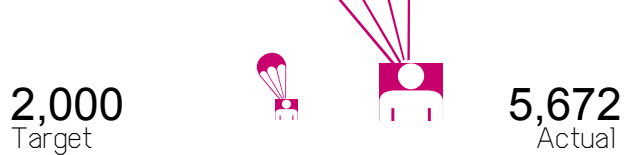
Investment into the city



Jobs created by firms



Unemployed people supported



People helped into a job



New apprenticeships in the Council



Empty homes brought back into use



1.1 | To create jobs through the growth of business and investment

Businesses invested £172 million into the city in 2012/13. This is much higher than the target of £85 million, and is a reflection of several successes, with investment projects stimulated by grant awards to businesses and significant company investments at key sites including Arena Park in Longford and Warwickshire Shopping Park in Binley. Following a redesign of the Council's business investment services, it is proposed that from 2013/14, only investment with direct support from the Council will be included in the figures. A target of £60 million has been set for 2013/14, based on investments of £41 million in 2011/12 and £69 million in 2012/13 secured with direct support from the Council.

In 2012/13, 2,401 jobs were created by businesses, compared to a target of 2,000. This was helped by strong industrial activity in the automotive sector, and a suite of investment projects including funding from the European Regional Development Fund, and the Advanced Manufacturing Supply Chain Initiative. It is proposed that from 2013/14, only jobs created with direct support from the Council will be counted. A target of 1,250 jobs has been set for 2013/14, based on figures of 941 in 2011/12 and 1,302 in 2012/13.

1.2 | To help more residents get jobs

Jobseeker's Allowance

People who are out of work and actively seeking work can claim Jobseeker's Allowance (JSA). In March 2013, 9,740 residents (4.6%) claimed JSA, 765 fewer than in March 2012 (5.0%). The city has seen the claimant rate fall faster than nationally, but the England rate continues to be lower at 3.8%.

Average employment rate

In 2012, just under two-thirds (64.9%) of working aged residents in Coventry were in paid employment, up from 63% last year but lower than before the recession. This compares to three-quarters (75.6%) in Warwickshire. The city's employment rate is influenced by the city's large student population, as they are working-aged and generally not in paid employment. With 15.8% of residents aged 16-74 in full-time education, Coventry has the fifth largest student population of any metropolitan area, after Manchester (21.2%), Newcastle upon Tyne (20.5%), Sheffield (16.3%) and Liverpool (15.9%).

Jobs Strategy

Through the *Jobs Strategy*, the Council is supporting people who are currently unemployed, helping people into a job, and helping young people into a positive destination. In 2012/13 the Council supported 5,672 unemployed people against a target of 2,000, helped 1,386 people into work against a target of 700 and helped 312 young people into a positive destination.

Indicator	Coventry	Warks	West Mids Region	Progress & Target
Investment into the city & the sub-region... 2012/13				
...all	£172m	N/A	N/A	✓ ✓
...direct only ¹	£69m	N/A	N/A	N/A N/A
Jobs created by firms in the city & the sub-region... 2012/13				
... all	2,401	N/A	N/A	✓ ✓
...direct only ¹	1,302	N/A	N/A	N/A N/A
New business registrations rate per 10,000 people aged 16+ 2011	44.3 1,125 firms	56.3 2,525 firms	43.3 19,555 firms	✓ ✓

¹ Proposed new indicators subject to approval from Cabinet; no target set this year.

New business registrations

The number of new business start-ups is an indication of the level of enterprise in the economy. The latest data is for 2011 when there were 1,125 new VAT-registered businesses in Coventry, an increase from 965 in 2010 and 855 in 2009. The number of new start-ups in 2011 was greater than the number of closures for the first time since 2008.

New business registration rate compared

Area	Rate per 10,000 residents aged 16+
All Mets	40
West Midlands Region	43
Coventry	44
Warwickshire	56
England	56

2011

Indicator	Coventry	Warks	West Mids Region	Progress & Target
Jobseeker's Allowance claimant count² March 2013, seasonally adjusted	4.6%	2.2%	4.5%	✓ ✓
Average employment rate² Jan-Dec 2012	64.9%	75.6%	68.3%	= =
Unemployed people supported 2012/13	5,672	N/A	N/A	✓ ✓
People helped into a job 2012/13	1,386	N/A	N/A	✓ ✓

² Percentage (%) is a proportion of the working aged resident population aged 16-64. Average employment rate is up, but this is not statistically significant at 0.05.

Council Job Shop

In January 2013, the Council relocated the *Job Shop* to larger premises in the Bull Yard. This has allowed the Council and its partners to deliver enhanced services to customers. It has led to higher numbers of customers than anticipated, and enabled the Council to exceed the performance targets set in the *Jobs Strategy*. On average, the Job Shop receives 160 visitors per day, and has registered 1,929 new jobseekers since January.

Looking for a job?

Visit the *Job Shop* 1 Bull Yard, Coventry CV1 1LH

1.3 | To help residents improve their skills

Skills in the city

Annual Population Survey estimates show that two-thirds of Coventry's working age residents are qualified to level 2+³, similar to the regional average but lower than the England average. Half are qualified to level 3+ and just over a quarter (27%) are qualified to level 4+.

City Deal

City Deals provide city-regions the opportunity to foster economic growth by giving local decision makers more powers. Coventry and Warwickshire's City Deal received initial Government approval in February 2013 and is being fast tracked. It looks to build on the existing strengths and assets of the area to drive growth in high-value advanced manufacturing and engineering through investment in skills.

Indicator	Coventry	Warks	West Mids Region	Progress & Target	
People aged 16-64 qualified to... ³ Jan-Dec 2012					
NVQ Level 2+	65.5%	71.8%	66.6%	⊖	⊖
NVQ Level 3+	50.3%	54.1%	48.4%	⊕	⊕
NVQ Level 4+	26.8%	35.4%	27.8%	⊖	⊖

³ Data from the Office for National Statistics Annual Population Survey.

Recognising the mismatch between skills and jobs in the local economy, the Council's new Skills and Growth Team will work at a strategic level and focus on the Job Strategy priorities of supporting those with no skills, supporting those with higher skills and supporting those in work.

1.4 | Young people stay in education or find work or training

The Council and its partners are working to reduce the number of young people 16-24 not in education, employment or training (NEET) by 1,050 by 2014, against the 2010 baseline, with 25% (263) to come from reducing 16-18 year old NEETs and 75% (787) to come from reducing 18-24 year olds in receipt of Jobseekers Allowance (JSA).

16 to 18 year olds

CSWP Ltd, the careers guidance company, tracks the destinations of 16-18 year olds. Last December, there were 540 NEETs (5.2%) in Coventry, down from 680 (6.0%) in 2011 and the baseline of 610 (5.8%). The ambitious target to reduce NEETs to 347 by 2014 is unlikely to be achieved, but this must be seen in the context of cuts to education maintenance and a difficult job market for young people. From 2014, the Raising the Participation Age regulations will require 17/18 year olds to participate in education/training. This is expected to reduce NEETs.

18 to 24 year olds

Last December, 2,405 residents (5.7%) aged 18-24 claimed JSA. This is higher than 4.3% in Warwickshire but lower than the regional (8.1%) and national (6.6%) rates. Note that Coventry's high student population helps keep this rate low. The JSA claimant count among 18-24 year olds has fallen by 490 claimants from December 2011 and is now lower than the 2010 baseline (6.1%); but the target of 1,883 claimants by 2014 is unlikely to be met.

Council apprentices

The *Apprenticeship Strategy* set a target to create a total of 120 apprentices in the Council from 2011-2014. As of March 2013, 83 apprentices were in post. In 2012/13, 54 new apprenticeships were created, exceeding the target for 30 new apprentices during the year. Amongst the apprentices, 18 have a disability and 8 were formerly in the care of the local

Indicator	Coventry	Warks	West Mids Region	Progress & Target	
% of 16-18 year olds NEETs December 2012	5.2% 540 Dec 2012	3.7% Dec 2012	6.2% Dec 2011	⊕	⊖
% of 18-24 year olds claiming JSA December 2012	5.7% 2,405	4.3% 1,970	8.1% 43,335	⊕	⊖

Long term unemployment amongst young people is a growing concern. There has been a notable rise in the number of young people claiming JSA for over 12 months, from 130 in December 2010 to 400 in December 2012. This is not unique to Coventry; similar trends are found nationally.

Indicator	Coventry	Progress & Target	
Apprentices on the Council's Apprenticeship Scheme 31/03/13	83 in post 54 new apprenticeships in 2012/13	⊕	⊕
Apprenticeships with local employers and placements 2012/13	97	⊕	⊕

authority. Progress has been made to create new apprenticeship opportunities particularly in areas of skills shortages, including health & social care and horticulture & craft.

Apprenticeships with local employers & placements

In 2012/13, the *Construction Shared Apprenticeship Scheme* took on another four young people, bringing the total number to 18. A total of seven completed, with five going into confirmed positive destinations. The scheme was a finalist in the Local Government Chronicle awards for Public Private Partnership category, and has won the Apprenticeship Scheme of the Year award at the National Federation of Builders' Awards. The *Young People's Placement Scheme* had 79 young people out on placements exceeding the target set for the year. Altogether, a total of 97 apprenticeships or placements with local employers were facilitated, higher than last year's total of 74.

1.5 | The provision of housing to meet the needs of residents

The Council does not build or operate homes. However, it works closely with developers to ensure there is a suitable range of housing available for residents. This includes the use of Section 106 agreements and the Community Infrastructure Levy to fund infrastructure that local communities and neighbourhoods want. Although the city has seen an increase in its housing stock through new builds and conversions, demand continues to exceed supply, and the city needs houses to be built more quickly.

Affordable homes and empty properties

There were 393 affordable housing completions in 2012/13, exceeding last year's 351 completions. All of these were homes provided or acquired by private Housing Associations for letting at social or affordable rents⁴. There were none built by private developers. The Council worked closely with property owners to bring empty homes back into use within the city. 283 empty homes were brought back into use in 2012/13, exceeding the target by 34%. In the vast majority of cases this was accomplished by offering the owners

Indicator	Coventry	Progress & Target	
		✓	✓
Number of affordable homes delivered 2012/13	393	✓	✓
Empty properties brought back into use 2012/13	283	✓	✓

⁴ The *affordable homes delivered* indicator measures the number of homes provided at social rent and intermediate housing (affordable rent), such as shared-ownership homes, provided through new build and acquisitions. Social rents are set at guideline target rents whilst affordable rents are set above social rent but no higher than 80% of market rental levels.

In the coming year, the Council will be working with partners like Whitefriars Housing to utilise money available from central government to bring more empty homes back into use.

advice on how this can be accomplished; although the Council also wields enforcement powers where the property is having a detrimental effect on the local area in terms of anti-social behaviour and other environmental considerations.

393 affordable homes were completed in 2012/13, 12% more than last year's 351.



1.6 | To increase Coventry's share of the low carbon industry

The Business Investment Team has continued to work with partners and businesses to maximise the opportunities for business in the low carbon industry. The Renewable Energy Technology Alliance, a group of local businesses working together to address and grow the market, has created 300 jobs in the last two years and is successfully exploring new public-private sector initiatives.

Energy management and energy security are joining renewable energy technologies and housing retrofits as key sub-sectors of the wider energy sector. The energy sector is seen as a key strategic driver for economic development in the city and the wider Local Enterprise Partnership (LEP) area.

Headline

The Heatline project is now becoming a reality and provides a real demonstration of intent. Heatline will provide a district heating system to buildings in the City Centre, supplied by energy in the form of pressurised hot water from the city's waste to energy plant.

Electric vehicles

The city's electric vehicle charging points are soon to be upgraded to the latest specification which, in terms of approach, will further underpin the city's green and low carbon credentials.

1.7 | To produce a Core Strategy for the future planning of Coventry

The draft Coventry Local Development Plan: Core Strategy 2012 was submitted to the Secretary of State on 29 October 2012. In February 2013, the Government Inspector requested more information from the Council to determine a suitable housing target.

This information is currently being prepared by Coventry City Council together with the district councils making up Warwickshire. The study has been commissioned, and is due to report in stages in 2013/14. It is anticipated that the delay in progressing the Core Strategy will be approximately 12 months.



Coventry, proud to be a city that works for...

Better pavements, streets and roads

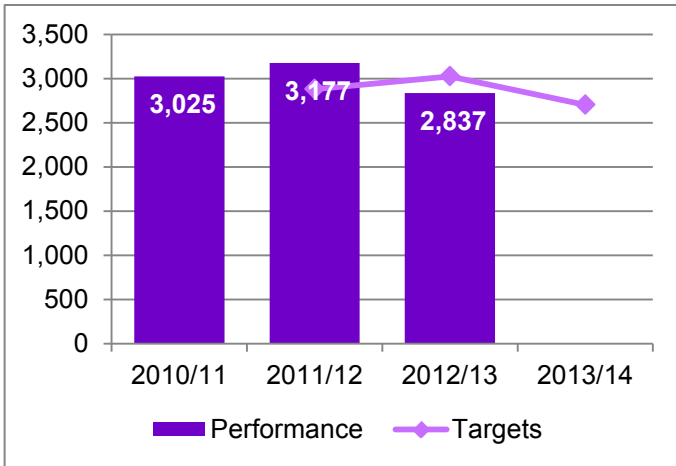


Executive summary

The Council's continuing steady level of investment in the city's highway network has ensured that a further 74 miles of carriageway have had treatment programmes undertaken on them during 2012/13 and 54 footway sites have been subject to repair, improving 11 miles of footways. The planned maintenance programme for 2013/14 will ensure continued work towards providing a resilient road and footway network for the benefit of all users. According to an independent tracking study conducted by Route Research, the city has the highest average travel speeds in the UK at 20 km/h (12.4 mph), 24% faster than the national average, demonstrating that the city has an efficient transport network.¹

This year, fly tipping has reduced by 10.7%. The number of fly tips recorded has reduced from 3,177 in 2011/12 to 2,837 in 2012/13. This achievement has been helped by the *Care 4 Your Area* and *Environmental Grime Scene* projects, which are designed to change the behaviour of people living in areas which have traditionally suffered from high levels of fly tipping.

The number of fly tips recorded has reduced



Provisional data shows that 38.5% of household waste was recycled or composted. The target of recycling 40% of our waste has not been achieved. This was, in part, due to changes to the definition of what can be included in recycling. Improvements in household recycling are expected in 2013/14 when the incentive scheme for residents is launched along with three Recycling Champions working to promote the Blue Bin Scheme. The provisional data for residual household waste collected per household met the target set for 2012/13 achieving 568 kg per household.

Flash facts

Highway Maintenance Programme

Carriage & footway maintenance

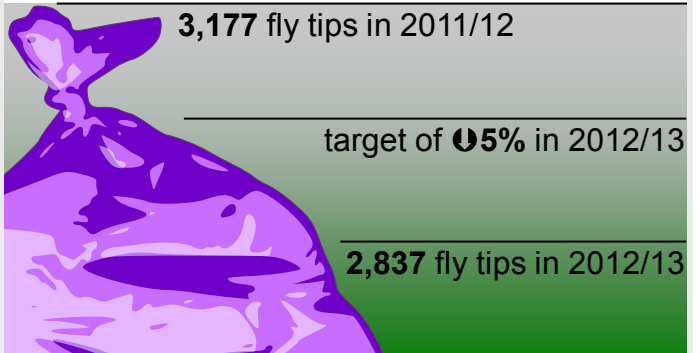
74 miles of carriageway maintained

54 footway sites repaired, improving 11 miles of footways




Fly tipping

10.7% fewer fly tips



Note: the fly tipping target is 95% of previous years result.

Waste and recycling




38.5% of Coventry's household waste was recycled in 2012/13

40% target missed
provisional data

568 kg of waste per household in 2012/13

Target of less than 605 kg achieved
provisional data



¹The Times, *Sent to Coventry? Get ready to live life in the fast lane*, 1 June 2013

2.1 | Roads and pavements will be in a good condition and be well maintained

In 2012/13, 74 miles (96%) of the planned carriage maintenance programme was completed, compared to 79 miles (98%) last year. Around 3 miles was incomplete – this work had to be deferred to allow other works on the highway to be completed, for instance, co-ordinating work along with Heatline, city centre Public Realm works and the occupation of the network by utility companies.

The outstanding work has been rescheduled for 2013/14; this is set out at coventry.gov.uk/hmp/.

Network condition

The results of the annual network condition survey show that improvement or a steady state is being maintained. This provides assurance that the Council is repairing the areas of the network in most need of work. However, only 35% of residents surveyed in March 2013 were satisfied with roads in Coventry. There was also a 25% increase in service enquiries relating to potholes during 2012/13, suggesting that impact of the cold winter influenced residents' perceptions of the city's roads. This figure is still some 40% below the number of enquiries received after the bad winters of 2009/10 and 2010/11, which had severe impacts on the network.



Indicator	Coventry	Progress & Target	
		✓	✗
Carriageway maintenance completed 2012/13	96%	✓	✗
Roads and footways which are in good or acceptable condition... updated annually, 2012/13			
...principal roads A roads	94%	✓	✓
...non principal roads B & C roads	88%	✓	✓
...unclassified roads	84%	✓	✓
...footways	45%	✓	✓
Residents satisfied with... ¹ March 2013 telephone survey data			
...roads ¹	35%	⊖	⊖
...pavements ¹	48%	⊖	⊖

¹ this indicator has been revised, the September 2012 survey asked the same question but for roads and pavements combined (46%).



2.2 | Streets will be cleaner and there will be less fly-tipping

Litter

The measure for street cleanliness is being revised and therefore no data is currently available. It is anticipated that inspection will commence in December 2013, following the upgrade of the computer system (*CONFIRM*) and the provision of suitable new hand held devices. Resident satisfaction level remained unchanged reducing slightly from 69% in September 2012 to 67% in March 2013.

Fly tipping

Fly tipping reduced by 10.7% from 3,177 in 2011/12, to 2,837 fly tips in 2012/13. This can partly be attributed to the *Care 4 Your Area* and *Environmental Grime Scene* projects, designed to change the behaviour of people living in areas which have traditionally suffered from high levels of fly tipping.

Indicator	Coventry	Progress & Target	
		✓	⊖
Improve street cleanliness indicator being redesigned ²	⊖	⊖	⊖
Reduction in fly tipping in the city total number of fly tips 2012/13	2,837	✓	✓
Residents satisfied that the Council keeps the land clear of litter and refuse March 2013 telephone survey data	67%	⊖	⊖

² The baseline gathering exercise was suspended pending implementation of the Streetpride Mobile Working Project. Problems were encountered in developing the system which was also temporarily halted because of the CRM update.

Seen a fly tip? Report it to **Coventry Direct**

☎ 0500 834 333

🐦 @CoventryDirect

✉ coventrydirect@coventry.gov.uk



2.3 | Recycling levels will increase and the amount of waste will be reduced

The Environment Agency has issued new guidelines in relation to recycling of street sweepings, which changed the overall volume of material that Councils can claim as recycling. This change is reflected in the reduced percentage outturn for 2012/13 of 38.5%, missing the target for 40% of waste to be recycled.

The target of less than 605 kg of residual household waste collected per household has been achieved. The cost of household waste collected for 2012/13 is not yet available.

Satisfaction with refuse collection has reduced this year to 83% from 87% in September 2012, while recycling showed no change and remained high at 87%.

Indicator	Coventry	Progress & Target	
		✓	⊖
Household waste recycled and composted provisional data, 2012/13	38.5%	✗	✗
Residual household waste collected per household provisional data, 2012/13	568 kg	✓	✓
Cost of household waste collection 2011/12	£43.70	⊖	⊖
Residents satisfied with... March 2013 telephone survey data			
...refuse collection	83%	✗	⊖
...recycling	87%	⊖	⊖



Coventry, proud to be a city that works to...

Support and celebrate our young people



Executive summary

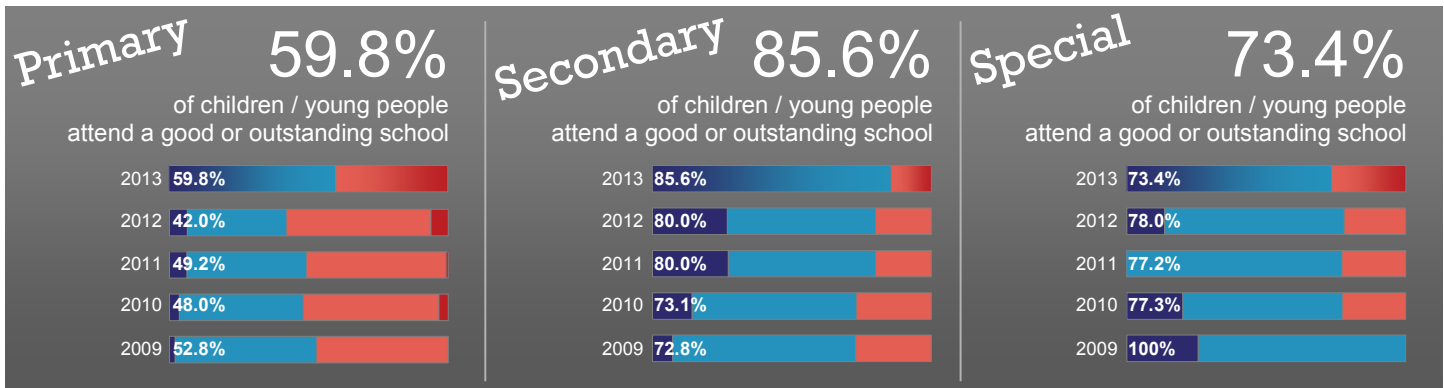
1 in 5 people in Coventry (71,295 people) are under 18 years old. The Children and Young People's Plan 2011-2014 sets out Coventry's priorities, to reduce the impact of poverty on families; to improve children's health; to raise the level of attainment by overcoming barriers to learning; and to support families.

Focus on... education

Ofsted inspects schools and grades their overall effectiveness as either **outstanding**, **good**, **requires improvement**, or **inadequate**. In November 2012, Ofsted reported that 42% of Coventry children attended primary schools judged good or outstanding, placing Coventry in last place and 81% for secondary schools (33rd place). The Council is working closely with schools on a programme of support and challenge to help them improve, and the latest data shows an increase in the proportion of children and young people attending a good or outstanding school and there is a commitment to continue and accelerate this improvement, particularly in the primary school sector.

Focus on... social care

Coventry is working to safely reduce the number of looked after children by investing in early intervention programmes. Provisional data for 2012/13, however, suggests that demand on social care services continue to increase, with high numbers of referrals, children subject to a child protection plan and looked after children.



Children and young people are doing better than ever before in their exams and assessments

Key Stage 2

9 out of 10

made the expected two levels of progress from **Key Stage 1 to 2 in English and Maths**, matching the national average

Key Stage 4

58.7%

achieved five good **GCSEs** including English and Maths, just as good as Year 11s elsewhere in England

Key Stage 5

97.7%

passed their **A-Level** exams, almost matching the national average of 98.0%

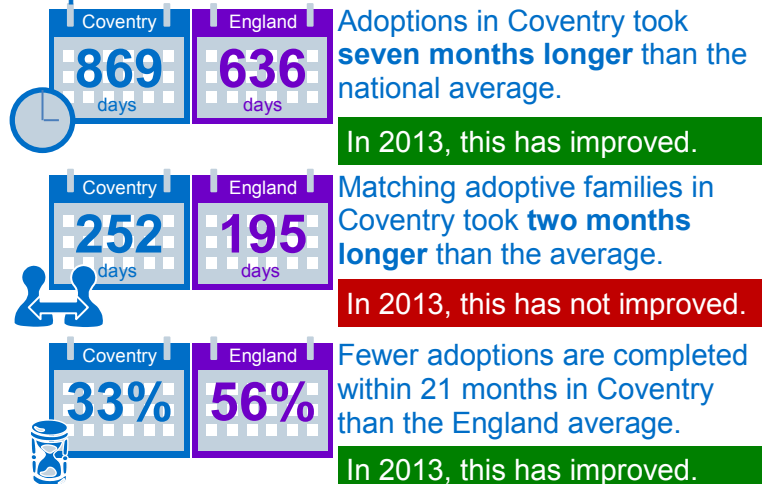
Post-16 skills & employability

The Council is working to increase the number of young people engaged in education or training. This will reduce the number of young people not in education, employment or training (NEET), and also improve the level of skills. Further information is set out in section 1.4 of this report.

Focus on... adoptions

The Government's Adoption Scorecard noted that adoptions in Coventry take longer than in other areas. Historically, the city has continued finding placements for older children and those with complex needs; and in supporting long-term carers to adopt children in their care. As a result, performance is not as good as in areas where fewer hard-to-place children are placed for adoption. In 2012/13, the Adoption Service has improved the way it tracks and plans for adoptions, which will speed up adoptions and help meet government targets. The Council expects a much improved prediction for the 2014/15 Adoption Scorecard.

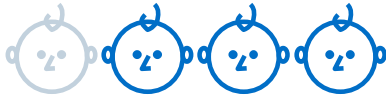
Adoption Scorecard



Data for 2009-12 was published by the Department for Education on 30 November 2012 at www.education.gov.uk/a00208817/adoption-scorecards. 2012/13 progress is based on provisional data. Final data will be submitted to the Government at the end of June.

3.1 | The impact of poverty on children and their families is reduced

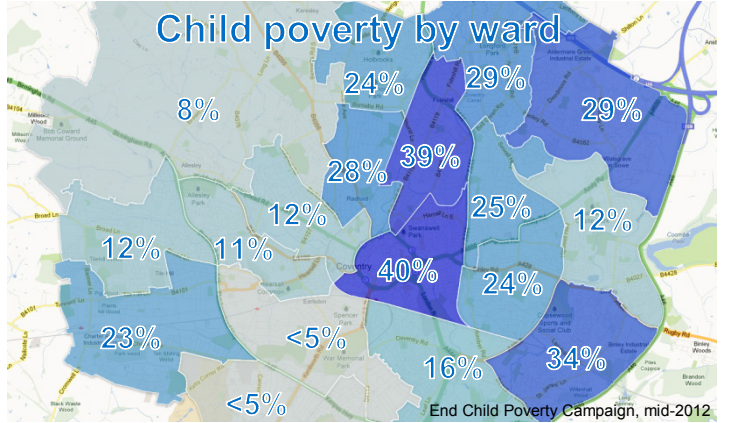
1 in 4 Coventry children live in poverty



The Child Poverty Act places a duty on the Council to assess the needs of local children and families living in poverty. 23.3% of children were in relative poverty in 2012, down from 27% in 2011. Although child poverty has reduced, people are, however, not becoming better off. While median incomes have fallen in real terms, benefits have been linked to inflation, and therefore, have not fallen in the same way. Welfare Reform is likely to have an impact on this.

One of the four priorities in the Children and Young People's Plan 2011-2014 is to reduce the impact of poverty on families by improving access to work, training, housing and financial literacy. The past six months has seen the creation of a Youth Zone in the Job Shop to improve access to work and training, and training parents to become more financially literate through the Parenting Headquarters.

Indicator	Coventry	West Mids Region	England	Progress & Target
Children in relative poverty <small>Campaign to End Child Poverty, 2012</small>	23.3% 16,959	20.2% 253,885	20.2%	✓ ✓



There are significant differences in the level of child poverty across the city. In 2012, 40% of children in St Michael's ward were in relative poverty, compared to less than 5% in Earlsdon and Wainbody. See more at <http://goo.gl/TPTf3>.

3.2 | Children and young people's level of achievement improves

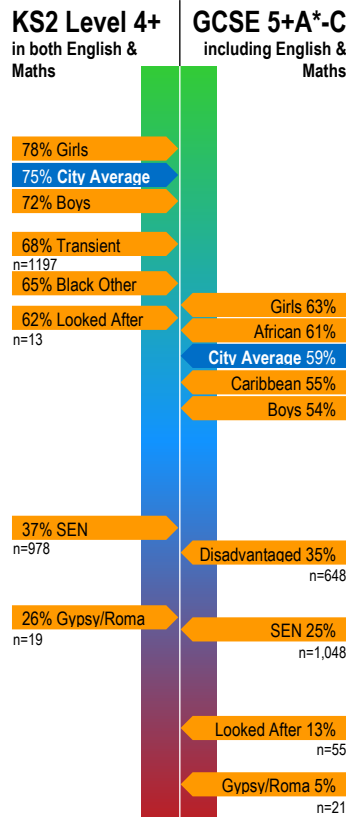
Early years foundation stage

61.7% of the Coventry cohort achieved a good level of development in 2012, up 2.7% from 59.2% in 2011. This is just under 3% lower than the national average, which increased by 5% to 64%. Coventry has made progress in narrowing the gap: in 2012, the gap between the lowest-fifth achieving a good level narrowed by 1.5% to 31.3%. This is better than nationally where gap narrowed by 1.3% to 30.1%.

Primary education

In 2012, 90% of Coventry children made expected progress in English and 87% in Maths. 75% achieved level 4+ in both English & Maths, up from 71% last year. This is Coventry's best result; but is lower than the England average (79%). Priorities are to narrow the gap particularly for more vulnerable groups and to help more children achieve level 5 or 6 at Key Stage 2.

Attainment by key equality groups



Notes:
 i.) Drawing not to scale.
 ii.) Many Gypsy/Roma children are classified as 'White Other', and not included in the above figures despite having similar language, educational and cultural needs.
 iii.) Full details and definitions for all equality groups are set out in Report Card 3.2c(e) online.

Indicator	Coventry	Statistical Neighbours	England	Progress & Target
% making expected progress from Key Stage 1 to 2 in...				
... English ¹	90%	90%	89%	✓ ✓
... Maths ¹	87%	87%	87%	✓ ✓
Level 4+ in English & Maths at KS2 ¹	75%	77%	79%	✓ ✗
5 or more GCSEs at grades A* to C...				
... incl. English & Maths	58.7%	56.8%	58.8%	✓ ✗
... any subject	87.4%	84.4%	83.2%	✓ ✓
% making expected progress from Key Stage 2 to 4 in...				
... English	68.8%	65.8%	68.0%	✗ ✗
... Maths	69.5%	67.0%	68.7%	✓ ✗
A-Level pass rate (A* to E)	97.7%	N/A	98.0%	✓ ✓

¹ The national floor standards for Key Stage 2 are for 87% to make expected progress in English; 86% in Maths; and 60% to achieve level 4+ in both English and Maths.

Secondary education

In 2012, 58.7% achieved 5+ GCSEs at A*-C including English and Maths, 0.1% off the national average of 58.8%. This was an improvement on 54.7% in 2011 and 1.9% better than comparable neighbours. At A-Level, the pass rate in 2012 was 97.7%, up from 97.4% in 2011; narrowing the gap with England to 0.3%. 41.9% achieved grades A* to B, up from 40.9% last year. The Overcoming Barriers to Learning strategy sets out plans to help the most vulnerable young people remain in education and training and help the highest attaining students achieve the top grades.

Ofsted inspections

In November 2012, Ofsted released a list of local authorities with the proportion of pupils attending good or outstanding primary and secondary schools, as at 31 August 2012. This noted that 42% of Coventry children attended primary schools judged good or outstanding, placing Coventry in last place (150th place) and 81% for secondary schools (33rd place).

As of 28 March, 59.8% of pupils attended a primary school judged to be good or outstanding, and 85.6% attended a secondary school judged to be good or outstanding. This is an improvement from last August; and primary schools are improving more quickly than comparable neighbours. Following focused inspections in March, Ofsted recognised that the Council is “improving the rigour of challenge provided to schools” and has “established set

Indicator	Coventry	Statistical Neighbours	England	Progress & Target	
% of pupils attending schools judged good/outstanding by Ofsted: ² [▲] as of 28 Mar 2013; [■] as of 31 Aug 2012					
Nursery	100% [■]	97.5% [■]	96.2% [■]	✓	✓
Primary	59.8% [▲]	69.6% [▲]	68.1% [■]	✓	✗
Secondary	85.6% [▲]	70.6% [▲]	68.6% [■]	✓	✓
Special	73.4% [▲]	82.1% [▲]	83.6% [■]	✗	✓

² For consistency and to enable easier comparison, this report now adopts the Government's measure. This measure looks at the **proportion of pupils** attending good / outstanding schools, and uses slightly different categories from the figure that was historically reported, which illustrated the **proportion of schools** judged good or outstanding. Ofsted publishes both sets of information online on Data View at <http://dataview.ofsted.gov.uk/>.

procedures for school review and support”³. Of the schools inspected, two were outstanding, two were good, five required improvement and two were inadequate. This provides an added impetus to fully implement the revised Education and Improvement Strategy, so that schools improve more quickly.

³ Ofsted (2013) *Coventry LA focused inspections 11 to 15 March 2013*, 10 April 2013

3.3 | Children and young people's health and well-being improves

Childhood immunisations

The World Health Organisation (WHO) target is for 95% of any given population to be immunised. In 2012/13, the city met the WHO target, and also exceeded the regional and national rates.

The MMR vaccination protects children against measles, mumps and rubella. In April to December 2012, 97.6% in Coventry received the MMR vaccination by their 2nd birthday, up from 94.6%⁴ in 2011/12.

The DTaP/IPV/Hib vaccination protects against Diphtheria, Tetanus, Pertussis (whooping cough), Polio and Haemophilus influenzae type b. In April to December 2012, 98.6% in Coventry were immunised by their 2nd birthday, up from 98.2% in 2011/12.

Under 18 conceptions

There were 285 conceptions to under 18s in 2011, 12 more than in 2010 (273). As Coventry's population has increased, the conception rate has fallen to 48.9 in 2011 (from 50.2); the lowest rate since recording began in 1998. However, the city is still in the worst 20%; it compares to 38.9 in the metropolitan area; 34.9 regionally; and 30.7 nationally.

Childhood obesity

In 2011/12, the National Childhood Measurement Programme found that 11.2% of children at Reception to be obese, rising to 20.6% in Year 6. This compares to 10.5% and 21.2% in the region; 10.1% and 21.1% across all metropolitan areas, and 9.5% and 19.2% in England. Obesity is a growing public health concern in Coventry. In addition to obese children, there are a further 13.3% at Reception and 15% at Year 6 who are overweight.

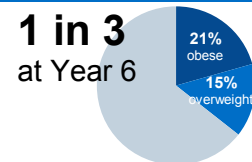
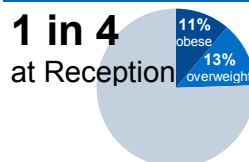
Indicator	Coventry	West Mids Region	England	Progress & Target	
% immunised against MMR by 2nd birthday Apr-Dec 2012	97.6%	93.1%	92.3%	✓	✓
% immunised against DTaP/IPV/Hib by 2nd birthday Apr-Dec 2012	98.6%	96.8%	96.3%	✓	✓
Breastfeeding prevalence at 6-8 weeks Oct-Dec 2012	48.4%	41.2%	47.2%	✓	✓
Conceptions to girls aged under 18 rate per 1,000 15-17 year olds 2011	48.9	34.9	30.7	✓	✓
Obese children at Reception 2011/12 school year	11.2%	10.5%	9.5%	⊖	✗
Obese children at Year 6 2011/12 school year	20.6%	21.2%	19.2%	⊖	✗

⁴ At half-year, it was reported that this represented 95.6% of the cohort, by using the 2011 mid-year population estimates of the number of two year olds as the denominator – i.e. 4,441 children. The official NHS Immunisation Statistics, England 2011/12 released on 27 November 2012 uses a slightly different denominator resulting in a rate of 94.6%.

Breastfeeding prevalence

Breastfeeding has positive health benefits for mother and baby. In October to December 2012, 48.4% of Coventry mothers breastfed their babies 6-8 weeks after birth, an improvement from 42.2% for April to June 2012 reported at half year.

Overweight or obese in Coventry



3.4 | Families are given the early help and support they need

Common Assessment Framework assessments

The Common Assessment Framework helps ensure children receive coordinated support from social care, education and health. The computer system is being upgraded, and reliable data is not currently available.

Parenting programmes

Parenting HQ provides parenting programmes and family support. In the autumn and spring terms of the 2012/13 school year, 453 parents benefitted (333 course attendees and 120 1-to-1 support), compared to 939 parents (574 attending courses, and 365 1-to-1 support) in 2011/12. In the more intensive courses, the outcomes are measured through the Being a Parent (BAP) scale. In 2012/13, the average increase in the BAP score before and after the course was 11.27, compared to 8.67 in 2011/12. As programme resources are being mainstreamed, it is unlikely for the number of parents benefitting from a course to match the numbers seen in 2011/12.

**Need help with the challenges of parenting?
Visit www.coventryparent.co.uk**

Indicator	Coventry	Progress & Target	
Live Common Assessment Framework assessments	N/A	N/A	N/A
Difference in point scores on the Being a Parent scale following completion of parenting course Sep'12 to Mar'13	11.27	N/A	N/A
Parents completing a parenting course Sep'12 to Mar'13	453 parents	✗	✗

Over the life of the programme...



337 trained to deliver Positive Parenting Programmes (Triple-P) in the community

1,460 parents supported through one to one support (against target of 1,080)

1,659 parents supported through group work (against target of 1,440)

1 in 3 self-referred

demonstrating the success of the awareness-raising campaign through schools, GPs, road shows and an animated cinema advertisement

3.5 | Children are supported to live safe from harm

Coventry is working to safely reduce the number of looked after children by investing in early intervention programmes to reduce the number of children coming into care. The city is also increasing the number of children adopted from care so that more can benefit from stable family settings. The following data is provisional – final data will be submitted to the Government in July, with comparators released in late-September.

Referrals to children's social care

The Council anticipate 4,736 referrals for 2012/13, a rate of 671.1 per 10,000 children⁵; an increase from the September projection of 669.2. This compares to 537.7 in 2011/12 and the 2011/12 England average of 533.5. 22.7% are repeat referrals, more than in 2011/12 (20.0%, 759 out of 3,794 referrals); but less than statistical neighbours/national averages.

Child protection

In February 2013, 536 children were the subject of a child protection plan, equating to 75.9 per 10,000 children. This is higher than 59.9 in March 2012; and is also higher than the statistical neighbour rate of 44.0; and the England rate of 37.8 (March 2012).

Children looked after by the local authority

In February, 606 children were in care, a rate of 85.8 per 10,000 children. This has increased from 596 in September and 580 in March. Of the children who have been in care for 2.5 years, two-thirds (67.7%) are living in a stable placement (lasting 2+ years), an improvement from 66.0% last year.

Indicator	Coventry	Statistical Neighbours ⁶	England	Progress & Target	
Looked After Children per 10,000 children	85.8 606 children Feb 2013	76.0 2011/12	59.0 2011/12	✗	✗
Child Protection Plan per 10,000 children	75.9 536 children Feb 2013	44.0 2011/12	37.8 2011/12	✗	✗
Social care referrals per 10,000 children	671.1 4,736 2012/13 ⁵	599.5 2011/12	533.5 2011/12	N/A	N/A
Repeat referrals to social care	22.7% 2012/13 ⁵	24.3% 2011/12	26.1% 2011/12	✗	✗
Placements lasting 2+ years	67.7% 2012/13 ⁵	69.3% 2011/12	68.0% 2011/12	✓	✓
Young people aged 10-17 receiving their first reprimand, warning or conviction⁷ per 100,000 population aged 10-17	373 2012/13	919⁷ 2011/12	712 2011/12 <small>36,677 / 5,021,870</small>	✓	✓

⁵ Projections for 2012/13 based on data up to February 2013.

⁶ Children's Services Statistical Neighbours are local authorities deemed to have similar populations and characteristics to Coventry, and thus, useful for comparative purposes. Coventry's statistical neighbours are currently: Bolton, Derby, Kirklees, Leeds, Peterborough, Sheffield, Tameside, Telford/Wrekin, Thurrock and Walsall.

⁷ 2012/13 figures are local data from Coventry's Youth Offending Team. 2011/12 data are official data published by the Ministry of Justice using Police National Computer figures. Youth offending comparator areas are: Bristol, Enfield, Kingston Upon Hull, Leicester, Liverpool, Plymouth, Stoke-on-Trent and Waltham Forest.

Youth offending

In 2012/13, Coventry had a rate of 373 per 100,000 10-17 year olds who received their first reprimand, warning or conviction. This is better than 464 per 100,000 in 2011/12. The latest comparator data is for 2011/12, and it shows that Coventry has a lower rate of first time entrants than in youth offending comparator areas (919), the metropolitan area (584), the region (613) and nationally (712).



Coventry, proud to be a city that works to...



Protect our most vulnerable residents

Executive summary

The Council protects the city's most vulnerable residents by working with partner agencies to provide or commission services to address health inequalities, social care needs, crime and anti-social behaviour, homelessness & drug and alcohol misuse.

Public health: tackling health inequalities

Coventry is a city of contrasts: people living in the least deprived part of the city live longer and healthier lives than someone living in the most deprived part of the city. As one of the seven Marmot cities, Coventry is working to address the root causes of health inequalities, that is, by addressing social deprivation. A key priority for the Council is to ensure that all service areas consider what they can do to help reduce health inequalities, and to ensure that key Marmot indicators are embedded into the Council Plan.

Crime & victims of crime

There has been an overall reduction in recorded crime, with reductions in most categories, with the exception of burglary dwellings and overall violence. There has also been a reduction in the number of anti-social behaviour and domestic violence/abuse offences/incidents reported.

Adult social care

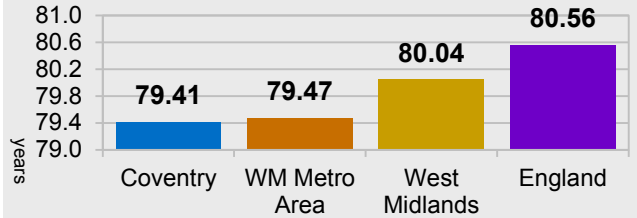
With the UK economy continuing to see little real growth, demand for services for vulnerable residents remains high. The reduction in financial resources made available to the Council mean that such services need to become more efficient by ensuring that clients get the services that they need and are supported to help themselves wherever possible. Self-directed support is one way in which social care clients are able to design the support or care arrangements that best suit their specific needs. By March 2013, over nine in ten of eligible clients receive self-directed support, up from 50% a year ago.

Homelessness

The Council prevented 976 cases from becoming homeless. This was done through a variety of interventions, for instance, offering flexible tenancy and help to support people to access private tenancies. There were 545 households accepted as statutory homeless, a slight reduction from last year. The implementation of Welfare Reform may well have an impact on these figures in the future.

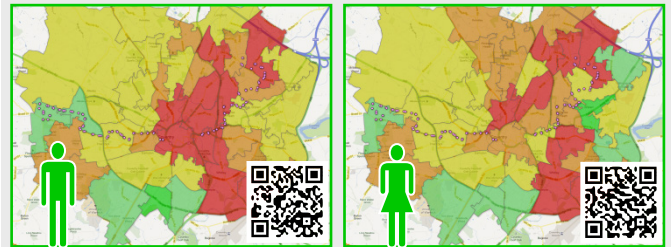
Flash facts

People in Coventry have a shorter life expectancy...



Population-weighted life expectancy at birth for males & females 2008-2010

...and there are high levels of inequality within the city.



<http://goo.gl/ZmOZM>

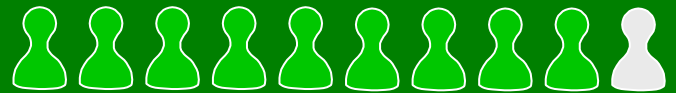
<http://goo.gl/QOpnb>

Life expectancy for males and females by middle-layer super output area



Reported crime has gone down by

11.7%



9 in 10 eligible clients receive self-directed support



976 homelessness cases prevented

Recovering from drug and alcohol misuse

The Council commissions services to help people stop smoking, and to recover from drug and alcohol misuse. In 2012/13, the target for smoking quitters is likely to be met; the percentage of people who successfully completed alcohol treatment remained the same, but the percentage of people who successfully complete drug treatment has fallen from last year.

4.1 | Older people and disabled adults live independently and safely and have more control over their health and social care

Self-directed support and personal independence

The Department of Health's objective is for everyone eligible for long term community-based care to be provided with a personal budget. By March 2013, **90.6%** of those eligible receive self-directed support. While this is an improvement from the position reported at half year (77.3%) and last year (51.3%), it remains short of the target of 100%. Revisions to the Adult Social Care Outcomes Framework (ASCOF) in 2014/15 will enable comparisons to be made with other areas.

The social care-related quality of life survey refers to aspects of people's quality of life relevant to social care interventions, including their basic needs (control, personal care, food, accommodation); higher order needs (personal safety, social life, occupation); and self-esteem (dignity). In 2012/13, the average quality of life score was **18.9**, a slight reduction from the 19.0 last year – but still above comparator, regional and national averages.

Safeguarding alerts

The number of safeguarding alerts is an indicator of the awareness of safeguarding in the city. In 2012/13, there were **805** alerts, well within the target range of 797-883 which was set based on levels from comparable authorities.

Indicator	Coventry	CIPFA Comparators	England	Progress & Target	
% in long-term community based services receiving self-directed support	90.6%	N/A	N/A	✓	✗
Social care-related quality of life measure annual survey	18.9 2012/13	18.8 2011/12	18.7 2011/12	=	=
Number of safeguarding alerts	805	N/A	N/A	✓	✓
% satisfied that top three safeguarding outcomes met ¹	89%	N/A	N/A	N/A	N/A

¹ Baseline year: this is a new measure introduced in October 2012 and based on a small number of cases. The data will be used as a baseline for future comparison.

Safeguarding outcomes

An adult at risk of abuse is asked to identify outcomes that they wish to see as a result of help from social care. Services measure whether the three most important safeguarding outcomes identified were met; as well as whether all safeguarding outcomes were met. Provisional data suggests that **89%** of the three most important safeguarding outcomes and 73% of all safeguarding outcomes were met.

4.2 | Support those in transition from child to adult social care

Effective transitions from child to adult social care

In 2012/13, **98%** (42 out of 43) of young people had a support plan at the time of transition into adult social care. This compares to 92% (11 out of 12) at half-year. The target of 80% has, therefore, been met. The Council has developed a qualitative survey for young people and carers to understand the

Indicator	Coventry	Progress & Target	
% of young people with a Support Plan for transition to adult social care at the time of transition	98% 42 out of 43 transitions	✓	✓

effectiveness of transition, using themes around communication, involvement, organisation and services. This will be piloted in 2013/14.

4.3 | Health inequality in the city is addressed

The Marmot Review, *Fair Society Healthy Lives*, demonstrated that variations in health can result from social inequalities, and therefore, improving health requires addressing the wider socio-economic determinants. As one of seven Marmot cities across the United Kingdom, the Council is seeking to improve the health of all people living in Coventry, so that it matches the best in England, under the four Health and Wellbeing Board priorities: healthy communities, reduce variation, healthy people and improve outcomes.

Life expectancy

Life expectancy at birth is **77.2 years** for males and **81.6 years** for females. Males living in the least deprived parts of the city can expect to live 11.7 years longer than those living in the most deprived parts of the city; and for females, 7.9.

² Data on life expectancy is unchanged from previous reports. The next update for this data has been delayed till July/August 2013 as the population figures used as a denominator is being updated following the 2011 census.

Indicator	Coventry	West Mids Region	England	Progress & Target	
Inequality in life expectancy at birth 2006-10 ²	11.7 males	9.0 males	8.9 males	N/A	N/A
	7.9 females	5.8 females	5.9 females	N/A	N/A
Inequality in disability-free life expectancy at birth 1999-03 ²	16.6 males	11.3 males	10.9 males	N/A	N/A
	14.5 females	9.2 females	9.2 females	N/A	N/A

Smoking cessation

Smoking is the single greatest cause of preventable illness and premature death in the UK. As a result, stopping smoking helps improve the health of people in Coventry. In April to December 2012, there were **2,293** people who successfully quit smoking after four weeks following help from local stop smoking services, equating to a rate of **885** per 100,000 population. This compares to a rate of 631 in the West Midlands Region. Final outturn for 2012/13 is expected in June 2013. This is expected to show that the target of 3,107 quitters has been met. Provisional data currently suggests 3,079 quitters for 2012/13, compared to 3,355 last year.

Indicator	Coventry	West Mids Region	Progress & Target	
Four-week smoking quitters rate per 100,000 people aged 16+ Apr-Dec 2012	885 2,293 quitters 259,187 aged 16+	631 28,702 quitters 4.55m people aged 16+	✓	✓

Indicator	Coventry	Progress & Target	
The percentage of residents who say they... Telephone Survey, March 2013			
... smoke	17%	✓	
... eat five or more portions of fruit & vegetables every day	31%	=	
... participate in physical activity five or more times a week	44%	=	

One of the ways in which health inequalities can be tackled is by changing people's behaviour, in relation to their smoking, diets and activity levels:

smoking



17% said they smoked; 4% less than in September 2012.

Did you know...

Residents who are economically deprived, male, white, or living in social housing are **more likely** to smoke.

diet



31% said they ate five or more portions of fruit & vegetables every day – unchanged from September 2012 (32%).

Did you know...

Residents who are economically deprived, young adults, black people, or living in social housing are least likely to eat the recommended five portions of fruit & vegetables every day.

physical activity



44% said they took part in some form of physical activity five or more times a week – unchanged from September 2012 (43%).

Did you know...

Residents who are male, aged 65 or over, Asian or full-time employed are least likely to take part in physical activity.

Figures based on the Telephone Survey. Household Survey 2013 data shows a similar trend. *Did you know* flash facts taken from the Household Survey 2013.

4.4 | Harm caused by crime and antisocial behaviour is reduced

Crime reduction

The total number of crimes reported has continued to fall. In 2012/13, **21,843** crimes were reported, equivalent to a rate⁴ of **66.6** crimes per 1,000 people. That is 11.7% fewer crimes than in 2011/12, meeting the **6%** target. Most crime types have decreased, but burglary dwellings continue to maintain higher levels of offending despite reducing the previous year; a slight upturn in vehicle crime in January to March, and **9%** in overall violence – although most serious violence has reduced.

Perceptions of safety

81% of respondents to the 2013 Household Survey felt safe in their neighbourhood at night, compared to 80% in 2012 (not a statistically significant change). The Telephone Survey phrases the question slightly differently, and respondents are asked whether they feel safe in their local area **after dark**. The slightly different wording has a marked impact on the response: in March 2013, **66%** feel safe in their local area after dark. This is, however, not a statistically significant change from 67% in September 2012.

Indicator	Coventry	Birmingham	Wolverhampton	Progress & Target	
Crimes rate per 1,000 people³ April 2012 to March 2013	66.6 21,843 crimes	66.8 73,071 crimes	65.9 16,601 crimes	✓	✓
Anti-social behaviour incidents 2012/13	14,626	N/A	N/A	✓	✓
Feel safe in their local area after dark Telephone Survey, 2013	66%	N/A	N/A	=	

Hate crimes

Crimes committed against someone because of their disability, gender identity, race, religion or belief, or sexual orientation are hate crimes. In 2012/13, the Police and Hate Crime Reporting Centres recorded the following incidents in Coventry: 29 due to disability; 270 due to race/ethnicity; 27 due to sexual orientation; 10 due to religion/belief; and none due to gender identity.

Anti-social behaviour

Anti-social behaviour continues to reduce, with a **32%** reduction in reports to the police, and **6%** reduction in reports to the Council. In 2012/13, there was a total of **14,626** anti-social behaviour incidents, **4,984** fewer incidents (**25%**) than in 2011/12.

³ Rate per 1,000 calculated using the Office for National Statistics' Interim Census 2011-based Subnational Population Projections 2013 figures: Coventry 328,021; Birmingham 1,093,977; Wolverhampton 251,852.

Protect our most vulnerable residents

4.5 | Domestic violence is not tolerated and support and intervention is effective

There were a total of **2,899** domestic violence/abuse offences/incidents (DVA) recorded in 2012/13, compared to an estimated 3,048 offences/incidents in 2011/12. West Midlands Police is currently improving the way that DVA is recorded, and the data suggest an overall reduction in the number of victims. However, it is well-documented that DVA is under reported and encouraging reporting is a priority, as is providing effective support to victims.

Indicator	Coventry	Progress & Target	
		N/A	N/A
Domestic violence/abuse victims known to police <small>crime/non-crime local measure 2012/13</small>	2,899	N/A	N/A

Are you experiencing domestic violence or abuse? Find out about services that can support you on the *Safe to Talk* website www.safetotalk.org.uk

4.6 | People are prevented from being homeless and supported if they do

There are a range of ways in which the Council can help to prevent homelessness, one way is by offering flexible tenancies (offers under Part VI of the Housing Act), and tenancies under the *Access to Private Rented Properties* scheme.

Indicator	Coventry	Progress & Target	
		✓	✓
Homelessness cases prevented 2012/13	976	✓	✓
Households accepted as statutory homeless 2012/13	545	✓	✓

In 2012/13...

976 cases were prevented from becoming homeless. This compares to 914 cases in 2011/12, and meets the 2012/13 target of 900 cases.

545 cases out of **991** homelessness assessments were accepted as statutory homeless in 2012/13, a slight reduction from **578** in 2011/12.



The Council's *Access to Private Rented Properties* scheme offers landlords a written guarantee in place of a cash deposit, enabling people who would otherwise be unable to access private rented accommodation to do so. The scheme also helps support vulnerable tenants to act responsibly to maintain their tenancies, and act as a mediator if a dispute arises.

4.7 | People receive the treatment needed to help them recover from drug/alcohol misuse

In addition to clinical treatment, people who misuse drugs and alcohol need support in other aspects of their lives, for example, in housing, benefits, training and employment. In 2012/13, the Council has commissioned an additional service to deliver such non-clinical specialist help, to help people recover more effectively from drug/alcohol misuse.

Drug treatment

A total of 144 of the 1,069 (**13.5%**) drug users receiving treatment from April 2012 to March 2013 successfully exited treatment. This was worse than 16% in the year to March 2012.

Through the National Drug Treatment Monitoring System, Coventry compares its performance with a cluster of local authorities. 8.3% of opiate users successfully exited treatment and 41.6% of non-opiate users successfully exited treatment; both just below the top 25% of comparable cluster of local authorities.

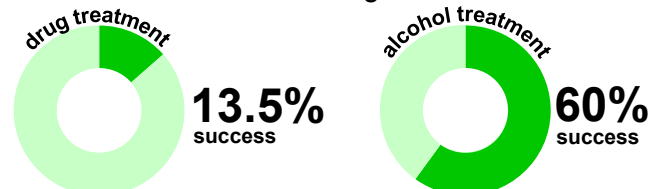
A new model of delivery is being developed to increase supported group work offered to clients. This is intended to help clients help each other, assisting with a peer-led recovery.

Indicator	Coventry	Comparator clusters (Top 25%)	Progress & Target	
			✗	✗
Drugs: percentage successfully exiting treatment 2012/13	13.5% <small>144 out of 1,069</small>	N/A	✗	✗
...opiate users	8.3%	9.3–14.1%		
...non-opiate users	41.6%	48.4–64.9%		

Indicator	Coventry	England	Progress & Target	
			=	=
Alcohol: percentage completing care planned discharge 2012/13	60%	58%	=	=

Alcohol treatment

60% of clients successfully completed treatment for alcohol misuse between April 2012 and March 2013, same as in 2011/12. This is slightly better than the national average of 58%. Considerable work is underway to improve the capacity of services to cater for more alcohol users needing treatment.





Values



We are proud to do this by...

5 | being honest, fair and transparent when we make decisions

6 | working with residents, communities and partners to get things done

7 | celebrating all that's good about our city and its future

Executive summary

This past year, 2012/13, has been a special year for the city of Coventry. In 2012, the city celebrated in style as a co-host city for the London 2012 Olympic Games, bringing Olympic football, Godiva Awakes and many other events to the city for residents and visitors alike, boosting tourism and business in the city.

The Council, as a key stakeholder in the prosperity, liveability and sustainability of the city, played a key role in delivering events with partners in the private, voluntary and public sectors and with local communities; demonstrating the Council's values in the process.

Coventry Ambassadors



Over 300 Coventry Ambassadors welcomed the world to the city in 2012. In December, the volunteers were one of 60 organisations that received the Queen's Diamond Jubilee Volunteering Award. Coventry is building upon this volunteering legacy in 2013, with approval for Coventry University's proposals to continue Coventry Ambassadors as a social enterprise. This will mean that they can play a key role in future events for the city, promoting the city to visitors and residents alike and helping with future bids for major sporting events.

City Deal



Coventry & Warwickshire
Local Enterprise Partnership

The Council plays a major role in the Coventry & Warwickshire Local Enterprise Partnership (LEP). In February 2013, the LEP received initial Government approval for the City Deal bid, *Re-engineering Engineering: Raising our G-AME*, which was designed to build on the area's strength in engineering and manufacturing to improve skills, innovation, productivity and jobs. Find out more at www.cwlep.com.

How Coventry celebrated London 2012



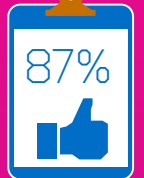
Olympic football



170,576 attendees to

13 football matches over **9** days

424 people attending Olympic football or the torch relay completed a survey. The vast majority (87%) rated the event good or excellent.



Tourism boost



It is estimated that...

87,766 visitors

came from outside the area and

14,262 paid for accommodation.

The economic impact of Olympic-related tourism, that is, new money injected into the local economy, is estimated at over £2 million.



Good for business

At least **367** companies in the West Midlands won tenders to supply London 2012 directly or associated projects.

In Coventry, Solihull and Warwickshire, **95** businesses won Olympic-related contracts – worth over **£30 million**. **21** of these were in Coventry and, most notably, included making the **8,000** Olympic torches.



Find out more about how Coventry celebrated London 2012 can be found at www.coventry.gov.uk/london2012. Further information on the impact of the Olympics on Coventry is available in the Council Plan 2012/13 half-year performance report at <http://goo.gl/3RYsC> and in the Olympic Impact Assessment Report November 2012 at <http://goo.gl/eV3IG>.



5 | Honest, fair and transparent when we make decisions

Using sound evidence

The Council has carried out analysis to assess the cumulative impact of the recession and national policy changes, such as Welfare Reform, on the health and wellbeing of Coventry's population and for specific vulnerable groups. This information will be used to inform future decisions on service changes, to identify who will be affected and what support or advice the Council and partner organisations can provide.

Explaining our decisions

The Council consulted on its budget and savings proposals in January 2013. Through presentations to local residents, partner organisations and the Youth Council, the Council explained the level of spending cuts, the savings that had to be made and how the decisions were likely to impact on local services. A fact sheet called *Feeling the Pinch* (available at coventry.gov.uk/info/200009/0/1732/0/7) helped explain some of the budgetary pressures that the people of Coventry and the Council were facing. The final February 2013 budget included a freeze in Council Tax for 2013/14.

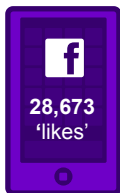
Making information easy to understand

Ward profiles

Using information from the Census and the Household Survey, the Council produced profiles for each of the city's electoral wards, as well as subject-specific profiles on a range of issues such as housing, community safety, and health & wellbeing. This is published online at www.coventrypartnership.com/research/householdsurvey.

Keeping Coventry moving

Using the Council's website, Facebook page and Twitter feed, residents were kept up-to-date with the latest school closures and travel news during the heavy snow in January 2013. The amount of activity saw the number of Twitter followers and Facebook 'likes' grow by 4,000.



facebook.com/coventrycc



[@coventrycc](https://twitter.com/coventrycc)

Twitter followers and Facebook 'likes' of 28 May 2013.

Consulting local people

The Council consults with local people at all stages of its decision making process. In 2012/13, the system was revamped so that local residents and other interested parties can track consultations all the way from the initial survey right through to the outcome all on a single page. Consultations are published online at coventry.gov.uk/consultations/, and are also widely publicised through local channels as relevant, for instance, Neighbourhood Forums and community groups.

Feeling the pinch

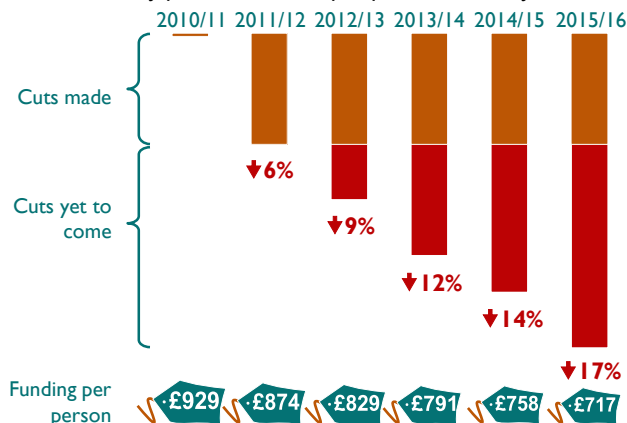
Living in Coventry

The UK economy has seen little real growth since the recession in 2008. While people's incomes remain stagnant, between 2008 and 2012, prices have gone up:



Your Council

The Council explained how the record cuts in the money it gets from the Government will affect what can be realistically provided to the people of Coventry.



TELEPHONE SURVEY

	Sep 2012	Mar 2013
"The Council treats all people fairly"	71%	71%
"The Council acts on the concerns of residents"	47%	47%
"I am informed about Council services & benefits"	56%	52%
"The Council promotes the interests of local people"	52%	53%

6 | Working with residents, communities and partners to get things done

Achieving our strategic objectives

The Council worked with partners through the Coventry Partnership, such as the Coventry Law Centre, to deliver 26 road shows specifically to raise awareness and help disabled people understand changes to the national benefits system that might affect them.

The Council was one of ten organisations that worked together to organise a pop up shop in Broadgate in March 2013, to offer advice and guidance to local people about change in benefits and ways to reduce financial outgoings through reduced utility bills. Following this success a further pop up shop took place in Riley Square in Bell Green this April and more are planned throughout 2013.

Improving service delivery

On 19-20 October, the Council hosted CityCamp Coventry, a gathering of people from local government, businesses, community organisations and academia to share knowledge, web technologies and experience to use the web to help make Coventry an even better place to live. People were invited to submit ideas in the days leading up to the event on *Simpl Challenges*, with over 40 ideas received. These were developed over the two days and five shortlisted ideas were given help and support from the organisers, Council and the University. Find out more about CityCamp Coventry at www.citycampcov.org.uk.

Solving local problems

DisabledGo

The Council has worked with local disabled people and national charity *DisabledGo* to develop a web based guide providing information for disabled people about the accessibility of buildings in Coventry. The guide is based upon hundreds of surveys undertaken by local disabled people and offers anyone living, working or visiting the city detailed information about the accessibility of shops, pubs, restaurants, hotels, theatres and other services. The DisabledGo guide can be found at www.disabledgo.com.

Changing Places

Although there were existing accessible toilet facilities in the city centre, there was no facility that could be used by people with profound and multiple learning disabilities, as well as other serious impairments, who often need extra facilities to allow them to use the toilets comfortably. The Council worked with the learning disability charity *Mencap* and groups representing disabled people in Coventry to develop a *Changing Places* toilet on the ground floor of the Coventry Central Library building. A Changing Places toilet provides the right equipment including a height adjustable changing bench and a tracking hoist system; enough space for the disabled person and up to two carers; and a safe and clean environment. Access to the toilet is by Radar Key, available to purchase from the Central Library.

Welfare Reform road shows

26 road shows held across the City



informing 1,200 disabled people about how Welfare Reform would affect them.



#ccCov
CityCamp Coventry brought together people to share knowledge, web technologies and experience to help shape the future of Coventry.



Working with local people, many shops, pubs, restaurants, hotels, theatres and other services in Coventry are now listed on DisabledGo, providing disabled people with free detailed information.

www.disabledgo.com

7 | Celebrating all that's good about our city and its future

A welcoming city

Tourism

The Tourism Economic Impact Assessment 2011 shows that there has been an increase in day trips made to the city, the amount of money tourists spend and the number of jobs supported by tourism between 2009-11. The Coventry & Warwickshire Visitor Guide 2012/13 proved popular, with 15,000 printed copies reaching members of the public; 80,000 visits to the digital version on the Visit Coventry and Warwickshire website; and over 500 downloads of the guide.

City of peace and reconciliation

In January 2013, Coventry commemorated Holocaust Memorial Day for the 12th year. The focus this year was '*Communities together: build a bridge*' and the Council arranged speakers and performances to reflect this theme including a talk from Auschwitz survivor Mindu Hornick.

Community Cohesion Awards

The winners of this year's Coventry Community Cohesion Awards, held on 18 October 2012, are: Coventry Ambassadors (public sector); Coventry Language Café (voluntary/community small); Coventry University Students' Union's Bridging Cultures Project (voluntary/community large) and Warwick Arts Centre's Design and Paint project (private sector). Find out more: www.coventrypartnership.com/cohesionwinners2012.

A place people are proud of

Every six months, the Council carries out a telephone survey, canvassing residents' views. In March 2013, 64% of residents surveyed agreed that they were 'proud of Coventry' – a non-significant change from 65% in September 2012, suggesting that pride in Coventry has remained at a similar level. The new Broadgate came to life during 2012/13 with a number of events through the year. Particular highlights were Godiva Awakes, the annual Godiva Carnival Procession; the summer Global Market; the Christmas Lights Switch On; and an outdoor Ice Rink and Christmas International Market. The Council has continued to invest in Public Realm work, further improvement and de-cluttering of road junctions.

Maximising the benefits of the Olympics

One of the key contributors to the success of London 2012 in Coventry was the Coventry Ambassadors programme. Since the Olympics, the work of the Coventry Ambassadors has continued, supporting the Coventry Half Marathon and the Davis Cup Tennis at the Ricoh Arena. More than 80 Ambassadors attended a focus group consultation on planning for their legacy, and following this the Council has supported Coventry University's innovative proposal for the development of the Coventry Ambassadors as a social enterprise. This will mean that they can play a key role in future events for the city, promoting the city to visitors and residents alike and helping with future bids for major sporting events.

Welcome to Coventry

The Council is helping to make the city of Coventry an attractive and vibrant place to live, work and visit

web visitcoventry.co.uk



Visit Coventry



@CoventryTourism



64% of residents are proud of Coventry

This is virtually unchanged from September when 65% of residents surveyed were proud of Coventry, and 66% said that co-hosting the Olympics increased their level of pride in the city.

Coventry Ambassadors

100% of Coventry Ambassadors would volunteer again.

97% of volunteers rated their experience as very good or excellent.

In 2013, Coventry Ambassadors will become a social enterprise developed in partnership with Coventry University.



Coventry, proud to be a city that works to...

Transform the Council to enable us to deliver our vision and objectives

Executive summary

In 2012/13, the Council's revenue outturn was £3.5m less than the budget. The Council's transformation programme, **abc programme – a better Council for a bolder Coventry**, delivered £18.9m in savings – short of the £19.2 target. Despite cuts to budgets, performance remains well managed with 71% of the Council's headline indicators either improving or staying the same. Further work is being undertaken to make it easier for people to access the services they need, and make the Council a greener and more sustainable organisation. In February, the Council approved a balanced budget for the coming year, in the context of further, unprecedented cuts to the Council's budget. Further savings will be met through the review and redesign of services.

Resources

£18.9m

abc programme savings in 2012/13



↑18%

in estimated energy use by the Council in 2012/13

↑2%

in estimated carbon emissions in 2012/13

Did you know?

Construction work on the Heatline project to supply city centre buildings with heat generated by the energy from waste facility started in 2012/13. This will have a big impact on energy use, by creating a low carbon source of energy.

60% of waste generated by the Council's offices in the city centre is now recycled.



MARCH 2013

Results from the March 2013 Telephone Survey, a survey of 1,100 residents, found that...



65%

are satisfied with the way the Council runs things



50%

agree that the Council provides value for money



Performance

71%

of the Council's Headline Indicators either improved or stayed the same in 2012/13.



Sickness absence

Staff sickness absence has increased by 0.4 days in 2012/13.



9.13 days
2011/12



9.53 days
2012/13

Health and safety

583

accidents reported



848

assaults reported



On average, Council staff spent **4.98** days on training and development activity in 2012/13



8 | Reviewing and improving services

8.1 | Easier for people to access services they need

The Council's customer management system, myCov was upgraded and services enhanced. This means that the Contact Centre can deal with additional service requests, starting with Environmental Services and rolling out to other services over the coming year.

Plans to move customer contact to a more self-service basis have started through the development of on line enquiry forms which will be tested and implemented over the course of 2013. The Customer Connect programme will over the next two years allow for more self-service giving citizens greater access channels and simplifying access to services.

8.2 | Review what we do to ensure value for money

Savings of £18.9m have been identified through the abc transformation programme, this falls short of the target savings of £19.2m. The ICT review over achieved its target for the year, while some reviews have reported a shortfall against target. Most of these reviews are predicting that savings targets will be met in full, but later than anticipated and action plans are in place to support this. In addition, while the Children's Services review had no budgeted savings target for 2012/13, it did anticipate delivering a reduction in costs of £1.252m which was not achieved. Further information on work to safely reduce the number of looked after children is in section 3.5 (Page 14).

There has been an increase of 6.8% in reported avoidable contact for the year 2012/13. 21% of all

8.3 | We find ways of doing things better, including working with partners across the city and beyond

abc Transformation Programme

During the last six months, the abc Programme has continued to deliver a variety of service improvements across the Council. A full outline of the status of each project will be reported to Cabinet in June 2013. Some highlights of service improvements include the delivery of 3,000 days of training for staff in **Business Services** to enable greater flexibility and continuity of service. Three **Commissioning and Procurement** panels are now operational to improve decision making, forward planning and secure value for money on Council expenditure. **Green Champions** have been launched to promote behavioural change to reduce energy usage. The **Corporate Catering** Review has delivered a new marketing website for St Mary's Guildhall, which has contributed to an increase in 12% of bookings for weddings across the year.

Indicator	Coventry	Progress & Target	
Number of self-service transactions undertaken under development	N/A	N/A	N/A
Residents surveyed who are satisfied with the way the Council runs things March 2013 telephone survey data	65%	✘	

65% of residents surveyed in March 2013 are satisfied with the way the Council run things. This is a slight reduction from **71%** in September 2012.

Indicator	Coventry	Progress & Target	
Savings delivered during the year – abc Transformation Programme 2012/13	£18.9 m	✔	✘
Percentage of avoidable customer contact ¹ 2012/13	21.64%	✘	N/A
Residents who agree that the Council delivers value for money March 2013 telephone survey data	50%	=	

¹ The accurate capture of avoidable contact has improved in the last 12 months which in part reflects the increase compared to previous years.

recorded avoidable contact relates to missed bin collections followed by fly tipping and new bin requests at around 15%. This information is used to identify areas where service improvement or redesign can help to improve customer experience and deliver better value for money.

Partnership working

Working closely with partners is important in all aspect of the Councils work.

For example, during 2012/13 the Council worked closely with partners to recognise the scale of the challenges brought about by **Welfare Reform** and to plan how to identify and respond to resulting needs in the most effective way.

Sub-regional working

The **Coventry, Solihull and Warwickshire** annual review of sub-regional working identifies that there were over 102 examples of collaborative working during 2012/13.

Real savings of £4.5 million per annum across the region have already been identified from sub-regional working in areas such as shared highways maintenance, recycling and street sweepings.

9 | Using resources effectively

9.1 | Our Medium Term Financial Strategy provides the resources to meet our priorities, delivers a balanced budget and equips us to face the future with confidence

In 2012/13 revenue expenditure has been £3.5m less than the budget. Capital expenditure has also been lower than expected, leading to £9m less borrowing than originally planned. The budget report approved on 26 February 2013 set a balanced revenue

9.2 | We make best use of all our resources and the Council's carbon footprint is reduced

Although the final figures for the Council's energy use and carbon emissions for 2012/13 will not be available until early July, our best estimates are that energy use increased by nearly 18% compared to last year. This was due to heating demand being nearly a third higher over the unusually long and cold winter with on-going improvements in energy efficiency helping to avoid an even larger increase over the year. The Sustainability and Low Carbon Fundamental Service Review has identified further savings in energy and carbon and, after partial achievement of the first year target, will work to ramp up savings in year two as energy conservation projects are implemented and use of buildings rationalised.

Performance on energy and efficiency is reported to Corporate Management Board on a regular basis. The *Meeting the Low Carbon Challenge* programme was launched to 131 Senior Managers, and since December 2012, 140 *Green Champions* have been identified across the Council leading their teams to think about ways in which they can help to reduce carbon usage.

9.3 | Performance is well managed

The Council's performance management arrangements, revised in 2011, ensure that Council Plan priorities are translated into Directorate, service and individual plans. Many of the measures included in this report are key priorities for Directorates and regularly reviewed to make sure that progress is made.

In 2012/13, 71% of the Council Plan indicators either improved or stayed the same. Only 15% got worse and that is despite the major restructuring and downsizing in resources that the Council has had to continue to make during 2012/13.

Indicator	Coventry	Progress & Target	
Balanced capital and revenue budget outturn for 2012/13	✓	✓	✓

budget for 2013/14. The Council's medium term financial position shows that there are budget gaps in future years and the Council is pursuing the actions set out in the Medium Term Financial Strategy, approved in January 2013, to address this position.

Indicator	Coventry	Progress & Target	
Total energy use in Council buildings and schools (including fleet) 2012/13 estimate	160,114,520 kWh	✗	✗
CO ₂ emissions from Local Authority operations 2012/13 estimate	52,728 tonnes	✗	✗

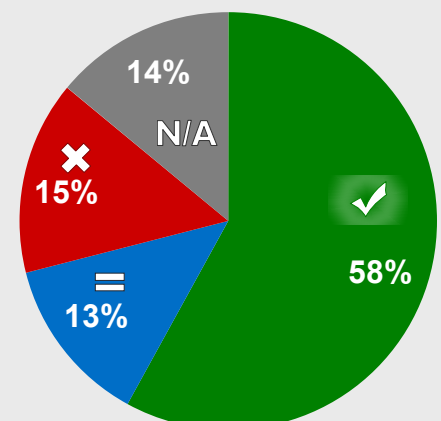
The implementation of the Heatline Project, as reported in section 1.6 of this report, will have a significant impact on the Council's energy use and CO₂ emissions for 2013/14 and beyond.



The internal recycling scheme has been rolled out to all City Centre offices and approximately 60% of all waste is now recycled.

The number and percentage of Council Plan headline indicators that have improved, stayed the same, got worse, or can't say.

In 2012/13, out of the 100 headline indicators, 58% of indicators improved; 13% stayed the same; and 15% got worse. It is not possible to say for the remaining 14% where an indicator is non-directional, or no comparable data is available.



10 | Supporting Councillors and staff

10.1 | Councillors and employees develop the skills, and access the training and support they need

The completion of mandatory training in five subject areas is a priority for all employees. Good progress has been made since this measure was first reported at the half year, although the target of at least 70% of employees across all subject areas has not yet been achieved. New ways to complete mandatory training have been introduced to give more options for service managers and employees. This will have a positive impact on future results.

An average of 4.98 days per employee was spent on training and development achieving the target of at least 3 days but slightly less than the previous year; this reflects the Council's continuing commitment to developing employees.

10.2 | The diversity of the Council's workforce is representative of the local community

The percentage of Council employees from an ethnic minority background is 13.2%. This has increased since the half year position of 13.1%. The percentage of employees who are disabled people is 4.54%; this has also increased since the half year position of 3.88%. Both figures represent an increase over 2011/12.

A data gathering exercise in the early part of 2013 aims to increase the data held on employees especially around disability and ethnicity. The Workforce Profile 2012/13 will be reported to Cabinet Member in August 2013 following the data collection exercise, which will also provide detail on the gender pay gap.

10.3 The health, safety and welfare of the workforce is maintained

There has been a slight increase in the days lost due to sickness absence as compared to 9.13 days for 2011/12. This also falls short of the target of 8.5 days per full-time equivalent. The increase has been across both short term and long term absences with a higher number of musculoskeletal and stress related absences across the Council. There has also been an increase in the number of incidents of absence from minor ailments. Proactive management of sickness absence is through the Promoting Health at Work procedures.

The total number of reported accidents to employees has fallen for the fifth consecutive year although the outturn is higher than the target milestone of 550. The accident rate has also decreased evidencing reduction in real terms and not due to changes in workforce numbers.

Indicator	Coventry	Progress & Target	
Percentage of employees who have completed mandatory training March 2013			
...health and safety	52.71%	✓	✗
...fire safety	59.58%	✓	✗
...equalities / discrimination	51.28%	✓	✗
...customer service	45.75%	✓	✗
...safeguarding	62.63%	✓	✗
Average number of days per employee spent on training and development March 2013	4.98	✓	✓
% of Councillors learning and development needs identified that have been met March 2013	90%	✓	✓

Councillors learning and development needs have been met through a variety of external and internal events and officer support.

Indicator	Coventry	Progress & Target	
% of employees who are...			
...disabled people March 2013	4.54%	✓	✓
...from an ethnic minority March 2013	13.20%	✓	✓



Approximately 27% of working age residents in Coventry are from an ethnic minority background. (Annual Population Survey 2012)

Indicator	Coventry	Progress & Target	
Average number of working days lost to sickness absence 2012/13	9.53	✗	✗
Total number of accidents recorded 2012/13	583	✓	✗
Total number of assaults recorded 2012/13	848	✗	✗

Interim target reductions for the number of accidents and assaults have been identified and these will be ratified and monitored through the Health and Safety Strategy Group.

The number of reported assaults to employees has increased when compared to a particularly low year in 2011/12 when 664 were recorded. It is still an improvement on the 2010/11 figure of 1,087.

Table of Indicators

Council Plan Reference	Indicator title	Previous Performance 2011/12	Latest Performance 2012/13	Progress	Target	Target Status	Find out more on page...
 <h2>Jobs and growth</h2>							
CP 1.1a	Investment into the city and the sub-region	£212 mil. Total	£172 mil. total £69 mil. direct	✓	£85 mil.	✓	6
CP 1.1b	Jobs created by firms with direct or indirect Council involvement	1,650 jobs total	2,401 jobs total 1,302 jobs direct	✓	2,000	✓	6
CP 1.1c	New business VAT registration rate per 10,000 people aged 16+	37.8 2010/11	44.3 2011/12	✓	↕	✓	6
CP 1.2a	Jobseeker's Allowance claimant count (seasonally-adjusted)	4.9%	4.6%	✓	↕	✓	6
CP 1.2b	Average employment rate	63.0% Jan-Dec 2011	64.9% Jan-Dec 2012	=	↕	=	6
CP 1.2c	Unemployed people supported	4,080	5,672	✓	2,000	✓	6
CP 1.2d	People helped into a job	1,210	1,386	✓	700	✓	6
CP 1.3(i)	<small>REVISED INDICATOR</small> People aged 16-64 qualified to NVQ2+	62.7%	65.5%	=	↕	=	7
CP 1.3(ii)	<small>REVISED INDICATOR</small> People aged 16-64 qualified to NVQ3+	46.9%	50.3%	✓	↕	✓	7
CP 1.3(iii)	<small>REVISED INDICATOR</small> People aged 16-64 qualified to NVQ4+	26.8%	26.8%	=	↕	=	7
CP 1.4a	% of 16-18 year olds not in education, employment or training (NEET)	6.0% 680 young people Dec 2011	5.2% 540 young people Dec 2012	✓	Targets for 2012/13: 4.2% <435 NEETs 16-18 5.1% <2,146 JSA 18-24 ↕1,050 by March 2014 against Dec 2010 baseline of which 25% (↕263) from NEETs and 16-18 75% (↕787) from JSA 18-24	✗	7
CP 1.4b	% of 18-24 year olds claiming Jobseeker's Allowance (JSA)	6.7% 7.2% 2,895 3,105 Dec 2011 Mar 2012	5.7% 2,405 young people Dec 2012	✓		✗	7
CP 1.4c	Apprentices on the Council's own Apprenticeship Scheme	49 in post 31 Mar 2012	83 in post 31 Mar 2013 54 new apprenticeships in 2012/13	✓	120 apprentices in 3 years 30 new apprenticeships in 2012/13	✓	7
CP 1.4d	Apprenticeships with local employers and placements	74	97	✓	90	✓	7
CP 1.5a	Number of affordable homes delivered	351	393	✓	304	✓	8
CP 1.5b	Empty properties brought back into use	201	283	✓	211	✓	8
 <h2>Better pavements, streets and roads</h2>							
CP 2.1a	% of carriageway maintenance completed	98%	96%	✓	100%	✗	10
CP 2.1b(i)	Roads and footways which are in good or acceptable condition: ...principal roads (A roads)	93%	94%	✓	94%+	✓	10
CP 2.1b(ii)	Roads and footways which are in good or acceptable condition: ...non-principal roads (B & C roads)	85%	88%	✓	85%+	✓	10
CP 2.1c	Roads and footways which are in good or acceptable condition: ...unclassified roads	81%	84%	✓	81%+	✓	10
CP 2.1d	Roads and footways which are in good or acceptable condition: ...footways	42%	45%	✓	45%+	✓	10
CP 2.1e(i)	<small>REVISED INDICATOR</small> % of residents surveyed satisfied with roads	49%	35%	N/A	↕	N/A	10
CP 2.1e(ii)	<small>REVISED INDICATOR</small> % of residents surveyed satisfied with pavements		48%	N/A	↕	N/A	10
CP 2.2a	Improve street cleanliness: litter	7%	Not available	N/A	Indicator being redesigned	N/A	10
CP 2.2b	Reduction in fly-tipping in the city – number of fly-tips in the city	3,177	2,837	✓	3,018 or fewer	✓	10


Council Plan 2012/13 End of Year Performance Report

Council Plan Reference	Indicator title	Previous Performance 2011/12	Latest Performance 2012/13	Progress	Target	Target Status	Find out more on page...
CP 2.2c	% of residents surveyed satisfied that the Council keeps the land clear of litter and refuse	69% Sept 2012	67% Mar 2013	=	↕	N/A	10
CP 2.3a	Household waste recycled and composted	39.3%	38.5% Provisional	✗	40%+	✗	10
CP 2.3b	Residual household waste collected per household	567 kg	568 kg Provisional	✓	Less than 605 kg	✓	10
CP 2.3c	Cost of household waste collection per household	£43.70 2011/12	£43.70 2011/12 no updates yet	N/A	Less than £45 target for 2011/12	N/A	10
CP 2.3d(i)	% of residents surveyed satisfied with refuse collection	87% Sept 2012	83% Mar 2013	✗	↕	N/A	10
CP 2.3d(ii)	% of residents surveyed satisfied with recycling	87% Sept 2012	87% Mar 2013	=	↕	N/A	10

 **Support and celebrate our young people**

CP 3.1	<small>REVISED INDICATOR</small> Children in relative poverty (revised local child poverty measure, including dependent children aged 16 to 19)	27% 2011	23.3% 2012	✓	↕	✓	12
CP 3.2a(i)	% making expected progress from Key Stage 1 to Key Stage 2 in English	84%	90%	✓	89%+ To match the England average	✓	12
CP 3.2a(ii)	% making expected progress from Key Stage 1 to Key Stage 2 in Maths	82%	87%	✓	87%+ To match the England average	✓	12
CP 3.2b	Level 4+ in both English and Maths at the end of Key Stage 2	71%	75%	✓	79%+ To match the England average	✗	12
CP 3.2c	Five good GCSEs (A* to C) including English and Maths	54.7%	58.7%	✓	58.8%+ To match the England average	✗	12
CP 3.2d	Five good GCSEs (A* to C) in any subject	86%	87.4%	✓	↕	✓	12
CP 3.2e(i)	% making expected progress from Key Stage 2 to Key Stage 4 in English	69%	68.8%	✗	73.9%+	✗	12
CP 3.2e(ii)	% making expected progress from Key Stage 2 to Key Stage 4 in Maths	62.8%	69.5%	✓	70.2%+	✗	12
CP 3.2f	A-Level pass rate (A* to E)	97.4%	97.7%	✓	↕	✓	12
CP 3.2g i-a	<small>REVISED INDICATOR</small> % of pupils attending nurseries judged good / outstanding by Ofsted	100% Aug 2012	100% Mar 2013	✓	Target: 100% Interim target: 65%+	✓	13
CP 3.2g i-b	<small>REVISED INDICATOR</small> % of pupils attending primary schools judged good / outstanding by Ofsted	42.0% Aug 2012	59.8% Mar 2013	✓	Target: 100% Interim target: 65%+	✗	13
CP 3.2g ii	<small>REVISED INDICATOR</small> % of pupils attending secondary schools judged good / outstanding by Ofsted	80.0% Aug 2012	85.6% Mar 2013	✓	Target: 100% Interim target: 65%+	✓	13
CP 3.2g iv	<small>REVISED INDICATOR</small> % of pupils attending special schools judged good / outstanding by Ofsted	78.0% Aug 2012	73.4% Mar 2013	✗	Target: 100% Interim target: 65%+	✓	13
CP 3.3a(i)	% immunised against Measles, Mumps and Rubella (MMR) by their 2nd birthday	94.6%	97.6% Apr-Dec 2012	✓	95%+	✓	13
CP 3.3a(ii)	% immunised against Diphtheria, Tetanus Polio, Pertussis & Hib (DTaP/IPV/Hib) by their 2nd birthday	98.2%	98.6% Apr-Dec 2012	✓	95%+	✓	13
CP 3.3c	Breastfeeding prevalence at 6 to 8 weeks	39.2% Oct-Dec 2011	48.4% Oct-Dec 2012	✓	↕	✓	13
CP 3.3d	Conceptions to girls aged under 18 (rate per 1,000 15-17 year olds)	50.2 2010	48.9 2011	✓	↕	✓	13
CP 3.3e	Obese children at Reception	10.7% 2010/11 school year	11.2% 2011/12 school year	=	↕	✗	13
CP 3.3f	Obese children at Year 6	20.2% 2010/11 school year	20.6% 2011/12 school year	=	↕	✗	13
CP 3.4a	Number of Common Assessment Framework forms currently live	1,231 Mar 2012	Not available	N/A	↕	N/A	14
CP 3.4b	Difference in point scores on the Being a Parent scale following completion of parenting course	8.37 Sep'11-Mar'12	11.27 Sep'12-Mar'13	N/A	No target set	N/A	14

Council Plan 2012/13 End of Year Performance Report

Council Plan Reference	Indicator title	Previous Performance 2011/12	Latest Performance 2012/13	Progress	Target	Target Status	Find out more on page...
CP 3.4c	Parents completing a parenting course	806 parents Sep'11-Aug'12	453 parents Sep'12-Mar'13	✗	↕	✗	14
CP 3.5a	Looked After Children: rate per 10,000 population under 18 & number of children	82.0 580 children Mar 2012	85.8 606 children Feb 2013	✗	↕	✗	14
CP 3.5b	Child Protection Plan: rate per 10,000 population under 18 & number of children	59.9 423 children Mar 2012	75.9 536 children Feb 2013	✗	↕	✗	14
CP 3.5c	Social care referrals per 10,000 under 18 population	537.7	671.1 projections for 2012/13 based on Feb 2013 data	N/A	No target set	N/A	14
CP 3.5d	Repeat referrals to social care	20.0%	22.7% projections for 2012/13 based on Feb 2013 data	✗	↕	✗	14
CP 3.5e	Stability of Looked After placements (placements lasting 2+ years)	66.0%	67.7% projections for 2012/13 based on Feb 2013 data	✓	↕	✓	14
CP 3.5f	Young people aged 10-17 receiving their first reprimand, warning or conviction rate per 100,000	464	373	✓	↕	✓	14
 Protect our most vulnerable residents							
CP 4.1a	% of people in long-term community based services receiving self-directed support	51.3%	90.6%	✓	100%	✗	16
CP 4.1b	Social care-related quality of life (Annual Survey)	19.0	18.9	=	↕	=	16
CP 4.1c	Number of safeguarding alerts	813	805	✓	797 to 883	✓	16
CP 4.1d(i) <small>NEW INDICATOR</small>	Percentage of clients satisfied that top three safeguarding outcomes identified were met	Not available	89%	N/A	Baseline year no target set	N/A	16
CP 4.1d(ii) <small>NEW INDICATOR</small>	Percentage of clients satisfied that all safeguarding outcomes identified were met	Not available	73%	N/A	Baseline year no target set	N/A	16
CP 4.2	Percentage of young people with a Support Plan for transition to adult social care at the time of transition	92% Sep 2012	98% Mar 2013	✓	80%+	✓	16
CP 4.3a(i) & (ii)	Life expectancy at birth	Males: 77.2 years Females: 81.6 years 2008-2010		N/A	↕	N/A	16
CP 4.3a(i) (e) i & CP 4.3a(ii) (e) i	Inequality in life expectancy at birth	Males: 11.7 years Females: 7.9 years 2006-2010		N/A	↕	N/A	16
CP 4.3a(i) (e) ii & CP 4.3a(ii) (e) ii	Inequality in disability-free life expectancy at birth	Males: 16.6 years Females: 14.5 years 1999-2013		N/A	↕	N/A	16
CP 4.3b	Four-week smoking quitters	1,319 3,355 quitters Apr'11-Mar'12	885 2,293 quitters to date Apr'12-Dec'12	✓	3,107 quitters+	✓	16
CP 4.3c(i)a <small>REVISED INDICATOR</small>	Percentage of Telephone Survey respondents who say they smoke	21% Sept 2012	17% Mar 2013	✓	↕	N/A	17
CP 4.3c(ii)a <small>REVISED INDICATOR</small>	Percentage of Telephone Survey respondents who say they eat five or more portions of fruit and vegetables every day	32% Sept 2012	31% Mar 2013	=	↕	N/A	17
CP 4.3c(iii)a <small>REVISED INDICATOR</small>	Percentage of Telephone Survey respondents who say they participate in some form of physical activity at least five times a week	43% Sept 2012	44% Mar 2013	=	↕	N/A	17
CP 4.4a (i)	Crime rate per 1,000 population & number of crimes	76.7 24,732 crimes Apr'11-Mar'12	66.6 21,843 crimes Apr'12-Mar'13	✓	↕6%	✓	17
CP 4.4a (ii)	Number of anti-social behaviour incidents reported	19,610 incidents	14,626 incidents	✓	↕	✓	17
CP 4.4ba <small>REVISED INDICATOR</small>	Percentage of Telephone Survey respondents who say they feel safe in their local area after dark	67% Sept 2012	66% Mar 2013	=	↕	N/A	17
CP 4.5	Domestic violence/abuse victims known to the police	3,048	2,899	N/A	No target set	N/A	18
CP 4.6a	Homelessness cases prevented	914	976	✓	900+	✓	18
CP 4.6b	Number of households accepted as statutory homeless	578	545	✓	↕	✓	18
CP 4.7a	Drugs: % successfully exiting treatment	16.0% Apr'11-Mar'12	13.5% Apr'12-Mar'13	✗	↕	✗	18

Council Plan 2012/13 End of Year Performance Report

Council Plan Reference	Indicator title	Previous Performance 2011/12	Latest Performance 2012/13	Progress	Target	Target Status	Find out more on page...
CP 4.7b	Alcohol: % completing care planned discharge	60% Apr'11-Mar'12	60% Apr'12-Mar'13	=	↑	=	18













































Values

CP 5, 6 and 7	See main body of the report						20-22
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Transforming the way we work

CP 8.1a	Number of self-service transactions undertaken	Not available	Not available	N/A	Indicator under development	N/A	24
CP 8.1b	Residents surveyed who are satisfied with the way the Council runs things	71% Sep 2012	65% Mar 2013	✗	↑	N/A	24
CP 8.2a	Savings delivered during the year through the abc Transformation Programme	£13.3 mil	£18.9 mil	✓	£19.2 mil+	✗	24
CP 8.2b	Percentage of avoidable customer contact	14.84%	21.64%	✗	↓	N/A	24
CP 8.2c	Residents who agree that the Council delivers value for money	54% Sep 2012	50% Mar 2013	=	↑	N/A	24
CP 9.1	Balanced capital and revenue budget outturn for 2012/13	Balanced	Balanced	✓	Balanced budget outturn	✓	25
CP 9.2a	Total energy use in Council buildings and schools (including fleet)	135,442,260 kWh 2011/12 actual	160,114,520 kWh 2012/13 estimate	✗	↓	✗	25
CP 9.2b	Carbon dioxide emissions from Local Authority operations	51,811 tonnes 2011/12 actual	52,728 tonnes 2012/13 estimate	✗	↓	✗	25
CP 9.3	The number and percentage of Council Plan headline indicators that have improved, stayed the same, got worse, or can't say. See main body of the report						25
CP 10.1a (i) <small>NEW INDICATOR</small>	% completing mandatory training courses in health and safety	33.00% Sep 2012	52.71% Mar 2013	✓	70%+	✗	26
CP 10.1a (ii) <small>NEW INDICATOR</small>	% completing mandatory training courses in fire safety	41.00% Sep 2012	59.58% Mar 2013	✓	70%+	✗	26
CP 10.1a (iii) <small>NEW INDICATOR</small>	% completing mandatory training courses in equality and diversity	26.00% Sep 2012	51.28% Mar 2013	✓	70%+	✗	26
CP 10.1a (iv) <small>NEW INDICATOR</small>	% completing mandatory training courses in customer service	23.00% Sep 2012	45.75% Mar 2013	✓	70%+	✗	26
CP 10.1a (v) <small>NEW INDICATOR</small>	% completing mandatory training courses in safeguarding	50.00% Sep 2012	62.63% Mar 2013	✓	70%+	✗	26
CP 10.1b	Average number of days per employee spent on training and development	5.36 days	4.98 days	✓	3 or more days	✓	26
CP 10.1c	% councillors' learning and development needs identified that have been met	90%	90%	✓	80%+	✓	26
CP 10.2b i	% of employees who are disabled people	3.99%	4.54%	✓	↑	✓	26
CP 10.2b ii	% of employees who are from an ethnic minority	12.72%	13.20%	✓	↑	✓	26
CP 10.4a	Average number of working days lost to sickness absence per full time equivalent	9.13 days	9.53 days	✗	8.5 or fewer days	✗	26
CP 10.4b(i) <small>REVISED INDICATOR</small>	Total number of accidents	628	583	✓	Less than 550	✗	26
CP 10.4b(ii) <small>REVISED INDICATOR</small>	Total number of assaults	664	848	✗	Less than 650	✗	26

Table of Equality Indicators							
Council Plan Reference	Indicator title	Previous Performance 2011/12	Latest Performance 2012/13	Progress	Target	Target Status	Find out more on page...
 Jobs and growth							
CP 1.2 (e)	Number of unemployed disabled people supported into jobs by the Council	36 2011/12	43 2012/13 <small>supported by The Employment Support Service only</small>				6
CP 1.4c	Apprentices on the Council's own Apprenticeship Scheme	49 in post 31 Mar 2012	83 in post 31 Mar 2013 <small>54 new apprenticeships in 2012/13</small>		120 apprentices in 3 years 30 new apprenticeships in 2012/13		7
 Better pavements, streets and roads							
CP 2.1a (e)	The percentage difference between priority and non priority areas assessed as having litter that fall below an acceptable level	Not available	Not available	N/A	No target set	N/A	10
 Support and celebrate our young people							
CP 3.2c	Five good GCSEs (A* to C) including English and Maths: Coventry average	54.7%	58.7%		58.8%+ To match the England average		12
CP 3.2 (e)	The percentage difference between the following and the average in achieving five good GCSEs (A*-C) including English and Maths: % achieved (% gap)						12
CP 3.2c (e) i	Black African	50.0% <small>(4.7% gap)</small>	61.2% <small>(2.5% better than average)</small>		 To reduce the gap		12
CP 3.2c (e) ii	Mixed White Black African	50.0% <small>(4.7% gap)</small>	25.0% <small>(33.7% gap)</small>				12
CP 3.2c (e) iii	Black Caribbean	42.4% <small>(12.3% gap)</small>	55.1% <small>(3.6% gap)</small>				12
CP 3.2c (e) iv	Black Other	48.0% <small>(6.7% gap)</small>	60.0% <small>(1.3% better than average)</small>				12
CP 3.2c (e) v	Transient Communities	39.7% <small>(15% gap)</small>	Not available	N/A		N/A	12
CP 3.2c (e) vi	Disadvantaged (Pupil Premium / Free School Meals)	32.7% <small>(22.0% gap)</small>	35.0% <small>(23.7% gap)</small>				12
CP 3.2c (e) vii	Special Educational Needs	19.2% <small>(35.5% gap)</small>	24.5% <small>(34.2% gap)</small>				12
CP 3.2c (e) viii	Looked After Children	12.5% <small>(42.2% gap)</small>	12.7% <small>(46.0% gap)</small>				12
CP 3.2c (e) ix	Gypsy/Roma	0.0% <small>(54.7% gap)</small>	4.8% <small>(53.9% gap)</small>				12
CP 3.2c (e) x-a	Boys	50.0% <small>(4.7% gap)</small>	53.9% <small>(4.8% gap)</small>				12
CP 3.2c (e) x-b	Girls	58.0% <small>(-3.3% better than average)</small>	63.4% <small>(4.7% better than average)</small>		No target set - already above city average		12
CP 3.3d	Conceptions to girls aged under 18 (rate per 1,000 15-17 year olds)	50.2 2010	48.9 2011				13
 Protect our most vulnerable residents							
CP 4.1a	% of people in long-term community based services receiving self-directed support	51.3%	90.6%		100%		16
CP 4.1b	Social care-related quality of life (Annual Survey)	19.0	18.9				16
CP 4.3a(i) (e) i & CP 4.3a(ii) (e) i	Inequality in life expectancy at birth	Males: 11.7 years Females: 7.9 years <small>2006-2010</small>		N/A		N/A	16
CP 4.3a(i) (e) ii & CP 4.3a(ii) (e) ii	Inequality in disability-free life expectancy at birth	Males: 16.6 years Females: 14.5 years <small>1999-2013</small>		N/A		N/A	16
CP 4.4d (e)	Reported offences motivated by hatred/prejudice towards a person because of their actual/perceived protected characteristic of...						17
CP 4.4c (e) i	...disability (disability hate crime)	21	29	N/A		N/A	17

Council Plan 2012/13 End of Year Performance Report

Council Plan Reference	Indicator title	Previous Performance 2011/12	Latest Performance 2012/13	Progress	Target	Target Status	Find out more on page...
CP 4.4c (e) ii	...race/ethnicity (racist incidents)	402	270	N/A	To increase reporting	N/A	17
CP 4.4c (e) iii	...sex/gender or transgender (gender identity/reassignment)	2	0	N/A		N/A	18
CP 4.4c (e) iv	...sexual orientation (homophobia)	28	27	N/A		N/A	18
CP 4.4c (e) v	...religion or belief	5	10	N/A		N/A	18
CP 4.5	Domestic violence/abuse victims known to the police	3,048	2,899	N/A		No target set	N/A
CP 4.6a	Homelessness cases prevented	914	976	✓	900+	✓	18
CP 4.6b	Number of households accepted as statutory homeless	578	545	✓	↓	✓	18
CP 4.7a	Drugs: % successfully exiting treatment	16.0% Apr'11-Mar'12	13.5% Apr'12-Mar'13	✗	↑	✗	18
CP 4.7b	Alcohol: % completing care planned discharge	60% Apr'11-Mar'12	60% Apr'12-Mar'13	=	↑	=	18



Values

CP 5, 6 and 7	See main body of the report	20-22
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Transforming the way we work

CP 10.2b i	% of employees who are disabled people	3.99%	4.54%	✓	↑	✓	26
CP 10.2b ii	% of employees who are from an ethnic minority	12.72%	13.20%	✓	↑	✓	26