

Draft

Corporate Plan 2006/07 -2008/09

Inside front cover

*"Performance has continued to improve well in priority areas. Children's services are delivering good outcomes with strong partnership working and standards in schools improving. The council has enhanced its 2 star rating for social care with adult services now having excellent capacity for improvement. There is better support for disabled people and more older people being helped to live at home. Improvements in housing benefits have already reduced processing time for applications and increased accuracy.*

*"The Council provides strong community leadership and contributes significantly to partnership working. It holds Beacon status for effective environmental health. Regeneration is a council priority and the city is benefiting from new homes, an improved environment, better roads, more jobs and enhanced sporting and transport facilities. The Ricoh Arena, a £113m joint venture, opened in 2005 and work has begun on the 148-acre Swanswell development. There is clear improvement in value for money alongside quality of service provision. The Council has a coherent planning framework and a recent track record of good performance management making it well placed to continue to deliver further improvement".*

**Audit Commission scorecard December 2005**

## **Contents**

**Foreword**

**Vision, Values and Corporate Objectives**

**Introduction**

**Our Balanced Scorecard**

**Working in partnership**

**Financial summary**

**Corporate Plan indicators**

## Foreword

This page is currently blank as it contains information that is embargoed until 23 June 2006.

## Vision, Values and Corporate Objectives

The Council has set out what it wants to achieve in its Vision for Coventry. This is supplemented by a set of Corporate Objectives which outline what the Council intends to do to turn the vision into reality. The council's values explain what considerations will guide its actions and decision making.

### Our Vision for Coventry

*The Council wants Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest.*

### Our Values

- Demonstrate good leadership, honesty and responsiveness
- Put the customer first
- Provide good value for money
- Value diversity, social justice and community cohesion
- Work in partnership and deliver the Community Plan

### Our Corporate Objectives

- To improve the quality and efficiency of services and make it easier to access them
- To ensure the best quality education for all and that children and young people can achieve their maximum potential
- To regenerate the city and ensure people have a good choice of jobs and housing
- To promote health, independence and choice for all citizens
- To create a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live
- To make the city clean and green
- To actively promote equality so that people from different backgrounds have similar life opportunities

## Introduction



### About Coventry

Coventry is the centre of a sub region serving 550,000 people. Our population is growing and, with about 305,000 residents at present, we are the second largest city in the West Midlands. Population density averages 3,089 people per square kilometre.

Coventry's population is younger than average, with 24% of people under 18 years of age and 35% under 24. The high proportion of 18 to 24 year olds reflects the fact that two successful universities – Coventry University and the University of Warwick - are located in the city. Some 16% of our residents are over 65, which is a little below the national average. Our over 85 population, currently numbering about 5,200 people, is expected to grow by 17% by 2010.

We are proud of our international reputation for peace and reconciliation and have a strong sense of community cohesion. 21.7% of our population comes from minority ethnic communities, as compared to 13% for England as a whole. About a quarter of the pupils in our schools are from minority backgrounds and together they speak over 80 languages.

### Performance Management Framework

#### Our Corporate Plan

The Corporate Plan sets out how the Council will deliver its vision and objectives at a corporate level. It covers a three-year period and is updated annually. It forms Part One of our Best Value Performance Plan.

The Corporate Plan includes performance measures and targets for each Corporate Objective. It also includes management objectives which set out how the council must work if it is to put its policies into practice. Each of these management objectives also has a number of performance measures and targets. A separate technical manual for managers sets out the detailed methodology to be used for calculating each performance measure.

#### Corporate Balanced Scorecard

The measurement and review of performance at corporate level is based on a balanced scorecard, which brings the corporate and management objectives together. The Corporate Objectives are shown under the heading of “Customers & Communities”. The management objectives are grouped under three headings – “Money”, “Improving the way we work” and “People”. This approach recognises that the council needs to have a sound financial base, effective processes and trained and knowledgeable Members and employees if the council is to achieve its vision and corporate objectives.

The Corporate Plan is formally reviewed twice a year. The performance data informs Members and Management Board about the health of the organisation and the progress being made towards achieving our Corporate Objectives.



### **Cabinet Member Strategic Plans**

Cabinet Member Strategic Plans set out in more detail how individual Cabinet Members plan to implement the Council's Corporate Objectives over the coming three years. They review the previous year's performance, set milestones, targets and actions for the year of the plan and anticipate/plan for the following two years. They flag up issues to be considered as part of the annual budget setting process in line with the Council's Medium Term Financial Strategy.

The Cabinet Member Strategic Plans also use the balanced scorecard approach. They contain the key strategic objectives and performance indicators for the Cabinet Member portfolio rather than including all performance indicators and outputs. They are the focus for reporting on performance to Members and are subject to formal reports by the Cabinet Member to Cabinet and the relevant Scrutiny Board twice a year. Reports highlight major achievements and any

concerns and give details of any required amendments to the plan or priorities over the next six months.

### **Operational Plans**

Operational Plans set out actions that service areas will take to put Council Policy into effect. They are produced by Heads of Service together with their teams and address a two-year period by reporting on the previous year's performance and planning for the year ahead. They are principally working documents to enable Heads of Service to allocate staff and other resources and to manage performance at officer level.

Heads of Services and their management teams actively monitor and evaluate performance. We work in a dynamic environment, which means things can and do change. As a result, Operational Plans are revised as necessary to ensure that targets are achieved and resources are used effectively and efficiently.

### **Personal Objectives/Development and Appraisal**

Each employee is allocated personal duties and targets to ensure that team and directorate objectives are achieved. These are reviewed through the formal Corporate Performance Review Scheme which ensures that each employee has an annual appraisal interview so they are clear how their individual contribution links to the Council's Objectives.

Managers seek to ensure that all parts of the performance management framework – processes, targets and culture – become really owned across all parts of the organisation and at all levels within it as part of a "one council" culture. Member and employee training and development play a key role here.

## **Performance Management Overview**

This page is currently blank as it contains information that is embargoed until 23 June 2006.



# Our Balanced Scorecard

The Council wants ...

... Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest.

**Our Vision for Coventry**

We aim to ...

## ***Customers and Communities***

- Improve the quality and efficiency of services and make it easier to access them
- Ensure the best quality education for all and that children and young people can achieve their maximum potential
- Regenerate the city and ensure people have a good choice of jobs and housing
- Promote health, independence and choice for all citizens
- Create a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live
- Make the city clean and green
- Actively promote equality so that people from different backgrounds have similar life opportunities

**Our Corporate Objectives**

To achieve this we need to ...

## ***Money***

- Ensure sound management of the Council's resources
- Deliver value for money to meet the Council's priorities
- Maximise resources

## ***Improving the way we work***

- Improving the quality of our service delivery
- Improve access to the services we provide
- Improve the efficiency of the services we provide

## ***People***

- Ensure Councillors are well trained and well supported
- Develop the skills, competencies and motivation of our workforce
- Build a representative workforce, fairly treated
- Maintain the health, safety and welfare of our workforce

**Our Management Objectives**

To do this we will ...

## ***Underpinning the way we work***

- Demonstrate good leadership, honesty and responsiveness
- Put the customer first
- Provide good value for money
- Value diversity, social justice and community cohesion
- Work in partnership and deliver the Community Plan

**Our Values**

## Working in Partnership

The Council cannot achieve its vision for the city on its own. It needs to work in partnership with others and to plan much of its work jointly with them.

This section sets out the roles and relationships of key plans, policies and partnerships in Coventry. These are:

- Central Government Plans and Priorities
- Coventry Community Plan
- This Corporate Plan
- The Local Public Service Agreement
- The Local Area Agreement
- Neighbourhood Management

### Central Government Plans and Priorities

Central Government works with local authorities and local strategic partnerships to achieve many of its policy objectives. In some cases this relationship requires local authorities to prepare specific plans and strategies. These include the community strategy and the Best Value Performance Plan. In many others, government provides ring-fenced funding to assist councils to implement designated policies or initiatives. Each funding regime generally has specific and detailed performance management requirements, although the Local Area Agreement, referred to below, aims to simplify these in the future.

At a strategic level the Central/Local Partnership between the Department for Communities and Local Government and the Local Government Association has agreed the following shared priorities:

- **Sustainable Communities** – promoting the economic vitality of localities; transforming the local environment; meeting local transport needs more effectively
- **Safer and Stronger Communities** – reduced crime and anti-social behaviour, more positive activities for young people, strengthened community cohesion; reduced drug abuse
- **Healthier Communities** – narrowing health inequalities, encouraging healthy lifestyles, improving the quality of life and independence of older people
- **Children and Young People** – raising standards and attainment, improving the quality of life of children, young people and families at risk, reduced child poverty, improved life chances for children in care, or in need; strengthened protection for children at risk of abuse

These shared priorities are fully reflected in the Council's Vision and Corporate Objectives and in the Coventry Community Plan.

## **The Coventry Community Plan**

The Coventry Community Plan has been developed by the Coventry Partnership, the city's Local Strategic Partnership. This brings together over thirty organisations from the public, private, voluntary and community sectors in the city and the City Council is a very active member. The Community Plan was revised in February 2006 to incorporate the Local Area Agreement.

The Community Plan covers the period 2005 – 2010 and contains eight strategic themes:

- Environment
- Community Safety
- Learning & Training
- Housing
- Transport
- Culture
- Health & Well-being
- Jobs & Economy

All work is guided by two underpinning themes – Equalities & Communities and Neighbourhoods.

## **Local Public Service Agreement**

Local Public Service Agreements are agreements between government and a local authority, acting on behalf of local partners, to improve services for local people. Participating organisations negotiate directly with government departments to agree enhanced targets for priority services. The enhanced targets are recognised by government as being very challenging. If the target is achieved government awards a Performance Reward Grant.

Coventry was one of the first local authorities to agree an LPSA in 2001. This included 13 targets to be achieved by the council and a number of partner organisations. Ten of these targets were achieved in whole or in part, resulting in the receipt of £5.6m in Performance Reward Grant. This has been shared between the council and participating organisations.

Negotiations on the current LPSA began in 2004. The work was temporarily put on hold when the government introduced Local Area Agreements (LAA) and Coventry became a pilot LAA authority. Work on the LPSA was subsequently resumed in 2005 and the agreement was signed by Ministers in June 2006.

The LPSA includes 11 targets, some of which include a number of sub targets. The package of measures in the LPSA has been put together by members of the Coventry Partnership and will involve joint work between a number of different organisations and partnerships. If all of these targets are achieved the government will award a total Performance Reward Grant of £9,029,400.

## **Local Area Agreement**

Coventry was one of 21 pilots for Local Area Agreements designed to be a contract between central and local government to deliver the priorities of local people. The government is now rolling these out to other local authorities over a two year period.

LAAs are now made up of four blocks:

- Children and Young People
- Safer and Stronger Communities
- Health and Older People
- Economic Development and Enterprise.

The LAA is now integrated within the Coventry Community Plan. It aims to ensure that each person in Coventry can experience the benefits of:

- being healthy
- keeping safe
- achieving and enjoying
- making a positive contribution
- realising economic well-being
- having supportive friends and community.

The diagram on page **XX** shows how the Community Plan and Local Agreement have been brought together.

### **Neighbourhood Management**

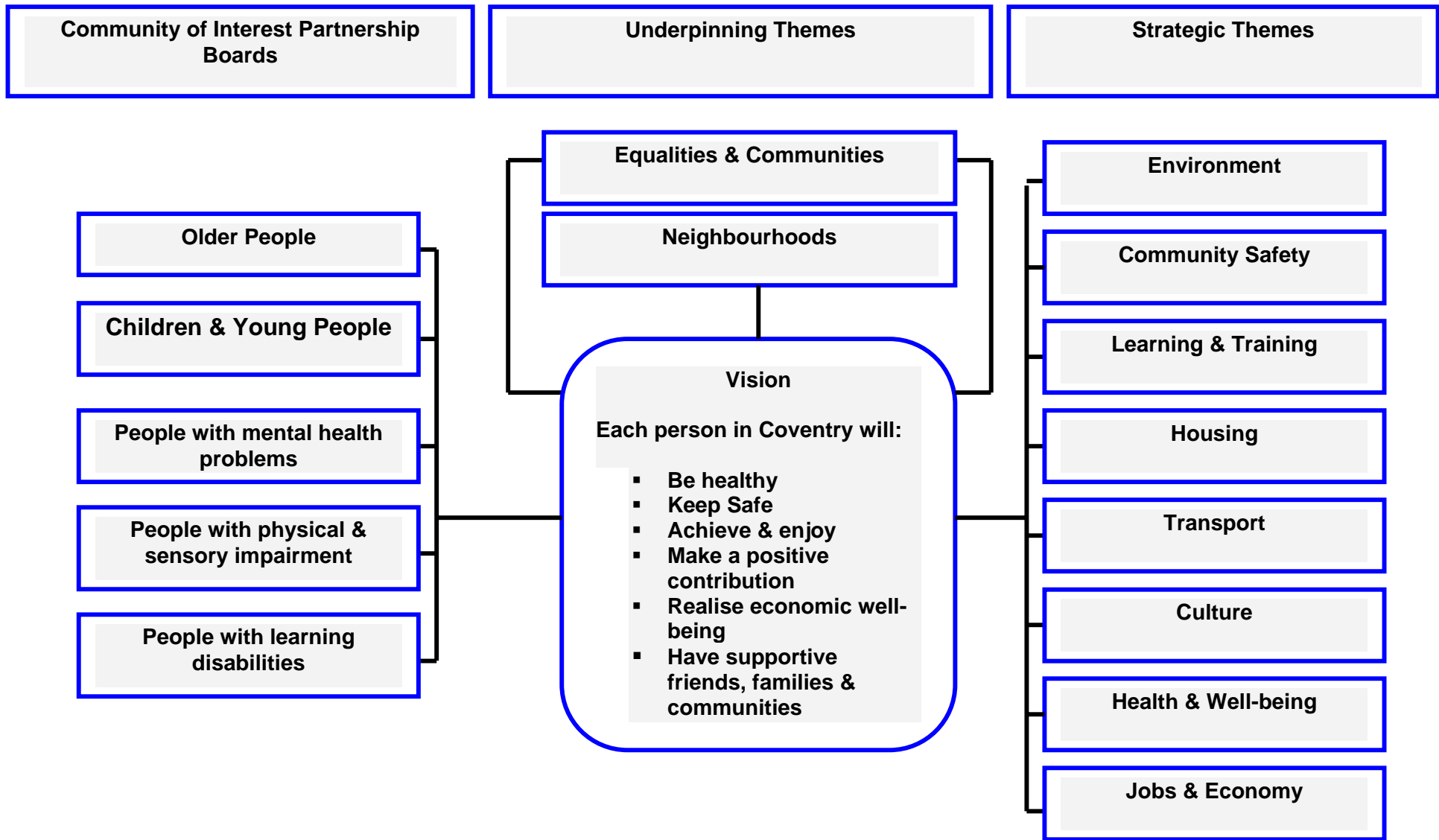
Neighbourhood Management is the way in which the Council works to reflect needs and preferences in local neighbourhoods to improve its services and the quality of life of local people.

The benefits that Neighbourhood Management is intended to achieve are:

- more joined up services which offer a better customer experience and better use of resources
- better value for money in council and partner service delivery
- delivery of agencies' service targets and objectives
- better involvement and engagement of local communities
- long term quantifiable improvements in quality of life for local people.

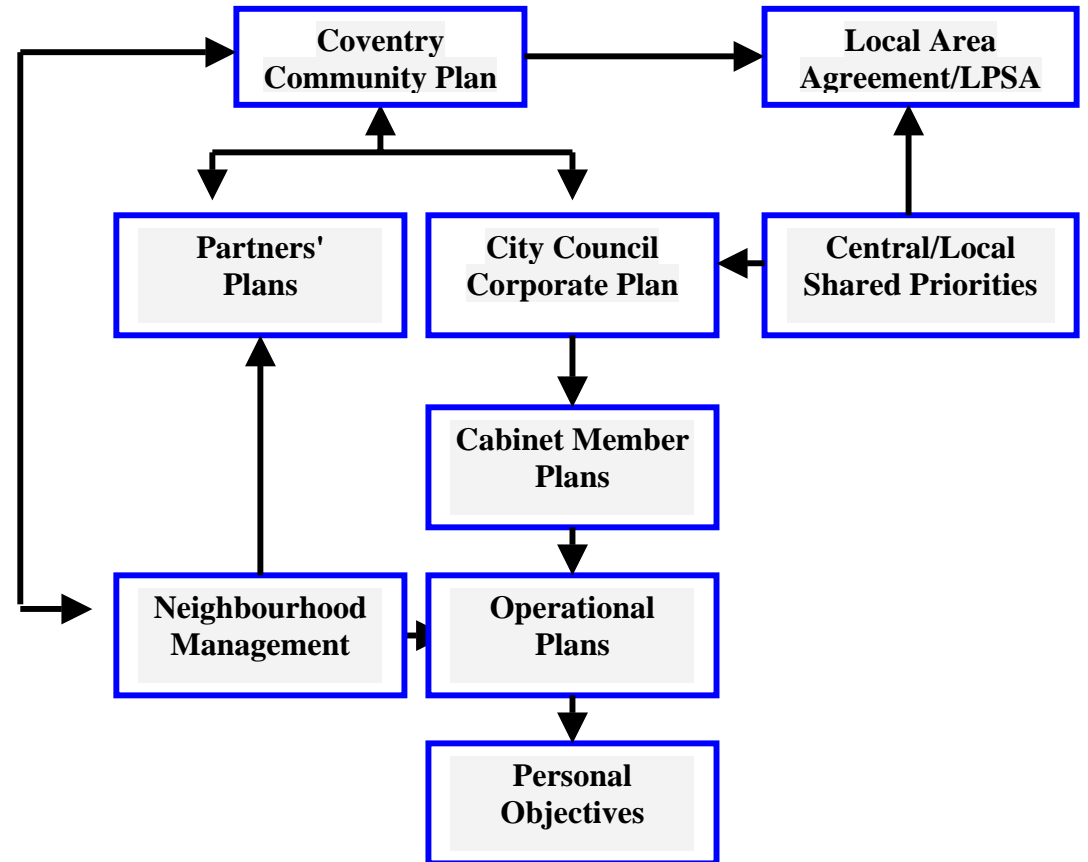
The neighbourhood planning process will be further developed in 2006/07.

*The Coventry Community Plan Framework (incorporating the Local Area Agreement)*



Sign post image??

### How all the plans fit together



## Financial Summary

Coventry City Council is a large organisation managing a total expenditure in excess of £700m and a net annual revenue budget in excess of £230m. Each year it reviews its spending in light of existing and new legislation, the demographics of the city and the Council's own priorities and objectives in order to set a budget and agree Council Tax levels for the following year.

The budget for 2006/07 is:

Cabinet Portfolio	Revenue £'000	Capital £'000
Policy, Leadership & Governance	344	0
Finance & Equalities	6,962	65
Corporate & Customer Services	(118)	11,175
Children's Services	82,523	25,774
Community Services	68,575	950
Health & Housing	7,194	9,876
Urban Regeneration & Regional Planning	18,699	46,770
Adult Education, Libraries, Sports & Leisure	22,881	13,778
City Services	27,416	19,970
Other Services	(739)	(6,418)
<b>Total</b>	<b>233,737</b>	<b>121,940</b>

This is financed as follows:

	Revenue £'000	Capital £'000
Government & Other Grant	130,218	44,110
Collection Fund Surplus	1,529	0
Council Tax	101,990	0
Borrowing & Leasing	0	41,431
Capital Receipts	0	35,068
Revenue Contributions	0	1,331
<b>Total</b>	<b>233,737</b>	<b>121,940</b>

The Band D Council Tax for 2006/07 is £1,303.

This budget allows the Council to increase investment in priority services including:

- £5m for the new Children, Learning and Young People's Directorate, with £3.2m going on Children's Placements
- £4m to address increased demand for Community Services with half this amount earmarked to support vulnerable adults
- £1.5m will be invested in City Services, most of which will go towards maintaining grounds and cleaning streets
- £26m investment on new and modernised school buildings
- £32m for highways and lighting, the local transport plan, the Primelines programme and the Burges, High Street and Broadgate.

Each year the Council also reviews its medium term financial strategy to assess the impact of its policies, inflation, legislative and demographic changes on the future finances of the Council. The strategy has identified that, over the next three years, expenditure is increasing at a greater rate than income, after allowing for increased council taxes at the assumed rate of inflation, as follows:

	2006/07 £m	2007/08 £m	2008/09 £m
Spending	233.7	245.3	250.2
Estimated Income	233.7	238.6	244.6
Difference	0	6.7	5.6

The Council has identified a range of strategies and mechanisms for resolving this issue. These are primarily linked to the Coventry Direct programme and an overall review of value for money.

## Corporate Plan Indicators

The council will use the following performance indicators to measure progress against its objectives. A separate technical manual for managers sets out the detailed methodology to be used for calculating each indicator.

Corporate Objectives: Customers and Communities						
Objective 1: To improve the quality and efficiency of services and make it easier to access them						
Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
1	Annual CPA score	Fair December 2004	2 Stars and Improving well December 2005	3 Stars and Improving Well July 2006  ----- 3 Stars and Improving Strongly February 2007	3 Stars and improving strongly February 2008	4 stars and Improving Strongly February 2009  (on current methodology – a new CPA system may be introduced in 2008/09)
CPA = Comprehensive Performance Assessment. Star ratings are based on the most recent Corporate Assessment score, annual service scores, use of resources score and direction of travel score and are likely to be announced in February each year. A revised Corporate Assessment score is due in July 2006 to reflect the results of the Corporate Assessment conducted in March 2006.						
2	Citizens satisfied with the overall service provided by their authority (BV3)	41% at Dec 2003  (Average score for Metropolitan District Councils = 53%)	N/A – this national survey is only conducted every 3 years	To achieve at least the 2006/07 average score for Metropolitan District Councils	N/A - this national survey is only conducted once every 3 years	N/A - this national survey is only conducted once every 3 years
This information is obtained from a satisfaction survey that the government requires all local authorities to carry out every three years.						



## Corporate Objectives: Customers and Communities

### Objective 1: To improve the quality and efficiency of services and make it easier to access them

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
3	Number of Ombudsman complaints where:					
	a. the finding is of maladministration	0	0	0	0	0
	b. we have accepted an element of fault and settled the complaint locally.	13	8	0	0	0
<p>The Local Government Ombudsman is an independent organisation which considers complaints from the public where it has not been possible to resolve them through the Council's internal complaints procedures. Targets have been set at 0 on the basis that we consider that any level of adverse findings is unacceptable</p>						

## Corporate Objectives: Customers and Communities

### Objective 2: To ensure the best quality education for all and that children and young people can achieve their maximum potential

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
4	Joint Area Review of Children's Services	N/A	Result awaited- due June 2006	N/A	N/A	N/A
<p>The Joint Area Review was conducted in March 2006. Following feedback of the results in June 2006 an improvement action plan will be developed and progress will be monitored and assessed through the Annual Performance Assessment of children's services . It is not expected that the Joint Area Review will be carried out again during the life of this plan.</p>						
5	Annual Performance Assessment of Children's Services	<p>2004/05 APA Self-Assessment</p> <p>Contribution of Children's Services: 3</p> <p>Capacity to improve of council services for children and young people: 3</p>	<p>Confirmation of 2004/05 Self assessment</p> <p>3 out of 4</p> <p>3 out of 4</p>	<p>Progress of the Joint Area Review action plan.</p> <p>Maintain the rating for the City Council Children's Services</p>	<p>Progress of the Joint Area Review action plan.</p> <p>Maintain the rating for the City Council Children's Services</p>	<p>Progress of the Joint Area Review action plan.</p> <p>Maintain the rating for the City Council Children's Services</p>
<p>The 2004/05 assessment was based upon City Council Children's Services. In subsequent years it will encompass an assessment of all Children's related services across the City.</p>						

## Corporate Objectives: Customers and Communities

**Objective 2: To ensure the best quality education for all and that children and young people can achieve their maximum potential**

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
6	Attainment gap between Coventry and the national average at all key stages	Summer 2004 gap with national attainment:	Summer 2005 gap with national attainment:			
6a	Key stage 1: English Mathematics Science	2% 2% 2%	4% 3% 4%	Reduce Gap	Reduce Gap	Reduce Gap
6b	Key Stage 2: English Mathematics Science	2% 3% 2%	3% 2% 0%	Reduce Gap	Reduce Gap	Reduce Gap
6c	Key Stage 3: English Mathematics Science	3% 4% 3%	3% 3% 5%	Reduce Gap	Reduce Gap	Reduce Gap

## Corporate Objectives: Customers and Communities

### Objective 2: To ensure the best quality education for all and that children and young people can achieve their maximum potential

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
6d	Key Stage 4: 5+A*-C Average point score	5.9% 20.1	7.3% 23.2	Reduce Gap	Reduce Gap	Reduce Gap
7	Education, training and employment of care leavers.					
7a	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ (PAFA2, BV50)	45.9%	58.1%	60%	62%	64%
7b	The ratio of the percentage of care leavers in education, training or employment at the age of 19 to the percentage of 19 year olds in education, training or employment (PAFA4, BV161)	0.41 Previously expressed as a percentage in 2005/06 plan.	0.74	0.75	0.75	0.75
The targets for 7a have been revised upwards to reflect performance in 2005/06. The targets for 7b have been adjusted to reflect the challenge of maintaining the level of improvement with the current cohort.						

## Corporate Objectives: Customers and Communities

**Objective 2: To ensure the best quality education for all and that children and young people can achieve their maximum potential**

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
8	Support for vulnerable children					
8a	Looked after children with an allocated qualified social worker or experienced qualified children's worker at all times	98%	100%	100%	100%	100%
8b	Children on the child protection register with an allocated qualified social worker at all times	99%	100%	100%	100%	100%
	Looked after children are those previously described as being in care.					

## Corporate Objectives: Customers and Communities

### Objective 3: To regenerate the city and ensure people have a good choice of jobs and housing

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
9	Employment rate of 16-65 year olds					
	a. Coventry rate	70.3%	N/A	71.5%	73%	74.5%
	b. National rate	74.5%(April 2004 – March 2005)	N/A	N/A	N/A	N/A
<p>The higher the employment rate the more prosperous the city. The data source has changed from that used for the previous Corporate Plan and is now obtained from the Annual Population Survey carried out by the Office of National Statistics – this is calculated every quarter as a rolling average of the previous 12 months. Data for 2004/05 has been recalculated on the new basis for comparison purposes. Due to the reconfiguration of the survey by the Office of National Statistics, data for 2005/06 will not be available until at least July 2006 but should thereafter be available on a more timely basis.</p>						
10	Average job vacancies per month in the City over a year	1896 (May 2004 – April 2005 average)	1766 (May 2005 – April 2006 average)	1400+	1400+	1400+
	<p>An average of 1400 vacancies per month demonstrates stability in the economy- above 1,400 is good, below this figure unemployment is likely to rise</p>					

## Corporate Objectives: Customers and Communities

### Objective 3: To regenerate the city and ensure people have a good choice of jobs and housing

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
11	City Centre Activity					
11a	Visitor footfall  Day Night	N/A N/A	15,404,830 539,118  May 2005 – March 2006 (10 month period due to the introduction of new recording equipment)	Maintain existing levels	Maintain existing levels	Maintain existing levels
11 b	Perceptions of the City Centre  (i) The combined proportion of street and telephone survey respondents whose main centre for non-food shopping is Coventry	68%	71%	Increased percentage	Increased percentage	Increased percentage
	(ii) Visitors' satisfaction with Coventry's overall quality as a shopping destination. (Rating of 1 poor – 5 excellent)	3.66	3.70	Increased satisfaction	Increased satisfaction	Increased satisfaction

## Corporate Objectives: Customers and Communities

### Objective 3: To regenerate the city and ensure people have a good choice of jobs and housing

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
	<p>Visitor footfall is an overall indicator of the health of the City Centre although it is a fairly simplistic measure of trends and may fluctuate significantly throughout the year. The target is set to maintain existing visitor footfall levels. In the short term it is predicted that this may reduce in light of the Arena Retail Development and national trends. It is anticipated that this will improve as new retail outlets such as Primark and Ikea open and future developments take place within the City Centre.</p>					
12	Average household income in the city as a percentage of national average household income	86.4% (2004 data)	89.3% (2005 data)	Increased %	Increased %	Increased %
	<p>This indicator provides a proxy measure of the wealth generation and productivity of Coventry's economy. Data is obtained from an annual survey carried out by independent market research company CACI Ltd.</p>					



## Corporate Objectives: Customers and Communities

### Objective 3: To regenerate the city and ensure people have a good choice of jobs and housing

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
13	Progress on the Swanswell initiative	N/a	Milestones met in part	<p>City College Phase 1 building works start – May 2006</p> <p>City College Phase 2 building works start - March 2007</p> <p>Masterplan to be adopted as Supplementary Planning Guidance April 2006</p> <p>Progress on CPO requirements for learning quarter</p> <p>Progress design and procurement of multi-storey car park</p>	City College Phase 1 building opens – September 2007	<p>City College Phase 2 building opens – September 2008</p> <p>Carry out agreed options relating to ring road</p>
	Targets represent the key milestones of the Swanswell development project.					

## Corporate Objectives: Customers and Communities

### Objective 4: To promote health, independence and choice for all citizens

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
14	Progress on the Housing Strategy					
14a	Number of new and additional affordable housing units completed in year	120	154	250	300	350
14b	Number of empty properties brought back into use through action of Council	79	112	110	110	110
14c	Meet the Decent Homes Standard for vulnerable households in the private sector by 2020	N/A	N/A	Targets to be agreed following analysis of House Condition Survey due to be completed in May 2006	Targets to be agreed	Targets to be agreed
14d	Average length of time in weeks for major adaptations from initial assessment by Occupational Therapist to work being approved.	N/A	N/A	50	40	30

## Corporate Objectives: Customers and Communities

### Objective 4: To promote health, independence and choice for all citizens

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
	<p>14a This includes new and refurbished affordable housing for sale or rent below market levels.</p> <p>14b This figure includes those properties which can be counted for Best Value Performance Indicator 64 which uses a more restrictive definition.</p> <p>14c The Decent Homes Target is the government standard for assessing the condition of housing. It has four elements which together measure whether a home is wind and weather tight, warm and has modern facilities. Local authorities have been charged with delivering improvements in the private sector and the House Condition Survey will provide the baseline position.</p> <p>14d This is a Commission for Social Care Inspectorate indicator. The adaptations are provided to enable disabled people to access facilities in and around their own home.</p>					
15	Support for adults and older people					
15a	Number of adults and older people supported at home with assistive technology	N/A	N/A	100	200	400
15b	Households receiving intensive home care per 1,000 population aged 65 and over (PAF C28, BV53)	20.3	18.7	19	19	19
15c	i) Adults and older people receiving Direct Payments per 100,000 population aged 18 and over (PAF C51, BV 201)	84.7 ( 199 people )	163.2 ( 379 people )	135 (339 people)	140 (299 people)	145 (259 people)

## Corporate Objectives: Customers and Communities

### Objective 4: To promote health, independence and choice for all citizens

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
	ii) Adults with disabilities receiving Individual Budgets at 31 March	N/A	N/A	100	100	100*
<p>15a: This new indicator relates to helping adults and older people to live at home by providing assistive technology to monitor and respond to needs. It is in addition to those already using the Housing Alarm system. This is part of our strategy of helping people to live independently at home, and will be supported by effective use of the Preventative Technology grant from 2006.</p> <p>15 b: We have revised our targets for providing intensive home care to take account of the impact of our successful re-ablement programme, and the new Intermediate Care Service, provided jointly with the PCT. These will have the effect of reducing the numbers of people getting intensive home care, by helping them regain at least some of the skills and confidence needed to live independently and providing short term intensive care.</p> <p>15 c: This is an expanded indicator that now includes people in receipt of Individual Budgets, which become available in 2006; the number of people receiving Direct Payments (which is one of the funding streams to be incorporated into Individual Budgets) will reduce in direct proportion to the number receiving Individual Budgets. Much of the increase in 2005/06 is due to older people choosing Direct Payments as a way of maintaining their existing carer support arrangements following the introduction of new contracts for home care and this has peaked in this year . Consequently based on this understanding we have revised targets. *The target for 2008/09 assumes that government policy will be to continue to provide individual budgets once the national pilot is concluded, and we will review this target before then.</p>						

## Corporate Objectives: Customers and Communities

### Objective 4: To promote health, independence and choice for all citizens

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
16	Cultural and leisure activities					
16a.	Participation rates in cultural and leisure activities	N/A	N/A	Establish baseline through survey. .	Targets to be developed	Targets to be developed
16.b.	Percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week.	N/A	N/A	Establish baseline through telephone survey or Active England Survey	Targets to be developed	Targets to be developed
16c.	(i) Number of people on a GP referral scheme who have an Improved measure for blood pressure and body mass index after 12 weeks .	N/A	N/A	Establish baseline through telephone survey or Active England Survey	Targets to be developed	Targets to be developed.
	(ii) Number of patients (responding to survey) who are still participating in a level of physical activity greater than their baseline level, 6 months after their initial assessment.	N/A	N/A	Establish baseline through implementation of national quality standard.	Targets to be developed	Targets to be developed.
	GP Referral Scheme – indicator definition in line with national standards					

## Corporate Objectives: Customers and Communities

### Objective 4: To promote health, independence and choice for all citizens

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
17	Numbers of drug users in treatment	994	1222	1300	1470	Targets to be agreed
Current Targets are linked to the National Drug Strategy which finishes in 2008.						

## Corporate Objectives: Customers and Communities

### Objective 5: To create a city where people feel safe and confident and where no-one is disadvantaged by the neighbourhood in which they live

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
18	Gap in life expectancy between priority neighbourhoods and the rest of the city	2001-03 average (calendar years)	<b>2002_ 2004</b> (calendar years)			
	Men: Priority neighbourhoods	69.6 years	<b>69.3 years</b>	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
	Rest of city	74.1 years	<b>74.8 years</b>			
	Gap	4.5 years	<b>5.5 years</b>			
	Women: Priority neighbourhoods	74.6 years	<b>75.1 years</b>	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
Rest of city	79.7% years	<b>79.1 years</b>				
Gap	5.1 years	<b>4.0 years</b>				
This is measured by calculating the mean age of death on a 3-year rolling average – this is carried out by the Primary Care Trust.						
19	Gap between average household income in priority neighbourhoods and the rest of the city	June 2004	June 2005	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
	Priority neighbourhoods: Average amount	£20,458	£22,028			
	% increase	N/A	7.7%			
	Rest of city: Average amount	£28,938	£31,646			
	% increase	N/A	9.4%			

## Corporate Objectives: Customers and Communities

**Objective 5: To create a city where people feel safe and confident and where no-one is disadvantaged by the neighbourhood in which they live**

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
	This information is obtained from an annual survey carried out by independent market research company CACI Ltd.					
20	Attainment gap between children and young people living in priority neighbourhoods and the rest of the city	Summer 2004	Summer 2005			
20a	Key Stage 2 - percentage attaining level 4+ in English			Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
	Priority neighbourhoods	65%	64%			
	Rest of city	83%	83%			
	Gap	18%	19%			
	Key Stage 2 - percentage attaining level 4+ in Mathematics					
	Mathematics	59%	64%			
	Priority neighbourhoods	78%	78%			
	Rest of city	19%	14%			
	Gap					



## Corporate Objectives: Customers and Communities

### Objective 5: To create a city where people feel safe and confident and where no-one is disadvantaged by the neighbourhood in which they live

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
20b	Key Stage 4 Attaining 5+A*-C Priority neighbourhoods Rest of city Gap	29.7% 55.7% 26%	28.4% 57.9% 29.5%	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
21	British Crime Survey comparator crimes	25,912 offences in 2003/04	22,419 offences	21,885 offences	20,728 offences	19,692 offences
	BCS comparator recorded crime is an aggregated total which includes theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of pedal cycle, theft from person, criminal damage, common assault, wounding and personal robbery. The targets are based on a national target for high crime areas to reduce offences by 20% by the end of 2007/2008 with 2003/2004 as the baseline. The intention is to continue reducing offences but the target of a further 5% reduction for 2008/09 will be reviewed in the light of actual performance.					
22	Resident Perceptions					
22a	Percentage of residents who feel 'fairly safe' or 'very safe' whilst in and around their neighbourhood	2004 93.7% in daytime 76.6% at night	2005 91.7% in daytime 78% at night	Improvement in perceptions	Improvement in perceptions	Improvement in perceptions
22 b	The percentage of residents surveyed satisfied with their neighbourhood as a place to live	2004 82.2% were satisfied	2005 81.2% were satisfied	Improvement in satisfaction	Improvement in satisfaction	Improvement in satisfaction
	This information is obtained from the annual Coventry Partnership Household Survey.					
23	Bus Usage					

## Corporate Objectives: Customers and Communities

### Objective 5: To create a city where people feel safe and confident and where no-one is disadvantaged by the neighbourhood in which they live

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
23 a	Average percentage increase in bus usage on completed Primelines bus routes					
	At completion	N/A	30% (2 routes)	Increase in usage	Increase in usage	Increase in usage
	After one year	N/A	N/A	Increase in usage	Increase in usage	Increase in usage
23b	Modal share of buses during peak times in morning and during day			No survey		No survey
	During peak times	2003	2005		Increase in modal share	
	Into city	18.0%	18.9%			
	Out of city	18.3%	19.2%			
During day			Increase in modal share			
Into city	21.6%	22.2%				
Out of city	18.7%	19.3%				
<p>Increasing bus usage is a key element of the Local Transport Plan. The indicators look at the overall effect of the Local Transport Plan and the specific effects of the Primelines programme. Primelines is a partnership between the City Council, Centro and the bus operators aimed at providing a better quality bus network in Coventry. This is being achieved through the Bus Showcase programme on 6 key corridors in the city over 4 years. It started in December 2004 and is due to finish in 2008.</p> <p>23a: Data on bus usage is collected before a Primelines scheme starts, on completion and after one year by City Council or appointed consultants Jacobs Babbie.</p> <p>23b: Centro provides data on modal shares every two years-.</p>						

## Corporate Objectives: Customers and Communities

### Objective 6: To make the city Clean and Green

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
24	Proportion of land with unacceptable litter and debris (BV199a)	37%	33%	27%	25%	15%
Targets revised in light of performance in 2005/06.						
25	Number of incidents of fly tipping at identified hotspots	95 incidents in 31 hotspots in 2004/05	49.5% reduction	30% reduction	Target to be reviewed	Target to be reviewed
From 2007/08 onwards it is anticipated that this indicator will be replaced by BV199d. Baseline data for BV199d is being collected in the current year and would provide a more rounded assessment based on the extent to which the instances of fly tipping have been reduced together with the number of enforcement actions taken.						
26	Household waste					
26 a	Percentage of household waste recycled (BV82a(i))	10.04%	11.92%	12.50%	14.27%	14.27%
26b	Percentage of household waste composted (BV82b(i))	6.55%	6.17%	11.22%	14.21%	14.21%
Targets have been revised in light of performance in 2005/06 and the expansion of the kerbside collection service for paper and green waste						
27	Number of public parks with green flag quality award	0	0	2	4	5

**Corporate Objectives: Customers and Communities**

**Objective 6:** To make the city Clean and Green

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
	The Green Flag award is a measure of quality relating to the management, operation and improvement of freely accessible public parks and green spaces					

## Corporate Objectives: Customers and Communities

### Objective 7: Actively promote equality so that people from different backgrounds have similar life opportunities

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
28	Level of equality standard achieved on a scale of 1 to 5 (BV2a)	Level 3 at March 2005	Level 3 at March 2006	Level 4	Level 4	Level 4
	The Equality Standard for Local Government provides a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. It is expected that the standard will be revised, perhaps substantially, in 2006/07.					
29	Quality of the Council's Race Equality Scheme and improvements resulting (BV2b)	68%	79%	84%	89%	95%
	The score is calculated as the percentage of a set of 15 questions relating to the race equality duty for which the authority can provide evidence of compliance.					
30	Performance against a set of core equality indicators covering employment, education, health, housing, crime and environment	N/A	N/A	Targets to be developed	Targets to be developed	Targets to be developed
	Baselines are being developed for this indicator in 2006/07					

## Management Objectives: Money

### Objective 8: Ensure sound management of the Council's resources

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
31	Annual Audit Letter	Unqualified report January 2005	Unqualified report January 2006	Unqualified report with all previous recommendations implemented	Unqualified report with all previous recommendations implemented	Unqualified report with all previous recommendations implemented
32	CPA Use of resources judgement	3 out 4 on 2003 methodology				
	a) Financial Reporting Score		3	3	3	4
	b) Financial Management Score		3	3	3	4
	c) Financial Standing Score		22	3	3	4
	d) Internal Control			3	3	4
<p>CPA = Comprehensive Performance Assessment. A self-assessment is carried out each year and then scored by the Audit Commission. The use of resources judgement consists of five parts of which four have been used for the purpose of this indicator. (The fifth is the value for money score which features under objective 9). The financial management score includes key lines of enquiry relating to management of the Council's asset base. The target score of 4 for 2008/09 will be reviewed in light of any changes to the framework that may arise and the related costs and benefits of achieving it.</p>						

## Management Objectives: Money

### Objective 9: Deliver value for money to meet the Council's priorities

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
33	CPA Use of Resources Judgement Value for Money Score.	N/A	2	3	3	4
<p>The Value for Money Score is one of five elements of the Comprehensive Performance Assessment, Use of Resources Judgement. The other four feature under Objective 8. The target score of 4 for 2008/09 will be reviewed in light of any changes to the framework that may arise and the related costs and benefits of achieving it.</p>						

## Management Objectives Money

### Objective 10: Maximise resources

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
34	Percentage of Council Tax collected (BV9)	95.1%	95.4%	96.0%	97.0%	97.5%
	The introduction of a new computer system in 2006/07 is expected to impact on collection rates for that year and the targets have been adjusted accordingly.					
35	Percentage of NNDR collected (BV10)	99.6%	99.1%	99.3%	99.5%	99.8%
	NNDR=National Non Domestic Rates (Business Rates). Targets have been revised in light of performance for 2005/06.					



## Management Objectives: Improving the way we work

### Objective 11: To improve the quality of our service delivery

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
36	DWP Rating for Housing Benefits	Fair	2 (Fair)	2	3	4
DWP=Department of Work and Pensions. Level 4 is the highest. Targets for 2006/07 and 2007/08 have been revised to take account of the installation of a new computer system for processing benefits.						
37	Condition of roads and pavements:					
37a	Principal roads needing repair (BV223)	N/A - a new way of measuring road conditions is being introduced nationally	27%	26%	25%	24%
37b	Other main roads needing repair (BV224a)		34%	33%	32%	31%
37c	Proportion of pavements needing repair (BV187)		20.11%	35%	33%	30%
Due to the high level of investment (£10 million from PPR and a further £1.4 million from other sources) and the strategic focus of spend improving principal roads and other main roads, we expect to make good progress against the new Best Value Indicators BV223 and BV 224a in the next two years. However, due to the way these indicators are measured through an annual government survey it is very difficult to give any prediction on performance against the indicator. There have also been problems with the software and methodology used to assess roads needing repair. The score for BV187 is produced from a Detailed Visual Inspection in line with DfT guidelines. Although the result for 2005/06 is higher than the previous year, it is not considered that the general footway condition has deteriorated. New accreditation systems for surveyors have resulted in higher results nationally. Targets have been adjusted accordingly.						

**Management Objectives: Improving the way we work**

**Objective 11: To improve the quality of our service delivery**

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
38	Percentage of Planning applications determined within					
38a	13 weeks - Major (BV109a)	54%	68.75%	60%	60%	60%
38b	8 weeks - Minor (BV109b)	68%	73.10%	65%	65%	65%
38c	8 weeks – Other (BV109c)	80%	81.50%	80%	80%	80%
<p>The targets set are government development control targets. Once targets are being met continuously the priority will shift towards improving other areas of the service.</p>						

**Management Objectives: Improving the way we work**

**Objective 12:** To improve access to the services we provide

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
39	The number of DCLG Priority Outcomes achieved relating to the availability of Council Services through electronic delivery means.	N/A	33 out of 54 targets achieved	54 out of 54	Improvement targets to be set based upon take up, quality and efficiency savings	Improvement targets to be set based upon take up, quality and efficiency savings.
DCLG=Department of Communities and Local Government.						

## Management Objectives: Improving the way we work

### Objective 12: To improve access to the services we provide

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
40	Progress against milestones for Coventry Direct	2004/05 targets met in part	2005/06 targets met in part	Public launch of new Customer Service Standards – July 2006  Coventry Direct Express Bus Operational – August 2006  City Centre One Stop Shop location agreed – September 2006  Bell Green One Stop Shop Operational – October 2006  Service Redesign Release 1.0 Programme complete -January 2007  Tile Hill One Stop Shop Operational – March 2007	Meet all targets for year	Meet all targets for year
Targets represent key milestones for the Coventry Direct Programme.						

## Management Objectives: Improving the way we work:

### Objective 13: To improve the efficiency of the services we provide

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
41	Annual Efficiency Statement	N/A	N/A at date of publication	Efficiency gain of 2.5% £12.51m cumulative	Efficiency gain of 2.5% £18.782m cumulative	Targets to be determined
The Department of Communities and Local Government has set a cumulative target of 7.5% over the period 2005/06 – 2007/08. This equates to the financial targets shown above.						
42	<b>Property Management – Progress in relation to a selected number of Audit Commission VFM indicators.</b>	N/A	N/A	Baseline to be established	Target to be developed	Target to be developed
The Audit Commission is currently consulting on a new suite of Value For Money indicators relating to operational property management. These are likely to be formally introduced in 2007/08.						

## Management Objectives: People

Objective 14: Ensure councillors are well trained and well supported

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
43	Support for Elected Members					
43a	Average number of training hours per councillor	22	23.7	25	25	25
43b	Percentage of Members satisfied or very satisfied with training	High	79%	80%	85%	90%
43c	Percentage of Members satisfied or very satisfied with support provided to them	N/A	77%	80%	80%	85%
In 2005/06 a Member survey has been introduced to obtain this data – this explains the different measure used in 2004/05 for training.						

## Management Objectives: People

### Objective 15: Develop the skills, competencies and motivation of our workforce

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
44	Percentage of individual appraisals carried out for employees in post for last 12 months	80%	80%	100%	100%	100%
	Increasing appraisals to 100% is a priority for 2006/07					
45	Average no. of days per employee spent on training and development activity	Not available	2.08	3	3	3

## Management Objectives: People

### Objective 16: Build a representative workforce fairly treated

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
46	BV employment equality indicators					
46a	Percentage of top-paid 5% of staff who are women (BV11a)	46.78%	47.49%	46.80%	46.00%	45.31%
46b	Percentage of top-paid 5% of staff who are from an ethnic minority (BV11b)	4.20%	4.49%	4.90%	5.32%	5.74%
46c	Percentage of top-paid 5% of staff who have a disability (BV11c)	6.10%	5.73%	5.40%	5.35%	5.30%
46d	Percentage of employees with a disability (BV16a)	4.57%	6.26%	5.85%	5.41%	4.99%
46e	Percentage of employees who are from an ethnic minority (BV17a)	10.67%	10.90%	11.42%	11.83%	12.25%
<p>Targets for 46d and 46e are set taking into account the percentages of the economically active population who have a disability or who are from an ethnic minority i.e.15.49% and 16.45% respectively in 2005/06. People from white ethnic minority categories are not included in indicators 46b and 46e in line with the Best Value Performance Indicator. The targets for the next three years have been reviewed in light of performance and will be reviewed again in July 2006 after the annual Workforce Profile report has been produced.</p>						
47	Number of employee grievances upheld or partly upheld.	6 (out of 27 recorded)	8 partly upheld (out of 37 recorded)	0	0	0
<p>The target is set at 0 as the Council wishes to ensure that no employee experiences situations that give rise to a justified grievances.</p>						



## Management Objectives: People

**Objective 16:** Build a representative workforce fairly treated

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
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## Management Objectives: People

**Objective 17:** Maintain a healthy and safe workforce

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
48	Accidents					
48 a	Number of RIDDOR reportable accidents to the H&S Executive	78	76	74	72	72
48 b.	Number of accidents at work resulting in time lost (per 100 employees)	0.89	0.69	Below 0.90	Below 0.90	Below 0.90
RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences. The Health and Safety Executive sets legal requirements to report certain types of incidents depending upon the severity and time lost from work.						
49	Number of assaults on employees	1052	1033	1200	To be reviewed annually	To be reviewed annually
An increase in reported assaults is expected initially due to increased awareness. A levelling out is then expected as preventative measures take effect.						
50	Average number of working days lost due to sickness absence (BV12)	13.22	12.18	11.0	10.5	10.0

## Management Objectives: People

**Objective 16:** Build a representative workforce fairly treated

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
	Further reducing sickness absence is a priority for 2006/07.					

<b>Checklist of indicators used in the Corporate Plan 2005/06</b>		
<b>2005/06 indicator no.</b>	<b>Indicator</b>	<b>Change made for 2006/07 if any</b>
1	Annual CPA Score	
2	Citizens satisfied with the overall service provided by their authority. ( BV3 )	
3	Number of Ombudsman complaints where the finding is of maladministration or where we have accepted an element of fault and settled the complaint locally.	Enhanced definition.
4	Joint Area Review of Children's Services.	
5	Annual Performance Assessment of Children's Services	
6	Attainment gap between Coventry and the national average at all key stages.	
7	Performance Assessment Framework a. Education of children looked after (PAF A2) b. Education and training of care leavers (PAF A4)	Enhanced definition
8	Children with an allocated worker at all times: a. Looked after children. b. Children on the child protection register.	Enhanced definition
9	Employment rate of 16 – 65 years old.	Enhanced definition
10	Average job vacancies per month in the City over a year.	
11	Achievement of City Centre Targets in CVOne Business Plan	Replaced with measure of city centre activity
12	Average household income in the city as a percentage of national average household income.	
13	Progress on the Swanswell initiative.	
14	Progress on the Housing Strategy	Indicator expanded to include more specific target s

15	<p>Performance Assessment Framework:</p> <ul style="list-style-type: none"> <li>a. Emergency admissions of older people to hospital. (PAF A5)</li> <li>b. Intensive home care per 1,000 population aged 65 and over (PAF C28)</li> <li>c. Adults receiving direct payments per 100,000 population (PAF C51)</li> </ul>	Enhanced definition
16	Number of drug users in treatment.	Now indicator 17.
17	Gap in life expectancy between priority neighbourhoods and the rest of the city.	Now indicator 18
18	Gap between average household income in priority neighbourhoods and the rest of the city.	Now indicator 19.
19	Attainment gap between children and young people living in priority neighbourhoods and the rest of the city.	Now indicator 20.
20	British Crime Survey – Comparator Crimes	Now indicator 21
21	Percentage of residents who feel 'fairly safe' or 'very safe' whilst outside in the local authority area.	Now indicator 22a
22	The percentage of residents surveyed satisfied with their neighbourhood as a place to live.	Now indicator 22b
23	Primeline bus routes: Progress against targets.	Replaced with measure of bus usage.
24	Proportion of land with unacceptable litter and debris. (BV199a)	
25	To reduce incidents of fly tipping at identified hotspots through prevention and enforcement.	
26	Percentage of household waste recycled (BV82a )	Now indicator 26a
27	Percentage of household waste composted. (BV82b)	Now indicator 26b
28	Level of equalities standard achieved on a scale of 1 to 5.	
29	Quality of the Council's Race Equality Scheme and	

	improvements resulting. (BV 2b)	
30	Annual audit letter.	Now indicator 31
31	CPA use of resources judgement	Now indicator 32
32	Proportion of resources reallocated in the budget setting process that are used to fund statutory responsibilities and/or corporate priorities.	Deleted
33	Percentage of Council Tax Collected. (BV9)	Now indicator 34
34	Percentage of NNDR Collected (BV10)	Now indicator 35
35	DWP Rating for Housing Benefits.	Now indicator 36
36	Conditions of roads and pavements:	Now indicator 37
37	Percentage of BVPI's in top quartile.	Deleted
38	Planning applications	
39	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery. (BV157)	Replaced with new indicator
40	Progress against milestones for Coventry Direct.	
41	Annual efficiency statement.	
42	Average number of training hours per councillor.	Now indicator 43a
43	Member satisfaction with training and appropriateness of support.	Now indicator 43b and 43c
44	Percentage of appraisals carried out for employees in post for last 12 months.	
45	Average no. of days per employee spent on formal training and development activity.	
46	BV Equality Indicators	
47	Number of employee grievances upheld.	

48	Number of RIDDOR reportable accidents to the H & S Executive.	Now indicator 48a
49	Number of assaults on employees.	
50	Average number of working days lost due to sickness absence.(BV12)	