
Report to Cabinet and Council

26 June 2007

Report of Chief Executive

Corporate Plan 2007/08-2009/10

1 Purpose of the Report

1.1 This report seeks approval for the Corporate Plan 2007/08-2009/10.

2 Recommendations

2.1 Cabinet and Council are recommended to approve the Corporate Plan 2007/08-2009/10 attached as Appendix 1 to this report and to delegate authority to the Chief Executive to make any final minor amendments, corrections or additions to it prior to its publication on 30 June 2007.

3 Information/Background

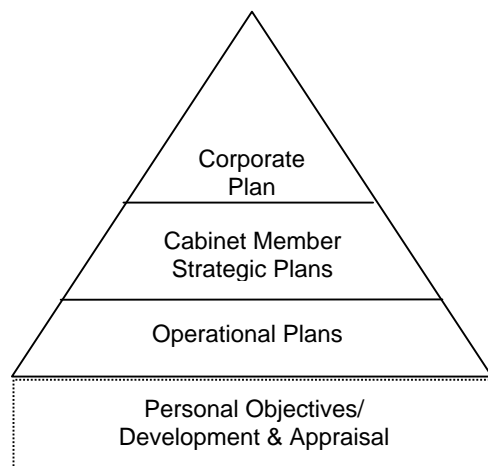
3.1 The Council's performance management framework is based upon three levels of plans:

- The Corporate Plan
- Cabinet Member Strategic Plans
- Operational Plans.

3.2 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

3.3 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. These will be presented to Cabinet for approval on 31 July 2007.

3.4 Operational plans set out the actions that Directorates will take to put Council policy into effect. These are working documents which are used to allocate staff and other resources and to manage performance at officer level. Each employee is allocated personal duties



and targets to ensure that team and directorate objectives are achieved. These are reviewed annually through a formal appraisal system.

- 3.5 The links between these plans and processes are shown in the diagram above.
- 3.6 The Corporate Plan shows proposed measures and targets for each Corporate Objective. It also shows proposed management objectives which set out how the council must work if it is to put its policies into place. Each of these 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.
- 3.7 The Audit Commission has praised the Council's *"effective performance management processes (which) enable the organisation to focus on the delivery of priorities and to understand how the Council is performing"*. The Council's overall decision-making process is included as an example of notable practice on the Audit Commission's website.
- 3.8 At the time of writing this report, a few statistics for inclusion in the Corporate Plan were still awaited. These will be added before the final document is printed.

4 The Balanced scorecard

- 4.1 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". It is proposed that the management objectives are now grouped into three themes - "Budgets", "Improving the way we work and deliver value for money" 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.
- 4.2 At its meeting on 19 December 2006, Cabinet agreed to consult on amending two of the Council's Corporate objectives to reflect new priorities. The changes proposed were to add the wording shown in italics to the objectives shown below:
 - Regenerate the city and ensure that people have a good choice of jobs and housing and *transform the city centre*
 - To make the city clean and green *and work to tackle climate change*.
- 4.3 Council on 20 February 2007 noted that these proposed changes had been well received by consultees and it is now proposed that you accept these changes by approving the new Corporate Plan.
- 4.4 For a number of years the Council has been working towards achieving Level 4 of the Equality Standard for Local Government. We achieved this during 2006/07. We will continue to ensure that we comply with the Standard but are now replacing this as a key measure in the Corporate Plan with a new set of equality outcomes relating directly to the Council's Corporate Objectives. Progress on these will make a real difference to equality of opportunity in Coventry.
- 4.5 Some minor amendments are proposed to the balanced scorecard to reflect the adoption of the corporate Value for Money Strategy on 25 July 2006. The theme of "Improving the way we work" has been renamed "Improving the way we work and deliver value for money" to give greater emphasis to the importance of this theme and to make it clear that the achievement of value for money depends on achieving optimum economy, efficiency and effectiveness. In order to avoid confusion the name of the theme relating to financial resources has been changed from "Money" to "Budgets".

- 4.6 One change is proposed to the Management Objectives. By adopting the new Corporate Plan you are asked to agree to amend the objective “Deliver value for money to meet the Council’s priorities” to “Deliver the council’s Medium Term Financial Strategy to meet the Corporate Objectives and balance the budget”. This more closely aligns the Medium Term Financial Strategy and the Corporate Plan. The achievement of greater value is, of course, an integral part of the Medium Term Financial Strategy.
- 4.7 The revised balanced scorecard is shown on page 8 of the Corporate Plan.

5 Proposal and Other Option(s) to be Considered

- 5.1 It is proposed that that Council adopt the Corporate Plan 2007/08-2009/10 attached as Appendix 1.

6 Other specific implications

	Implications (See below)	No Implications
Neighbourhood Management	✓	
Best Value	✓	
Comparable Benchmark Data	✓	
Corporate Parenting	✓	
Coventry Community Plan	✓	
Crime and Disorder	✓	
Equal Opportunities	✓	
Finance	✓	
Health and Safety	✓	
Human Resources	✓	
Human Rights Act	✓	
Impact on Partner Organisations	✓	
Information and Communications Technology	✓	
Legal Implications	✓	
Property Implications	✓	
Race Equality Scheme	✓	
Risk Management	✓	
Sustainable Development	✓	
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

6.1 The Corporate Plan will have implications for most areas of the Council's work and for the achievement of Best Value.

6.2 Finance

6.2.1 Finance has already been allocated for the actions necessary to achieve the targets in the Corporate Plan for 2007/08. Some future actions may require further consideration in the annual budget setting process.

6.3 Human Resources

6.3.1 The Corporate Plan includes significant targets relating to training, performance appraisal and sickness levels.

7 Monitoring

7.1 Performance reports for Cabinet and Scrutiny Boards will be produced twice a year.

8 Timescale and expected outcomes

8.1 The Corporate Plan will cover a three year period and will assist the council in achieving further improvements in its services and the way we work.

9 Key Decision

	Yes	No
Key Decision	✓	
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	✓ - informal seminar for all Members 26 June 2007	
Council Consideration (if yes, date of Council meeting)	✓ 26 June 2007	

List of background papers

Proper officer: Chief Executive

Author:

Telephone 024 7683 1077

Roger Hughes, Head of Corporate Policy

(Any enquiries should be directed to the above)

Other contributors:

Sue Iannantuoni, Chief Executive's Directorate, Telephone 024 7683 3241

Jeanette Blount, Chief Executive's Directorate, telephone 024 7683 3910

Richard Brankowski, Legal & Democratic Services, Telephone 024 7683 3077

Chris Hinde, Director of Legal & Democratic Services, Telephone 024 7683 3020

Jenni Venn, Chief Executive's Directorate, Telephone 024 7683 3741

Chris West, Finance & ICT, Telephone 024 7683 3710

Papers open to Public Inspection

Description of paper

Location

None

Corporate Plan 2007/08 – 2009/10

Part One of the Best Value Performance Plan 2007/08

Taking pride in our Performance



Coventry City Council

www.coventry.gov.uk



Comprehensive Performance Assessment (CPA)

"The Council continues to improve its priority services and to increase quality of life for its residents and visitors. Services for children and young people are good or outstanding while adult social care scored the maximum possible three stars with excellent prospects for improvement. Performance indicators for other services show that the Council is making faster progress than many other councils with three out of four indicators improving.

"Strong and committed leadership and a good understanding of user and community need are helping the Council to perform well. The Council has been successful in attracting external resources and private investment to regenerate the city and develop sustainable and cohesive communities. Value for money is improving.

"Satisfaction with Council services is improving and residents feel streets are cleaner and safer. The Council is making a positive contribution to wider community outcomes and the involvement of its diverse communities is a key strength. Good partnership working is increasing the Council's capacity. The Council has strong performance management arrangements and the capacity to improve further. Future plans are robust and being implemented well.

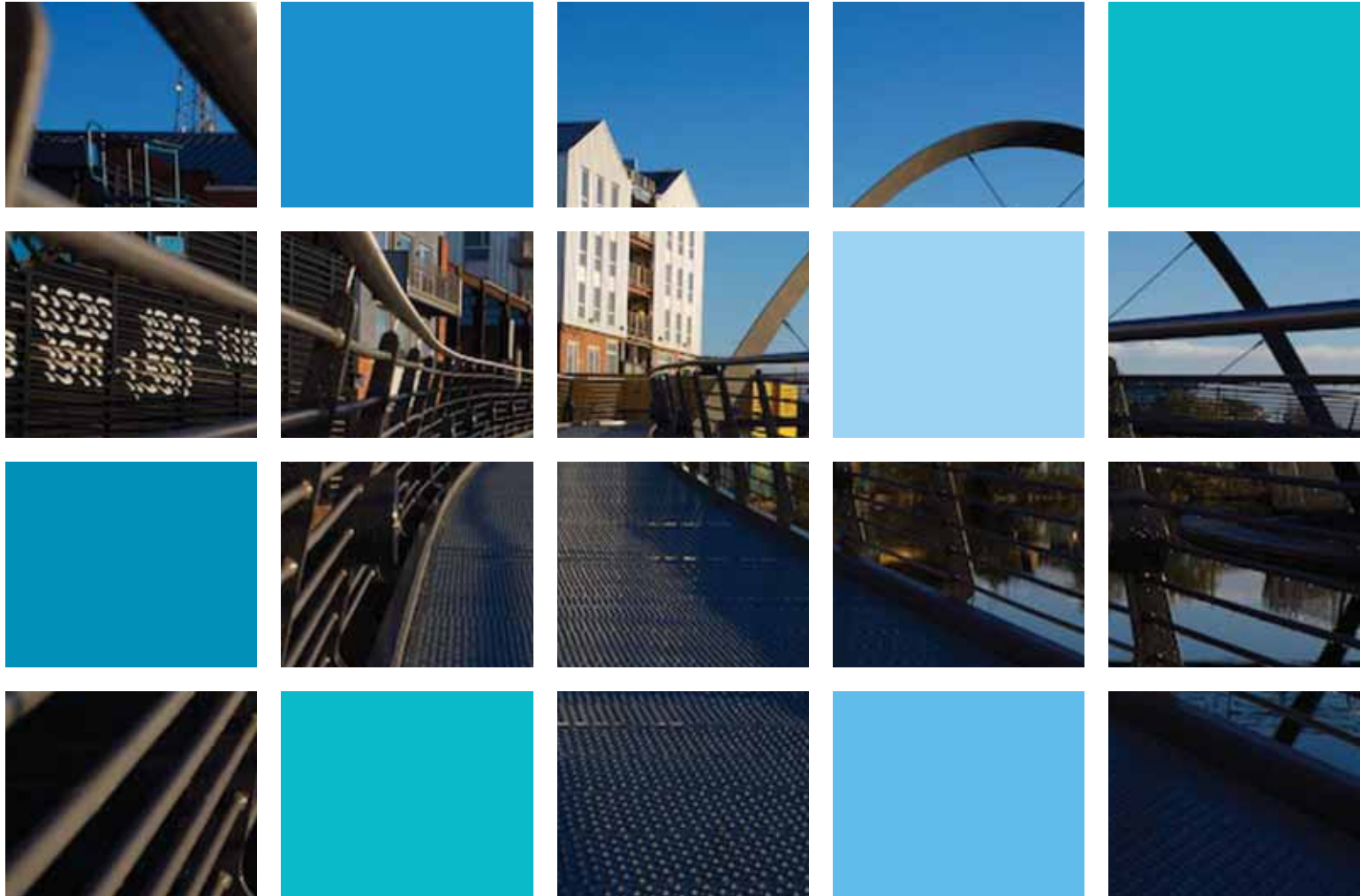
"The Council is improving well and demonstrating a 3 star overall performance".

Audit Commission scorecard published February 2007





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This Plan sets out the Council's key aims and targets for the three years from 2007/08 to 2009/10. It builds on, and updates, the Plan approved in 2006, reflecting the progress we have made over the last twelve months. It forms Part One of our Best Value Performance Plan 2007/08.

The Corporate Plan is part of a comprehensive performance management framework which has helped us improve our services, and the way we work, in a planned and systematic way. It helps ensure that every Member and employee of Coventry City Council knows how they can best contribute to our aim of making Coventry a city where people choose to live, work and learn and where businesses choose to invest.

Over the last year we have seen the publication of the Local Government White Paper "Strong and Prosperous Communities" and the final report of the Lyons Inquiry into local government. Both emphasise the important role that local authorities have in "place-shaping" – working with partners to promote the general well-being of a community and its citizens. Coventry City Council has long accepted this role and our Corporate Plan will help achieve our vision of Coventry as a growing accessible city".

For a number of years the Council has been working towards achieving Level 4 of the Equality Standard for Local Government. We achieved this during 2006/07. We will continue to ensure that we comply with the Standard but are now replacing this as a key measure in the Corporate Plan with a new set of equality outcomes relating directly to the Council's Corporate Objectives. Progress on these will make a real difference to equality of opportunity in Coventry.

Earlier this year we consulted local people on our overall objectives. There was continued support for the priorities identified in last year's Corporate Plan, but also a desire to see further improvement in the city centre and for the council to be playing its part in tackling climate change. We have included a commitment to work on both of these issues in the revised set of Corporate Objectives shown on page 5.

We have made some good progress, but there is still more to do. We want to make our services even better and raise the quality of life in the city. This Corporate Plan will help us achieve these aims whilst offering the people of Coventry the best possible value for money.



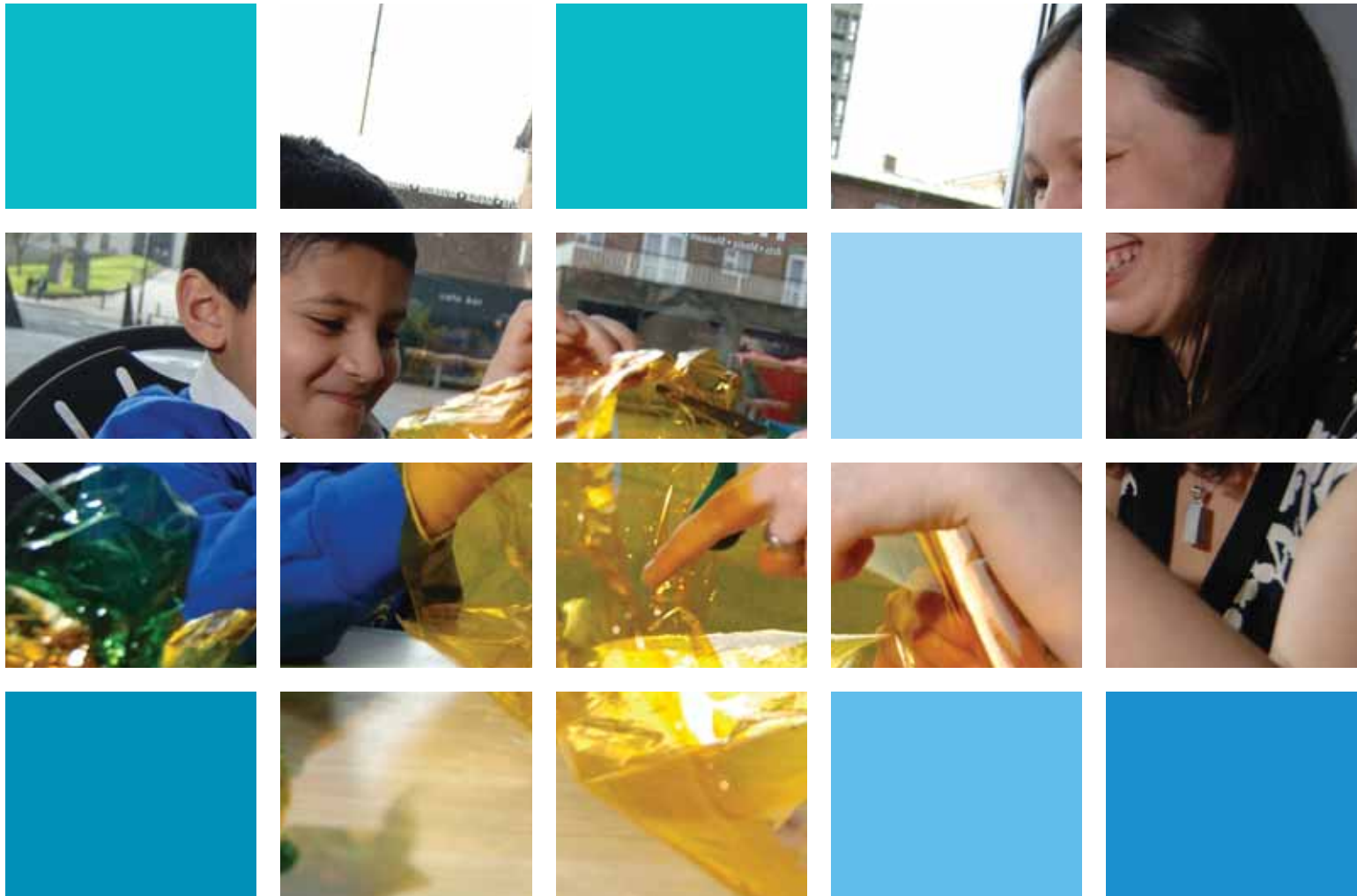
Ken Taylor (Cllr)
Leader of the Council



Stella Manzie
Chief Executive

Best Value Performance Plan 2007/08

The council publishes its Best Value Performance Plan in two parts. Part One is this document – the Corporate Plan. Part Two – the Performance Report – presents a detailed record of performance against Best Value Performance Indicators in 2006/07 and sets targets for future years.



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

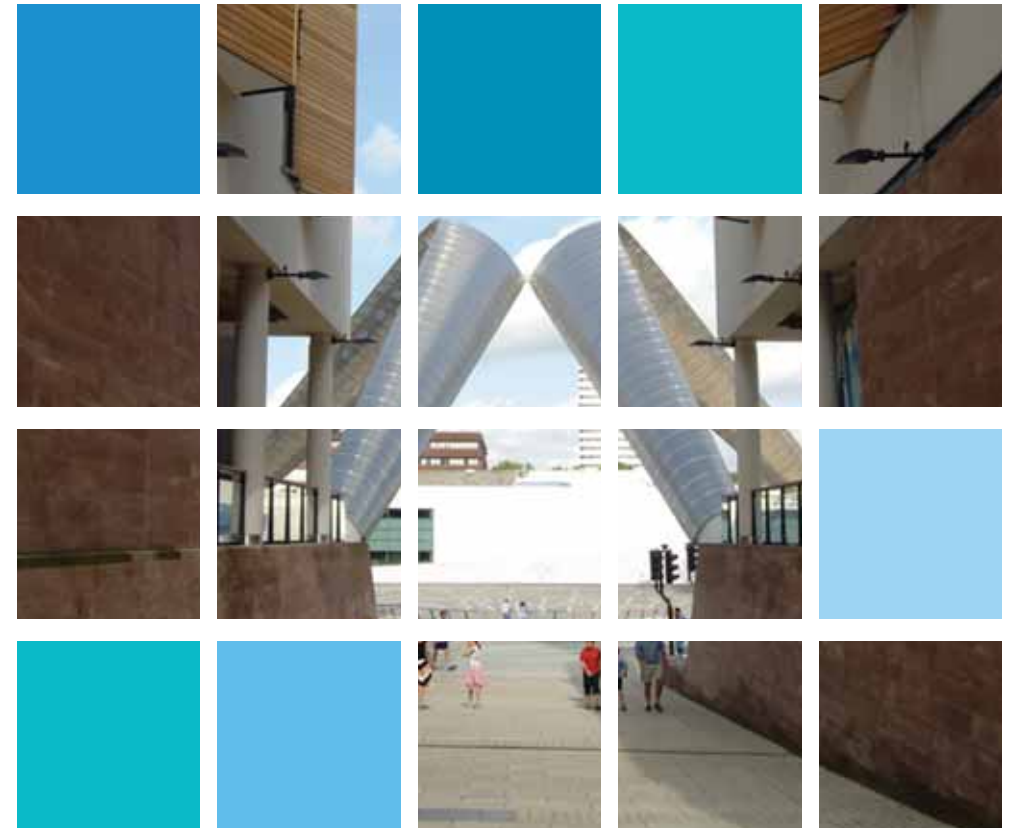
The Council wants Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest.

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

- 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 and transform the City Centre
- 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 and work to tackle climate change
- Actively promote equality so that people from different backgrounds have similar life opportunities.



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.

Progress on 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.

Corporate Balanced Scorecard

The measurement and review of performance at a 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 – 'Budgets', 'Improving the way we work and deliver value for money' 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 it is to achieve its vision and 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 and management objectives over the coming three years. The Cabinet Member Strategic Plans also use the balanced scorecard approach. They contain key strategic objectives and performance indicators for the Cabinet Member portfolio and are the focus for reporting and scrutiny of performance by Members.

The Plans 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.



Operational Plans

Operational plans set out the actions that service areas will take to put Council policy into effect. They are produced by the 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 Service 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.

Operational plans outline the individual actions that service areas will take in response to the strategic priorities identified in the Cabinet Member Strategic Plans and the Corporate Plan.

Personal Objectives/ Development

The Corporate Performance Review Scheme requires that each employee has an annual appraisal interview. Through this process they can be clear on how their work contributes to the Council's objectives. At the appraisal interview agreement is reached between the manager and employee on personal objectives and targets to ensure that team and directorate objectives are achieved.

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.

Team Plans

Most service areas also produce Team Plans that fit underneath their Operational Plans and help them to manage services at a team level. These are used to help ensure that team members are clear about their own personal or team targets and how the team contributes to the overall corporate and management objectives.



Performance Management Overview

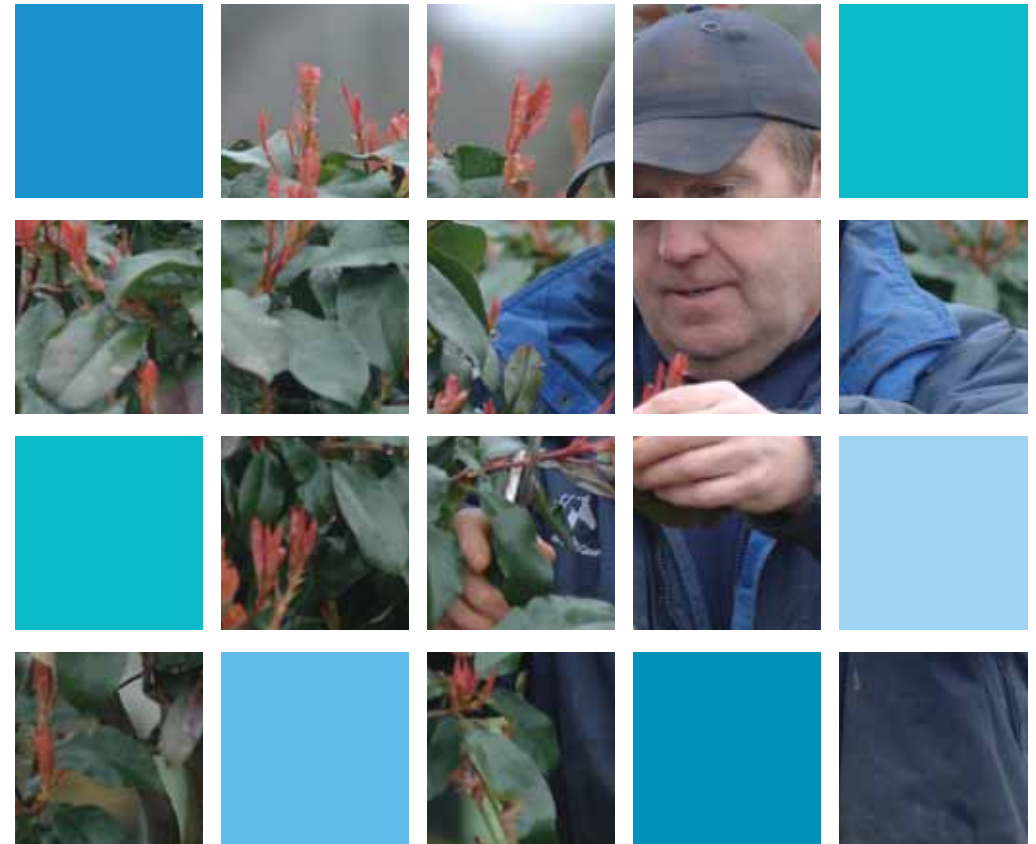
The Audit Commission inspected the Council's performance management arrangements in March 2006. The Inspection team concluded that:

"The Council is performing well in this area. Robust performance management has contributed to the strong recovery made by the Council since 2002. A clear performance management framework allows priorities and targets to be cascaded through the organisation. Performance management is strong in key partnerships. Councillors are closely involved in developing and monitoring plans and performance. Staff understand performance targets and how they perform against them.

"A robust performance management framework is in place. It has a clear reporting structure and straightforward plan hierarchy. The Corporate Plan sets out corporate and management objectives and fifty targets. These are cascaded through cabinet member strategic plans and operational plans to personal targets. Consequently staff have a good understanding about how their actions contribute to broader service and corporate objectives. Performance reporting is transparent. Detailed half yearly reports on progress on the Corporate Plan and cabinet member plans are submitted to cabinet. This includes a clear assessment of progress against plan objectives and identified actions to address underperformance. Effective performance management processes enable the organisation to focus on the delivery of priorities and to understand how the Council is performing.

"Cabinet members and senior opposition Councillors are well informed about performance. Cabinet Members are closely involved in producing their strategic plans and monitor progress with senior managers at least quarterly and more frequently around areas of particular concern.

"Directors are held accountable for service performance and staff understand their role. The Chief Executive and directors are set performance targets, which relate, in part, to the corporate plan and performance is appraised and recorded through separate interviews with both ruling party and opposition councillors. Staff are clear about how they are performing and the connection between their actions and corporate objectives. The Council uses external evaluation and challenge to deliver improvement".



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 and transform the city centre
- 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 and work to tackle climate change
- Actively promote equality so that people from different backgrounds have similar life opportunities

Our Corporate Objectives

To achieve this we need to ...

Budgets

- Ensure sound management of the Council's resources
- Deliver the council's Medium Term Financial Strategy to meet the corporate objectives and balance the budget
- Maximise resources

Improving the way we work and deliver value for money

- Improve 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

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
- Ward Forums

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 has provided 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 current 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

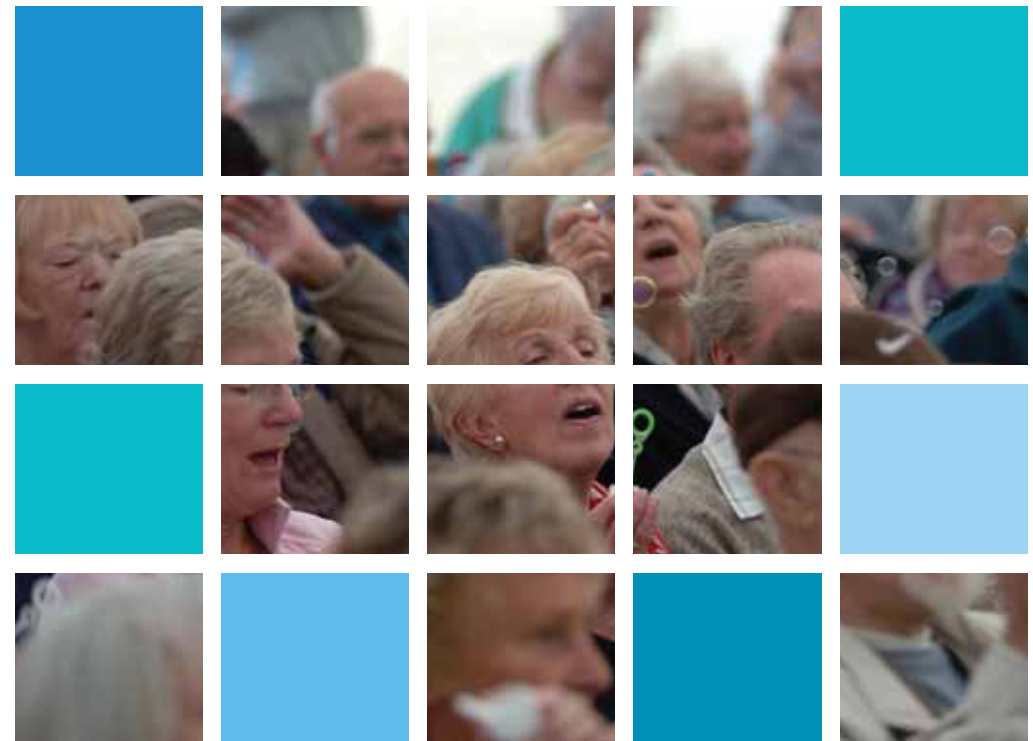
All work is guided by two underpinning themes – Equalities & Communities and Neighbourhoods.

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 was shared between the council and participating organisations.

The current LPSA was signed by Ministers in June 2006. It 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. 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 14 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.



Ward Forums

During 2006, Ward Forums were set up in each Ward in the city. The forums meet at least four times a year and are open to anyone who wishes to attend. The Forums are led by one of the three councillors from the Ward and also include council staff, police, community and voluntary groups. They enable the public to stake a claim for changes to happen locally and work together to improve life in our neighbourhoods.

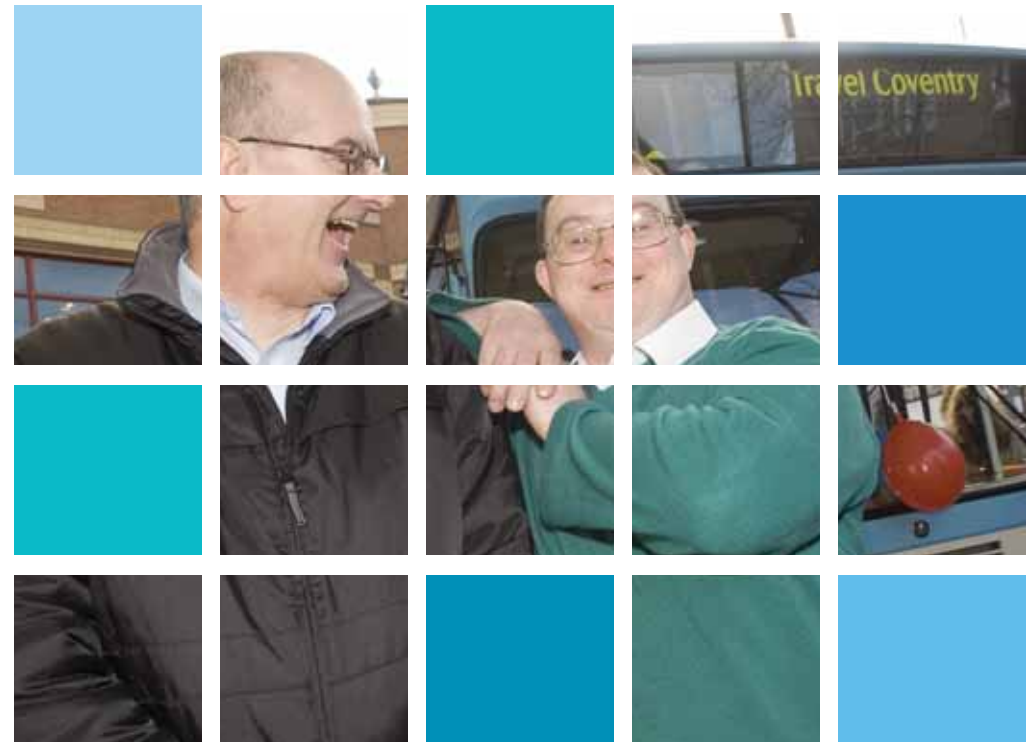
Looking Ahead

At present local authorities are required to report annually to central government on performance against about 1,200 indicators. These include Best Value Performance Indicators, social care Performance Assessment Framework indicators and other programme specific indicators. The Local Government White Paper 'Strong and Prosperous Communities', published in October 2006 proposes to replace these with a new national set of around 200 indicators applying to local authorities and the services they deliver in partnership with others.

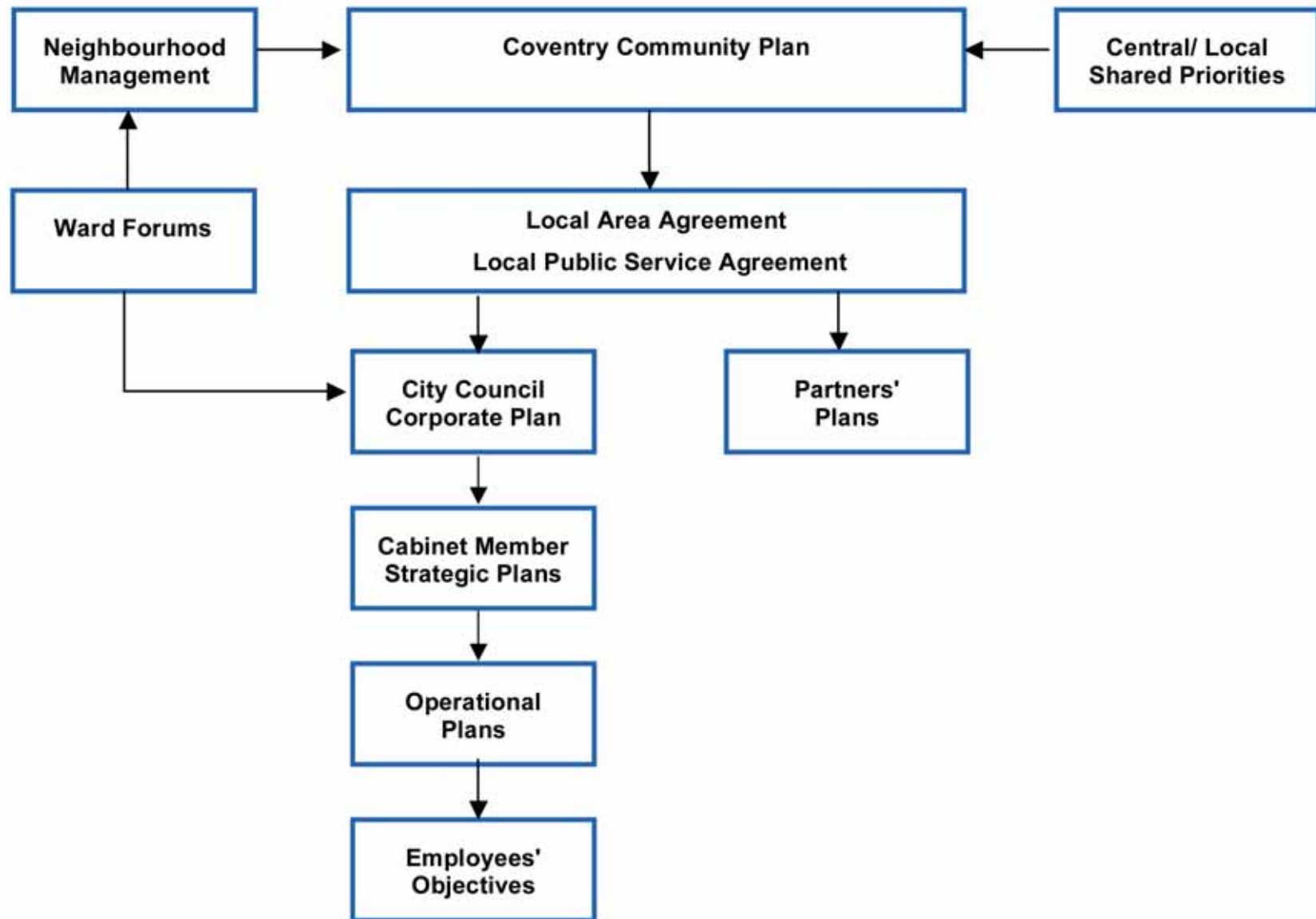
The White Paper and subsequent documents proposes that LAAs will assume a much greater importance in the future, moving them "from the margins to the mainstream" of central/local relations. LAAs will then become a formal delivery agreement between central Government and local government and its partners. It is anticipated that LAAs will consist of approximately 35 targets to be drawn from the new national indicator set plus 18 statutory early years and performance targets specified by the Department for Education and Skills.

The White Paper also proposes a stronger role for local authorities within Local Strategic Partnerships. LSPs will be expected to provide the forum for setting the strategic vision for an area, for capturing that vision in a Sustainable Community Strategy, and for agreeing priorities for improvement

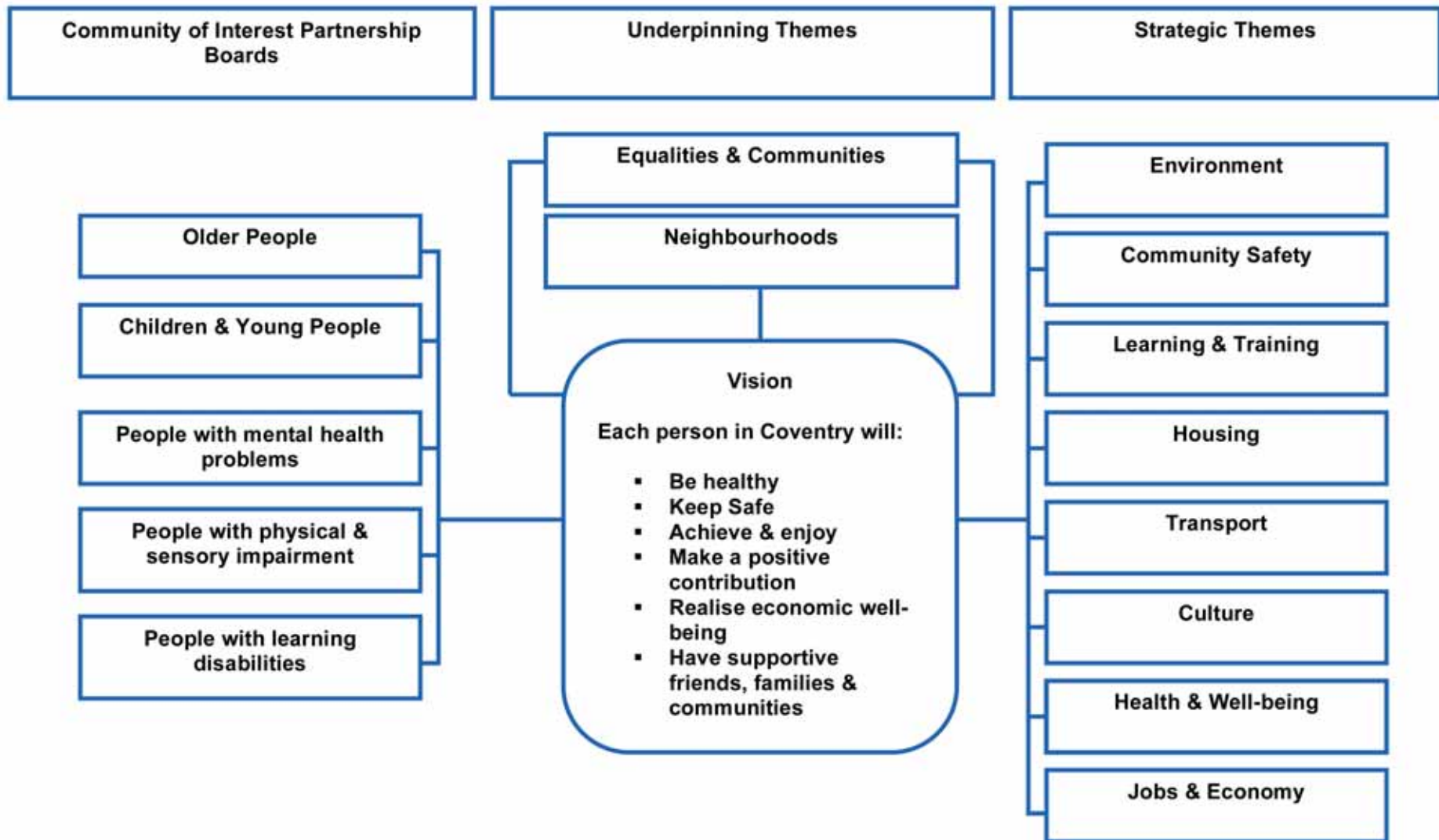
in the LAA. Work is underway to align the Council's vision and corporate objectives with the Coventry Partnership plans and priorities as the basis for negotiations on a future Local Area Agreement. The Council is also developing processes and procedures for integrating the performance management of the LAA and the Corporate Plan.



How the plans fit together



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





Coventry City Council is a large organisation managing a net annual revenue budget in excess of £240m. 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 2007/08 is:

Cabinet Portfolio	Revenue £'000	Capital £'000
Policy, Leadership & Governance	572	0
Finance, Procurement & Value for Money	5,640	0
Human Resources, Corporate & Customer Services	(1,432)	6,180
Children Learning & Young People	69,708	16,110
Community Services	76,667	9,429
Neighbourhoods, Health & Equalities	6,348	130
Urban Regeneration & Regional Planning	2,047	26,471
Culture Leisure & Libraries	20,698	12,400
City Services	32,978	18,524
Other Services	26,865	(8,924)
Total	240,091	80,320

This is financed as follows:

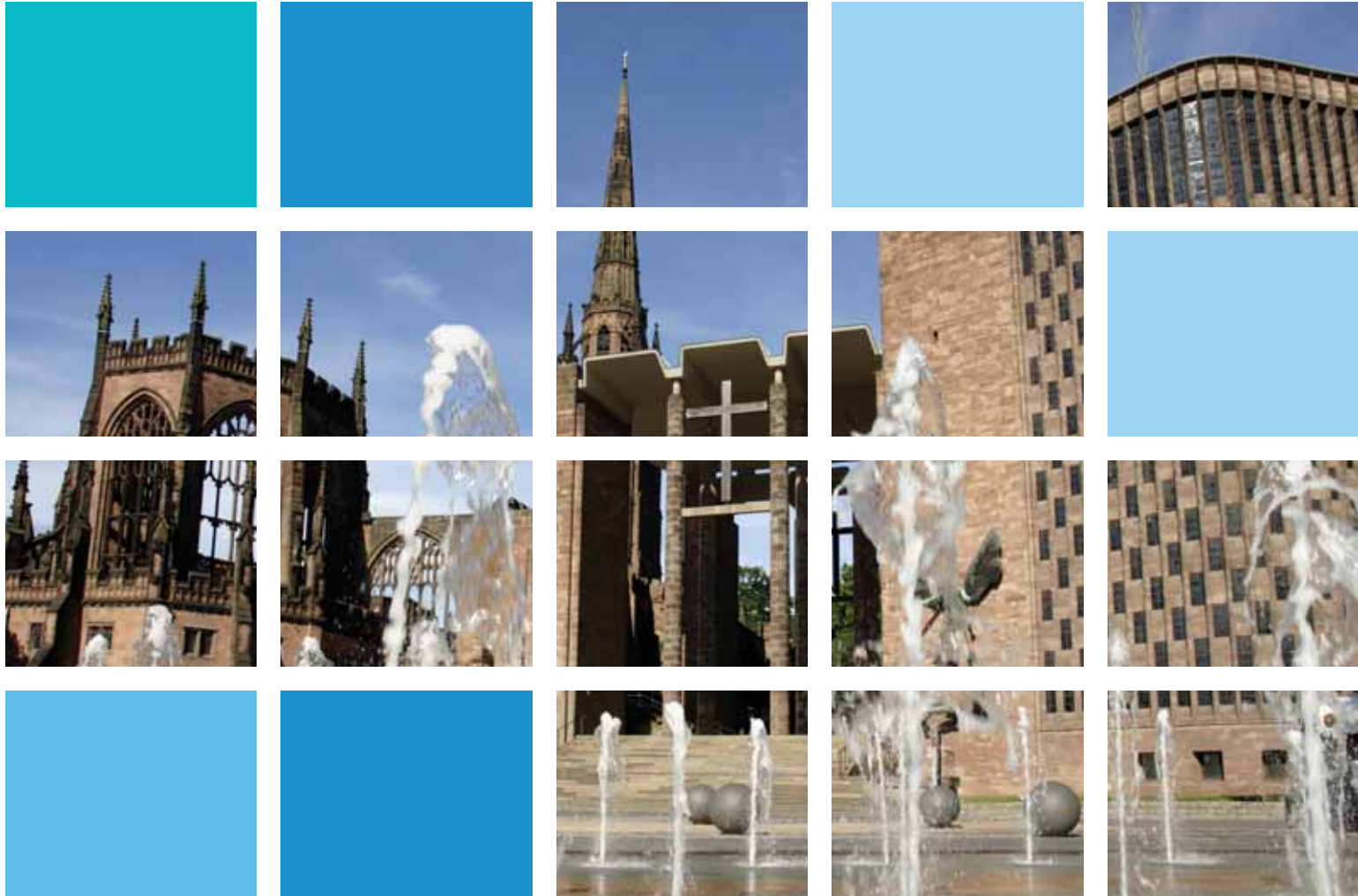
	Revenue £'000	Capital £'000
Government & Other Grant	134,109	36,018
Council Tax	105,982	0
Borrowing & Leasing	0	20,917
Capital Receipts	0	23,385
Total	240,091	80,320

The Band D Council Tax for 2007/08 is £1,349. This budget allows the Council to increase investment in priority services including:

- Capital investment of £16m for children, learning and young people, most of which will be invested in Coventry schools.
- A significant programme of investment of over £23m in highways and lighting, the Local Transport Plan, the Primelines bus network programme and improvements to the Burges and Ironmonger Row areas of the City Centre.
- A housing regeneration programme of £5.8m to provide affordable homes for people who need them most.
- Nearly £12m to complete the development of the Herbert Art Gallery and Museum.
- New money for local neighbourhoods including £175,000 for community initiatives and activities and support for Ward Forums and a further £100,000 for a community integration programme.

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 expenditure is currently due to increase at a greater rate than income, after allowing for increased council taxes at the assumed rate of inflation, as follows:

	2007/08 £m	2008/09 £m	2009/10 £m
Spending	240.1	252.7	262.0
Estimated Income	240.1	245.6	251.5
Difference	0	7.1	10.5



Scorecard Theme		Customers and Communities					
Corporate Objective		1. To improve the quality and efficiency of services and make it easier to access them.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
1	Annual Comprehensive Performance Assessment (CPA) score	Fair December 2004	2 Stars and Improving Well December 2005	3 stars and Improving Well July 2006 3 stars and Improving Well February 2007	3 Stars and Improving Strongly February 2008	3 stars and Improving Strongly February 2009	The CPA System will be discontinued in 2009/10
CPA 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 now announced in February each year. The CPA system will be replaced by a new Comprehensive Area Assessment system in 2009.							
2	Citizens satisfied with the overall service provided by their authority (BV3)	41% (Average score for Metropolitan District Councils = 53%)	N/A – this national survey is only conducted every 3 years	51% (Average score for Metropolitan District Councils = 51.5%)	N/A – this national survey is only conducted every 3 years	N/A – this national survey is only conducted every 3 years	55%
This information has previously been obtained from a satisfaction survey that the government required all local authorities to carry out every three years. It is not yet clear whether this information will be collected in 2009/10							
3	Number of Ombudsman complaints where:						
	a. the finding is of maladministration	0	0	0	0	0	0
	b. we have accepted an element of fault and settled the complaint locally.	13	8	12	0	0	0
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.							

Corporate Plan Indicators

Scorecard Theme		Customers and Communities					
Corporate Objective		2. To ensure the best quality education for all and that children and young people can achieve their maximum potential.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
4	Annual Performance Assessment of Children's Services	Contribution of Children's Services: 3 Capacity to improve of council services for children and young people: 3	Contribution of Children's Services: 3 Capacity to improve of council services for children and young people: 3	Joint Area Review conducted in March 2006. Score 3 out of 4	Progress of the Joint Area Review action plan. Maintain the rating for the City Council Children's Services	Progress of the Joint Area Review action plan. Maintain the rating for the City Council Children's Services	N/A
<p>In 2007, local areas are statutorily required to review the progress made in implementing their first children and young people's plan in order to demonstrate their success in improving outcomes for children and young people. This review will also be used to provide key evidence for the APA. However, while the APA makes judgements about the council's services, the overall information provided in the review of the children and young people's plan will be wider since it will reflect the combined work of all children's services partners in the local area.</p>							
5	Attainment gap between Coventry and the national average at all key stages	Summer 2004 gap with national attainment:	Summer 2005 gap with national attainment:	Summer 2006 gap with national attainment:			
5a	Key stage 1:						
	English	2%	4%	2%	Reduce Gap	Reduce Gap	Reduce Gap
	Mathematics	2%	3%	2%			
	Science	2%	4%	3%			
5b	Key stage 2:						
	English	2%	3%	1%	Reduce Gap	Reduce Gap	Reduce Gap
	Mathematics	3%	2%	2%			
	Science	2%	0%	0%			

Scorecard Theme		Customers and Communities					
Corporate Objective		2. To ensure the best quality education for all and that children and young people can achieve their maximum potential.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
5c	Key stage 3:						
	English	3%	3%	3%	Reduce Gap	Reduce Gap	Reduce Gap
	Mathematics	4%	3%	4%			
	Science	3%	5%	5%			
5d	Key stage 4:						
	5+A*-C Including English and Maths	5.9%	6.2%	6.0%	Reduce Gap	Reduce Gap	Reduce Gap
	Average point score	20.1	28.3	26.6%			
6	Education, training and employment of care leavers.						
6a	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%	42.9%	62%	64%	64%
6b	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	0.62	0.75	0.75	0.75

Corporate Plan Indicators

Scorecard Theme		Customers and Communities					
Corporate Objective		2. To ensure the best quality education for all and that children and young people can achieve their maximum potential.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
7	Support for vulnerable children						
7a	Looked after children allocated to a named worker	New definition in 2006/07	100%	100%	100%	100%	100%
7b	Looked after children allocated to a named worker who is qualified as a social worker	New definition in 2006/07	69.1%	72%	70%	70%	70%
7c	Children on the child protection register allocated to a named qualified social worker	New definition in 2006/07	100%	100%	100%	100%	100%
Looked after children are those previously described as being in care.							

Scorecard Theme		Customers and Communities					
Corporate Objective		3. To regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
8	Employment rate of 16-65 year olds						
	a. Coventry rate	70.3%	70.9%	71.8%	72%	73%	73%
	b. National rate	74.5%	74.5%	74.2%	N/A	N/A	N/A
The higher the employment rate the more prosperous the city. The data is 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. <i>(Note: with the city growing, there is a risk that the employment rate statistic could be understating the true position as the survey data is based on the 2001 census parameters).</i>							

Scorecard Theme		Customers and Communities					
Corporate Objective		3. To regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
9	Average job vacancies per month in the City over a year	1784	1735	2075	1600+	1600+	1600+
<p>The average job vacancies has steadily increased in recent years. To reflect this rise, the target for 2007 and beyond has been increased from 1,400+ to 1,600+. (Note: In order to be consistent with other reported indicators this data has been recalculated and will now be reported from April to March each year).</p>							
10	City Centre Activity						
10a	Visitor footfall:						
	i) Total visitor footfall (24 hour day):						
	- 8 city centre and 2 managed shopping centre cameras	N/A	N/A	39,711,341 new baseline	Increased level	Increased level	Increased level
	- 5 city centre and 2 managed shopping centre cameras		34,318,322	35,288,482			
	ii) Evening visitor footfall (7pm-3am):						
	-8 city centre cameras		N/A	2,251,000			
10b	Perceptions of the City Centre						
	(i) The percentage of survey respondents whose main centre for non-food shopping is Coventry	67.5%	70.8%	71.4%	Increased %	Increased %	Increased %

Scorecard Theme		Customers and Communities					
Corporate Objective		3. To regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
10b Cont	(ii) Satisfaction of survey respondents with Coventry's overall quality as a shopping destination. (Rating of 1 poor – 5 excellent)	3.55	3.11	3.23	Increased satisfaction	Increased satisfaction	Increased satisfaction
<p>10a: 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. Additional cameras were installed at the end of March 2006 and equivalent data for 2006/07 has been provided for comparison purposes. The data from the full complement of 10 cameras for 2006/07 will provide the new baseline.</p> <p>10b: Data is obtained from the annual CV One combined street and telephone surveys carried out in June/July each year by independent research companies. The basis for calculating indicator 10b ii) changed in 2006/07 to include the results from both street and telephone respondents as this was considered to be more representative and the previous years' data has been amended accordingly.</p>							
11	Average household income in the city as a percentage of national average household income	86.4% (2004 data)	89.3% (2005 data)	93.4% (2006 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>							

Scorecard Theme		Customers and Communities					
Corporate Objective		3. To regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
12	Progress on the Swanswell initiative	N/A	Milestones met in part	City College Phase 1 – work commenced and on schedule for September 2007 City College Phase 2 – work commenced and on schedule for September 2008	City College Phase 1 building opens – September 2007	City College Phase 2 building opens – September 2008 Carry out agreed options relating to ring road	N/A Project will be completed
Targets represent the key milestones of the Swanswell development project.							
13	Progress on the Housing Strategy						
13a	Number of new and additional affordable housing units completed in year	120	154	254	350	450	500

Scorecard Theme		Customers and Communities					
Corporate Objective		3. To regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
13b	Number of empty properties brought back into use through action of Council	79	112	123	110	110	110
13c	Meet the Decent Homes Standard for vulnerable households in the private sector by 2020 – number of non-decent homes occupied by vulnerable people made decent.	N/A	N/A	4	500	1115	1115
<p>13a: This includes new and refurbished affordable housing for sale or rent below market levels. 13b: This figure includes those properties which can be counted for Best Value Performance Indicator 64 which uses a more restrictive definition. 13c: 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 decent. These elements are a) the dwelling is in a reasonable state of repair b) it meets the current minimum standard for housing c) it is warm and d) it has reasonably modern facilities. Local authorities have been charged with delivering improvements in the private sector. The House Condition Survey was completed in 2006/07 and provides the baseline figure of 2,730 homes needing to be brought up to standard by 2010.</p>							
14	Measure of City Centre transformation	N/A	N/A	N/A	To be developed	To be developed	To be developed
By the end of the half year we will identify indicator/s that can be used to assess progress to transform the City Centre.							

Scorecard Theme		Customers and Communities					
Corporate Objective		4. To promote health, independence and choice for all citizens.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
15	Support for adults and older people and families						
15a	Number of adults and older people supported at home with assistive technology	N/A	N/A	30	130	230	330
15b	Households receiving intensive home care per 1,000 population aged 65 and over (PAF C28, BV53)	20.3	18.7	14.1	14	14	14
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)	173.9 (410 people)	To be set	To be set	To be set
	ii. Adults with disabilities receiving Individual Budgets at 31st March.	N/A	N/A	15	80	To be set	To be set
15d	Average length of time in weeks for major adaptations from initial assessment by Occupational Therapist to work being approved/commenced.	N/A	74 *	46	38	38	38

Scorecard Theme		Customers and Communities					
Corporate Objective		4. To promote health, independence and choice for all citizens.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	<p>15a: This 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. Targets have been revised in light of experience in implementing this new programme.</p> <p>15b: The re-ablement programme, the Intermediate Care Service, provided jointly with the PCT, and the uptake in Direct Payments have had the effect of reducing the numbers of people needing intensive home care, by helping them regain some or all of the skills and confidence needed to live independently. We believe that we are now closer to identifying and delivering the right balance of service provision between Intensive Home Care and other services and targets have been amended accordingly. However, it should be noted that people on Direct Payments are excluded from this PAF measure, so if Direct Payments increase then this figure may appear to reduce - although people will be getting intensive home care that is reported separately back to the Department of Health.</p> <p>15c: The two parts of this indicator are linked. 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, which became available as a pilot in 2006. However our plans are to support people to increase their use of either Direct Payments or Individual Budgets. We have agreed a target of 40 Individual Budgets by June 2007 with the Department of Health, and intend to reach 80 by March 2008. We expect the Government to announce later in the year that Person Centred Planning and Individual Budgets will be rolled out nationally after the pilot is concluded. Consequently we are now starting work to understand what impact this will have on the numbers of people we will be enabling to receive either Direct Payments or Individual Budgets. It is not possible to set realistic targets for 2008/09 onwards until this work had been progressed.</p> <p>15d: 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. Targets for the next 3 years have been changed to be in line with the national average. *The Commission for Social Care Inspectorate (CSCI) indicator was not recorded in 2005/06. This figure relates to Disabled Facilities Grants and excludes other adaptations carried out by the City Council</p>						

Scorecard Theme		Customers and Communities					
Corporate Objective		4. To promote health, independence and choice for all citizens.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
16a	Participation rates in cultural and leisure activities and sport						
	i) Attending arts events at least twice per year	N/A	32.5%	29.9%	29.0%	32.5%	33.5%
	ii) Participation in arts activities at least twice a year	N/A	51.1%	35.1%	35.0%	51.0%	52.0%
	iii) Access a museum at least twice a year	N/A	16.5%	23.0%	24.0%	25.0%	26.0%
	iv) Visit a historic site at least twice a year	N/A	16.0%	19.7%	20.7%	21.7%	22.7%
	v) Percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week.	N/A	25.5%	38.5%	39.5%	40.5%	41.5%
16b	GP Referral Scheme i) Number and percentage 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	23 referrals with 33% showing improved health measures at 12 weeks	40 referrals with 50% showing improved health measures	80 referrals with 60% showing improved health measures	120 referrals with 70% showing improved health measures

Corporate Plan Indicators

Scorecard Theme		Customers and Communities					
Corporate Objective		4. To promote health, independence and choice for all citizens.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
16b cont	ii) Number and percentage 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	6 (25%)	50%	60%	70%
16a: Data obtained from the annual Coventry Household survey. 16b: The GP Referral Scheme commenced in March 2006. A revised scheme is to be launched in September 2007							
17	Numbers of drug users in treatment	994	1222	1282	1470	1470	1470
The National Drug Strategy finishes in 2008 and future targets may be subject to revision depending on what replaces it.							

Scorecard Theme		Customers and Communities					
Corporate 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 No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
18	Gap in life expectancy between priority neighbourhoods and the rest of the city	2001-2003 average (calendar years)	2002 –2004 average (calendar years)	2003-2005 average (calendar years)			
	Men:						
	Priority neighbourhoods	69.8 years	69.1 years	68.8 years	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
	Rest of city	74.3 years	74.7 years	74.4 years			
	Gap	4.5 years	5.6 years	5.6 years			

Scorecard Theme		Customers and Communities					
Corporate 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 No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
18 cont	Women:				Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
	Priority neighbourhoods	74.4 years	74.6 years	74.7 years			
	Rest of city	79.7 years	80.0 years	80.3 years			
	Gap	5.3 years	5.4 years	5.6 years			
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	June 2006	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 % increase	£20,458 N/A	£22,028 7.7%	£25,425 N/A			
	Rest of city: Average amount % increase	£28,938 N/A	£31,646 9.4%	£33,385 N/A			
	This information is obtained from an annual survey carried out by independent market research company CACI Ltd. Data was collected differently in 2006 as compared to 2005. It is not therefore possible to provide a figure for % increase for this period.						
20	Attainment gap between children and young people living in priority neighbourhoods and the rest of the city	Summer 2004	Summer 2005	Summer 2006			

Scorecard Theme		Customers and Communities						
Corporate 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 No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	
20a	Key Stage 2 - percentage attaining level 4+ in English							
	Priority neighbourhoods	65%	64%	67%	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	
	Rest of city	83%	83%	85%				
	Gap	18%	19%	18%				
	Key Stage 2 - percentage attaining level 4+ in Mathematics							
		Priority neighbourhoods	59%	64%	66%	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
		Rest of city	78%	78%	78%			
		Gap	19%	14%	12%			
20b	Key Stage 4 Attaining 5+A*-C							
	Priority neighbourhoods	29.7%	28.4%	32%	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	
	Rest of city	55.7%	57.9%	59%				
	Gap	26%	29.5%	27%				

Scorecard Theme		Customers and Communities					
Corporate 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 No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
21	British Crime Survey comparator crimes	25,912 offences (2003/04 baseline)	22,419 offences	23,597 offences	20,728 offences	19,692 offences	18,707 offences
<p>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 2007/08 with 2003/04 (25,912 offences) as the baseline. The intention is to continue reducing offences but the target of further 5% reductions for 2008/09 and 2009/10 will be reviewed in the light of the Comprehensive Spending Review in October 2007, which will determine national PSA crime targets.</p>							
22	Residents 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	2006 95.1% in daytime 74.7% at night	Improvement in perceptions	Improvement in perceptions	Improvement in perceptions
This information is obtained from the annual Coventry Partnership Household Survey.							
22b	The percentage of residents surveyed satisfied with their neighbourhood as a place to live	2004 82.2% were satisfied	2005 81.2% were satisfied	2006 84.4% 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						
23a	Average percentage increase in bus usage on completed Primelines bus routes						
	At completion	N/A	30% (2 routes)	No new schemes completed	Increase in usage	All routes due to be completed by March 2008	Project completed
	After one year	N/A	N/A	N/A	N/A	End of project evaluation	Project completed

Scorecard Theme		Customers and Communities					
Corporate 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 No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
23b	Modal share of buses during peak times in morning and during day	2003	2005	No survey	2007	No survey	2009
	During peak times						
	Into city	18.0%	18.9%		Increase in modal share		Increase in modal share
	Out of city	18.3%	19.2%				
	During day						
	Into city	21.6%	22.2%		Increase in modal share		Increase in modal share
	Out of city	18.7%	19.3%				
23c	Satisfaction with Bus Service	2004	2005	2006	Improvement in satisfaction	Improvement in satisfaction	Improvement in satisfaction
	Priority Neighbourhoods	26.3%	27.4%	29.6%			
	Rest of City	32.1%	29.5%	40.8%			
	Gap	5.8%	2.1%	11.2%			
<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 March 2008.</p> <p>23a: Data on bus usage is collected before a Primelines scheme starts and on completion by City Council or appointed consultants Jacobs Babbie. The remaining four routes are now expected to be completed towards the end of the programme and as a result it has been decided not to carry out the planned bus usage surveys after one year. The Department of Transport requires a report by end of 2008 detailing where funding was spent and the effect on bus patronage and congestion. If funding becomes available a more detailed analysis of the effects of the programme will be carried out afterwards.</p> <p>23b: Centro provides data on modal shares every two years – survey carried out in October.</p> <p>23c: This information is obtained from the annual Coventry Partnership Household Survey</p>							

Scorecard Theme		Customers and Communities					
Corporate Objective		6. To make the city clean and green and tackle climate change.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
24	Proportion of land with unacceptable litter and detritus (BV199a)	37%	33%	21%	17%	14%	10%
Targets revised in light of significantly improved performance in 2006/07.							
25	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping' – BV 199d	N/A	N/A	Good	Good	Effective	Very Effective
This indicator is based on a combination of a reduction in incidence of fly tipping and an increase in actions taken against those fly tipping.							
26	Household waste						
26 a	Percentage of household waste recycled (BV82a(i))	10.04%	11.59%	13.16%	13.50%	13.50%	13.50%
26b	Percentage of household waste composted (BV82b(i))	6.55%	6.51%	11.51%	11.70%	11.70%	11.70%
Future targets will require further review once the outcomes from the review of the national waste strategy are known. In addition the city's own waste strategy will further advise these targets.							
27	Number of public parks with green flag quality award	0	0	2 new applications	2 awarded & 1 new application	3 awarded & 1 new application	4 awarded & 1 new application
The Green Flag award is a measure of quality relating to the management, operation and improvement of freely accessible public parks and green spaces. The continuation of the award each year also depends upon a re-application being made for each park.							
28	Develop and implement a city wide climate change strategy	N/A	N/A	N/A	Strategy finalised March 2008	To be developed	To be developed
A city wide climate change strategy is to be developed during 2007/08. This will include input from partners across the city. Targets for future years will be determined as part of the strategy.							

Corporate Plan Indicators

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
29	Performance against a set of core equality indicators from Equality Strategy	The Council has identified a number of key equality outcomes relating directly to its corporate objectives for 2007/08-2009/10 that will make a real difference to equality of opportunity in Coventry and provide strategic direction for the Council's Equality Strategy. Progress against the equality outcomes will be measured by the performance indicators set out below and will be reported and managed through the Council's performance management framework. It should be noted that indicators throughout this Plan also measure improvements in equality of opportunity and the Council will continue to work to improve equality of opportunity across all of its services and as an employer.					
From Corporate Objective 2 – To ensure the best quality education for all and that children and young people can achieve their maximum potential. Equality Outcome 1 - Improve the educational attainment of boys.							
	The percentage of boys in Coventry schools attaining 5 or more GCSEs at grades A* - C, including mathematics and English.	N/A	2005 - 31%	2006 – 33.9%	No target set	2008 – 38%	Target to be set at end of LPSA
	All pupil percentage	N/A	36.1%	37.8%	No target set	45%	N/A
From Corporate Objective 2 – To ensure the best quality education for all and that children and young people can achieve their maximum potential. Equality Outcome 2 – Ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care.							
	The percentage of looked after children in Year 11 that achieve 5 GCSEs at grade A* - C.	N/A	3.4%	2.4%	9.5%	16%	Target to be set at end of LPSA
	All pupil percentage	N/A	46.4%	47.9%	58%	Not set	N/A

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	<p>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.</p> <p>Corporate Plan Indicator 6b</p>	0.41	0.74	0.62	0.75	0.75	0.75
	<p>Percentage of children who had been looked after continuously for at least 12 months and were of school age who missed a total of at least 25 days of schooling for any reason during the previous year.</p>	N/A	18.3%	15.4%	13.6%	Not set	Not set
	<p>From Corporate Objective 3 – To regenerate the city and ensure people have a good choice of jobs and housing and transform the city centre. Equality Outcome 3 – Housing in Coventry will be more suited to those with special housing needs and will be located across communities to better meet the aspirations of the people who need it.</p>						
	<p>The number of housing units completed in the year for people with 'special needs'. (<i>Special needs housing is purpose built for people with particular needs. This could include frail elderly people, people who are physically disabled or have learning disabilities, mental health problems, impaired sight/hearing or any other specifically defined impairment</i>)</p>	97	48	8	167	98	100

Corporate Plan Indicators

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	<p>Number of new and additional affordable housing units completed in year.</p> <p>Corporate Plan indicator 13a</p>	120	154	254	350	450	500
<p>From Corporate Objective 3 – To regenerate the city and ensure people have a good choice of jobs and housing and transform the city centre. Equality Outcome 4 – Increase the number of people with health problems into paid work.</p>							
	<p>Number of people with health problems* in receipt of a DWP working age benefit helped by Coventry City Council into paid work of at least 16 hours a week for 13 consecutive weeks or more as measured by Coventry City Council and supported by Jobcentre Plus evidencing, where alternative sources are not made available.</p> <p>* A health problem that significantly limits a person's ability to carry out usual day-to-day activities, including the work a person can do.</p>	New	New	33	67 (Cumulative target for the LPSA – 100)	Project currently due to end March 2008	Project currently due to end March 2008
<p>From Corporate Objective 3 – To regenerate the city and ensure people have a good choice of jobs and housing and transform the city centre. Equality Outcome 5 – Increase the number of residents from priority neighbourhoods into employment.</p>							

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	Number of residents from priority neighbourhoods into employment.	New	New	300	600	Targets set on a yearly basis	Targets set on a yearly basis
From Corporate Objective 4 – To promote health, independence and choice for all citizens. Equality Outcome 6 – To enable disabled people to live full and independent lives and, where appropriate, to live longer in their own homes.							
	Number of people with learning disabilities known to the Council aged 18 – 64 helped into paid work.	N/A	N/A	12	15	15	15
	Adults with disabilities receiving Individual Budgets at 31st March. Corporate Plan Indicator 15cii)	N/A	N/A	15	80	To be set	To be set
	Average length of time in weeks for major adaptations from initial assessment by Occupational Therapist to work being approved/commenced. Corporate Plan Indicator 15d	N/A	74	46	38	38	38
From Corporate Objective 4 – To promote health, independence and choice for all citizens. Equality Outcome 7 – To enable older people to live full and independent lives and, in particular, to improve access to services for older people from black and minority ethnic communities to respond to identified needs and link to our commissioning strategy.							
	Under development						
Corporate Objective 4 – To promote health, independence and choice for all citizens. Equality Outcome 8 – To better meet the cultural needs of Coventry's black and minority ethnic communities.							
	Gap in attendance levels by black and minority ethnic (BME) groups at arts events and museums and City overall.						

Corporate Plan Indicators

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	Attending Arts events at least twice a year:	N/A			To narrow the gap between BME Groups attending and City overall	To narrow the gap between BME Groups attending and City overall	To narrow the gap between BME Groups attending and City overall
	Black and minority ethnic groups		21.9%	15.1%			
	City overall		32.5%	29.9%			
	Gap		10.6%	14.8			
	Access a museum at least twice a year:	N/A					
	Black and minority ethnic groups		12.4%	14.2%			
	City overall		16.5%	23.0%			
	Gap		4.1%	8.8%			
From Corporate Objective 4 – To promote health, independence and choice for all citizens. Equality Outcome 9 – To improve life expectancy of men in priority neighbourhoods							
	Gap in life expectancy between men in priority neighbourhoods and the rest of the city.	2002-2004 average	2002-2004 average	2003-2005 average	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods	Greater rate of improvement in priority neighbourhoods
	Priority neighbourhoods	69.8 years	69.1 years	68.8 years			
	Rest of city	74.3 years	74.7 years	74.4 years			
	Gap	4.5 years	5.6 years	5.6 years			
	First part of Corporate Plan Indicator 18						
From Corporate Objective 4 – To promote health, independence and choice for all citizens. Equality Outcome 10 – To improve health and reduce health inequalities in Coventry by increasing the number of people who quit smoking.							

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	Smoking prevalence in priority neighbourhoods as measured by the annual Coventry Partnership Household Survey.	N/A	35.2%	39.6%	34%	Target to be set at end of LPSA	Target to be set at end of LPSA
From Corporate Objective 4 – To promote health, independence and choice for all citizens. Equality Outcome 11 – To improve the health of Coventry's children and support the theme of the Every Child Matters agenda, by increasing the take up of free school meals across primary schools in the city.							
	Take up of free school meals across primary schools in the city as percentage of those entitled to them.	New	New	New	Being developed	Being developed	Being developed
From Corporate 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. Equality Outcome 12 – To reduce the level of domestic violence in Coventry by improving the confidence of people experiencing domestic violence in the criminal justice system.							
	Number of individuals reporting domestic violence and abuse to the police	N/A	N/A	N/A	13,608	N/A	N/A
From Corporate Objective 4 – To create a city where people feel safe and confident and where no one is disadvantaged by the neighbourhood in which they live. Equality Outcome 13 – To reduce the number of incidents of hate crime in Coventry by increasing the confidence of people experiencing hate crime in the criminal justice system.							
	Number of hate crime incidents reported to the police: Race Sexual orientation Disability	378 N/A N/A	403 24 N/A	432 19 1	Being developed	Being developed	Being developed
From Corporate Objective 6 – To make the city clean and green and tackle climate change. Equality Outcome 14 – To narrow the gap between priority neighbourhoods and the rest of the city terms of cleanliness.							

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	<p>Gap between priority neighbourhoods and the rest of the city in terms of proportion of land with unacceptable litter and detritus</p> <p>City average Priority neighbourhoods Rest of city Gap</p> <p>Linked to Corporate Indicator 24</p>						
	<p>Gap between priority neighbourhoods and the rest of the city in terms of percentage of people satisfied with cleanliness standards in their neighbourhoods as measured by the annual Coventry Partnership Household Survey.</p> <p>City average Priority neighbourhoods Rest of city Gap</p>						
<p>Management Objective 16 – Build a representative workforce fairly treated. Equality Outcome 15 – To increase the number of disabled people, particularly those with learning difficulties, employed by the Council.</p>							

Scorecard Theme		Customers and Communities					
Corporate Objective		7. Actively promote equality so that people from different backgrounds have similar life opportunities.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
	Percentage of employees with a disability Corporate Plan Indicator 46d	4.57%	6.26%	5.81%	6.50%	7.00%	7.50%
	Number of people with a learning disability participating in a work placement scheme.	New	New	New	Baseline to be developed in 2007/08	To be set	To be set
	Number of people with a learning disability entering employment. i) Full time ii) Part time	New	New	New	Baseline to be developed in 2007/08	To be set	To be set
Management Objective 16 – Build a representative workforce fairly treated. Equality Outcome 16 – To increase the percentage of senior black and minority ethnic employees of the Council.							
	Percentage of black and minority ethnic employees at Grades 7 and above.	New	New	New	Baseline to be developed in 2007/08	To be set	To be set

Corporate Plan Indicators

Scorecard Theme		Budgets					
Management Objective		8. Ensure sound management of the Council's resources.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
30	Annual Governance Report	Unqualified report January 2005	Unqualified report January 2006	Not yet available	Unqualified report with all previous recommendations implemented	Unqualified report with all previous recommendations implemented	Unqualified report with all previous recommendations implemented
31	CPA Use of resources judgement -Financial Reporting -Financial Standing -Internal Control	3 out 4 on 2003 methodology	3 2 2	2 2 3	3 3 3	4 4 4	4 4 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 three have been used for the purpose of this indicator. (Financial Management is included as an indicator under objective 9 - Deliver the Council's Medium Term Financial Strategy to meet corporate objectives and balance the budget. Value for Money is included as an indicator under objective 13 - To improve the efficiency of the services we provide).</p>							

Scorecard Theme		Budgets					
Management Objective		9. Deliver the Council's Medium Term Financial Strategy to meet corporate objectives and balance the budget.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
32	CPA Use of Resources Judgement -Financial Management	3 out 4 on 2003 methodology	3	3	3	4	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 financial management is one part. The financial management score includes key lines of enquiry relating to the management of the Council's asset base.</p>							
33	Use of reserves to produce a balanced revenue budget	£7.8m	£5.2m	£5.0m	£4.0m	£2.0m	£0m
<p>These targets are included in the Council's Medium Term Financial Strategy.</p>							

Scorecard Theme		Budgets					
Management Objective		10. Maximise Resources.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
34	Percentage of Council Tax collected (BV9)	95.1%	95.4%	95.5%	96.0%	97.5%	97.6%
	The introduction of a new computer system in 2006/07 has temporarily impacted on collection rates for 2006/07 and targets for 2007/08 have been reduced accordingly.						
35	Percentage of NNDR collected (BV10)	99.6%	99.1%	98.8%	99.3%	99.8%	99.8%
	NNDR=National Non Domestic Rates (Business Rates). The introduction of a new computer system in 2006/07 has temporarily impacted on collection rates for 2006/07 and targets for 2007/08 have been reduced accordingly.						

Corporate Plan Indicators

Scorecard Theme		Improving the way we work and deliver value for money					
Management Objective		11. To improve the quality of our service delivery.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
36	Department for Work and Pensions (DWP) Rating for Housing Benefits	Fair	2 (Fair)	2 (Fair) 3 (self assessment)	3 (Good) 4 (self assessment)	4	4
The Performance Standards ratings range from Level 1 to Level 4 (highest). The published rating for 2006/07 remains at '2' but based on a self assessment of performance during 2006/07, performance now equates to '3'.							
37	Condition of roads and pavements:						
37a	Principal roads needing repair (BV223)	N/A New methodology used nationally	27%	N/A	25%	24%	N/A
37b	Other main roads needing repair (BV224a)	N/A New methodology used nationally	35%	N/A	33%	32%	N/A
37c	Proportion of pavements needing repair (BV187)	20.11%	35%	35%	30%	28%	N/A
38	Percentage of Planning applications determined within						
38a	13 weeks - Major (BV109a)	54%	68.75%	60%	60%	60%	60%
38b	8 weeks - Minor (BV109b)	68%	73.10%	80%	65%	65%	65%
38c	8 weeks – Other (BV109c)	80%	81.50%	87.1%	80%	80%	80%
The targets set are government development control targets.							

Scorecard Theme		Improving the way we work and deliver value for money					
Management Objective		12. To improve access to the services we provide.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
39	Customer access to services						
39a	The range of service enquiries that can be resolved at the first point of contact.	N/A	N/A	N/A	Establish a new service redesign programme and timescale for aligning services with the contact centre and one stop shops.	To be developed	To be developed
39b	Services that are accessible via the Council's website on a fully transactional basis.	N/A	N/A	N/A	Establish a programme and timescale for increasing access to services on a fully transactional basis via the Council's website.	To be developed	To be developed
<p>These are new indicators that are being developed to measure the effectiveness of services provided through the Council's customer access points.</p> <p>39a: Defining at what point an enquiry will be classified as resolved will be determined on a service-by-service basis.</p> <p>39b: Transactional services enable a customer to resolve their own enquiry electronically, by enabling a two way exchange of information.</p>							

Corporate Plan Indicators

Scorecard Theme		Improving the way we work and deliver value for money					
Management Objective		13. To improve the efficiency of the services we provide.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
40	CPA Use of Resources Judgement -Value for Money	N/A	2	2	3	4	4
The Value for Money score is one of five parts of the Comprehensive Performance Assessment use of resources judgement. The other four feature under objectives 8 and 9.							
41	Implementation of the Value for Money Strategy						
41a	Number of senior managers undertaking VFM training	N/A	N/A	N/A	150	To be determined	To be determined
41b	Number of VFM reviews completed	N/A	N/A	5	10	10	10
41c	VFM savings achieved	N/A	N/A	N/A	£0.5m	£1.5m	£3.0m
42	Annual Efficiency Statement	N/A	£8.75m cumulative efficiency gains	Not available until July 2007	Efficiency gain of 2.5% £18.782m cumulative	Targets to be determined	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.							

Scorecard Theme		People					
Management Objective		14. Ensure Councillors are well trained and well supported.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
43	Support for Elected Members						
43a	Average number of training hours per councillor	22	23.7	27.9	29	31	33
43b	Percentage of Members satisfied or very satisfied with training	High	79%	79%	85%	90%	95%
43c	Percentage of Members satisfied or very satisfied with support provided to them	N/A	77%	55%	80%	85%	85%
Satisfaction with training and support is obtained from an annual survey of Members introduced in 2005/06.							

Scorecard Theme		People					
Management Objective		15. Develop the skills, competencies and motivation of our workforce.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
44	Percentage of individual appraisals carried out for employees in post for last 12 months	80%	80%	84%	100%	100%	100%
45	Average no. of days per employee spent on training and development activity	N/A	2.08	2.45%	3	3	3

Corporate Plan Indicators

Scorecard Theme		People					
Management Objective		16. Build a representative workforce fairly treated.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
46	BV employment equality indicators						
46a	Percentage of top-paid 5% of staff who are women (BV11a)	46.78%	47.49%	47.05%	49.00%	50.00%	50.00%
46b	Percentage of top-paid 5% of staff who are from an ethnic minority (BV11b)	4.20%	4.49%	5.24%	6.00%	6.50%	7.00%
46c	Percentage of top-paid 5% of staff who have a disability (BV11c)	6.10%	5.73%	5.37%	6.00%	6.50%	7.00%
46d	Percentage of employees with a disability (BV16a)	4.57%	6.26%	5.81%	6.50%	7.00%	7.50%
46e	Percentage of employees who are from an ethnic minority (BV17a)	10.67%	10.90%	12.05%	13.00%	14.00%	14.50%
<p>Targets have been reviewed to reflect the last two years' trends. Up until 31/3/07 the definition of a BV employee excluded those with zero pay or zero hours – this has been changed, bringing, amongst others, approx 270 Adult Education Lecturers into the calculation.</p> <p>In order to place targets for 46d and 46e in context, the percentages of the economically active population who have a disability or who are from an ethnic minority are 15.49% and 16.45% respectively using latest census data. People from white ethnic minority categories are not included in indicators 46b and 46e in line with the Best Value Performance Indicator definition.</p>							
47	Number of employee grievances upheld or partly upheld.	6 (out of 27 recorded)	8 partly upheld (out of 37 recorded)	11 upheld 5 partly upheld (out of 57 recorded)	0	0	0
<p>The target is set at zero as the Council wishes to ensure that no employee experiences situations that give rise to justified grievances. A revised grievance procedure is shortly to be launched, the aim of which is to reduce numbers of formal grievances enabling more informal resolution of complaints.</p>							

Scorecard Theme		People					
Management Objective		17. Maintain a healthy and safe workforce.					
Indicator No.	Indicators	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2007/08	Target 2008/09	Target 2009/10
48	Incidents (Accidents & Assaults)						
48a	Number of RIDDOR reportable incidents (accidents & assaults) to the H&S Executive	78	76	98	85	85	80
48b	Number of incidents (accidents & assaults at work) resulting in time lost (per 100 employees)	0.89	0.69	0.81	1.00	1.00	0.9
<p>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. The title of this indicator has been changed to include assaults as well as accidents. Future targets will be reviewed in light of performance.</p> <p>48a: The HSE requires both accidents and assaults to be reported and the data for 2006/07 onwards includes both.</p> <p>48b: This will include assaults from 2007/08 as assaults may lead to time off work.</p>							
49	Number of assaults on employees	1052	1033	933	1100	1100	1000
<p>Although the number of assaults has dropped over the previous 3 years, the target for 2007/08 only partly reflects this. The Prevention of Work Related Violence Policy and campaign that was launched on 30 January 2007 is likely to increase the level of reporting, although it will take some time for the campaign to gather momentum and have an impact.</p>							
50	Average number of working days lost due to sickness absence (BV12)	13.22	12.18	11.36	10.65	10.0	9.8

Checklist of Indicators

Checklist of indicators used in the Corporate Plan 2006/07

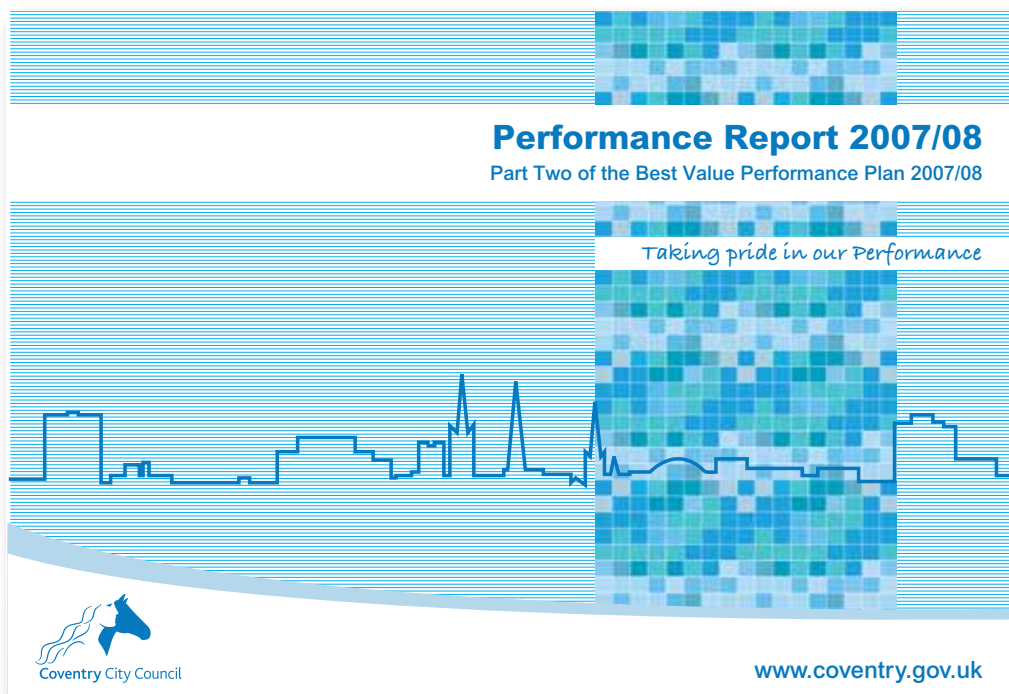
2006/07 Indicator no.	Indicator	Change made for 2007/08 if any
1	Annual CPA score	
2	Citizens satisfied with the overall service provided by their authority (BV3)	
3	Number of Ombudsman complaints, where the finding is of maladministration or we have reached a local settlement	
4	Joint Area Review of Children's Services	Deleted as JAR will not be carried out again
5	Annual Performance Assessment of Children's Services	Now indicator 4
6	Educational attainment gap between Coventry and the national average	Now indicator 5
7	Education, training and employment of care leavers	Now indicator 6
8	Support for vulnerable children	Now indicator 7
9	Employment rate of 16 – 65 year olds	Now indicator 8
10	Average job vacancies per month in the city over a year	Now indicator 9
11	City Centre activity	Now indicator 10
12	Average household income in the city as a percentage of national household income	Now indicator 11
13	Progress on the Swanswell initiative	Now indicator 12
14	Progress on the Housing Strategy	Now indicator 13
15	Support for adults and older people	
16	Cultural and leisure activities	Enhanced definition
17	Number of drug users in treatment	
18	Gap in life expectancy between priority neighbourhoods and the rest of the city	
19	Gap between average household income in priority neighbourhoods and the rest of the city	
20	Attainment gap between children living in priority neighbourhoods and the rest of the city	
21	British Crime Survey comparator crimes	
22	Resident perceptions	
23	Bus usage	Addition of 23c Satisfaction with bus service

Checklist of indicators used in the Corporate Plan 2006/07

2006/07 Indicator no.	Indicator	Change made for 2007/08 if any
24	Proportion of land with unacceptable litter and detritus (BV199a)	
25	Number of incidents of fly tipping at identified hotspots	Replaced with new indicator BV199d
26	Household waste	
27	Number of parks with green flag quality awards	
28	Level of Equality Standard achieved on a scale of 1 to 5	Deleted and replaced with new indicator 29
29	Quality of the Council's Race Equality Scheme and improvements resulting	Deleted and replaced with new indicator 29
30	Performance against a set of core equality indicators covering employment, education, housing, crime and environment	Now indicator 29, new definition - Performance against a set of core equality indicators from Equality Strategy
31	Annual audit letter	Now indicator 30 and renamed Annual Governance Report
32	CPA Use of Resources judgement	32 a, c and d now indicator 31, 32b remains 32
33	CPA Use of Resources judgement – value for money score	Now indicator 40
34	Percentage of Council Tax collected (BV9)	
35	Percentage of NNDR collected (BV10)	
36	DWP Rating for Housing Benefits	
37	Conditions of roads and pavements	
38	Time to determine planning applications	
39	Number of DCLG Priority Outcomes achieved relating to the availability of Council Services through electronic delivery means	Deleted and replaced with new indicator 39 Customer Access to services
40	Progress against milestones for Coventry Direct	Now indicator 39 - Replaced with new indicator, Customer access to services
41	Annual Efficiency Statement	Now indicator 42
42	Property Management	Deleted as expected national indicators were not introduced
43	Support for Elected Members	
44	Percentage of individual appraisals carried out for employees in post for last 12 months	

Checklist of indicators used in the Corporate Plan 2006/07

2006/07 Indicator no.	Indicator	Change made for 2007/08 if any
45	Average number of days per employee spent on training and development activity	
46	BV employment equality indicators	
47	Number of employee grievances upheld or partly upheld	
48	Accidents	Enhanced definition
49	Number of assaults on employees	
50	Average number of working days lost due to sickness absence	



What is the Performance Report?

Our Performance Report contains information about the Council's progress in the preceding year, including details of performance and future targets for all Best Value Performance Indicators.

The Council is responsible for the preparation of the Performance Plan, for the information and assessments set out within it, and the assumptions and estimates on which they are based. The Council is also responsible for setting in place appropriate performance management and internal control systems from which information and assessments in the Plan have been derived.

The Best Value Performance Plan has been produced in accordance with the requirements of the Local Government Act, 1999, and follows guidance issued by the Department for Communities and Local Government. The Council is satisfied that the information and assessments included in the Plan are in all material aspects accurate and complete and that the Plan is realistic and achievable.

For copies of the Performance Report or further information about this plan, please contact us on:

Telephone: 024 7683 1090

Minicom: 024 7683 1093

Fax: 024 7683 1106

E-mail: corporate.policy@coventry.gov.uk

Or you can write to us at:

Corporate Policy Unit

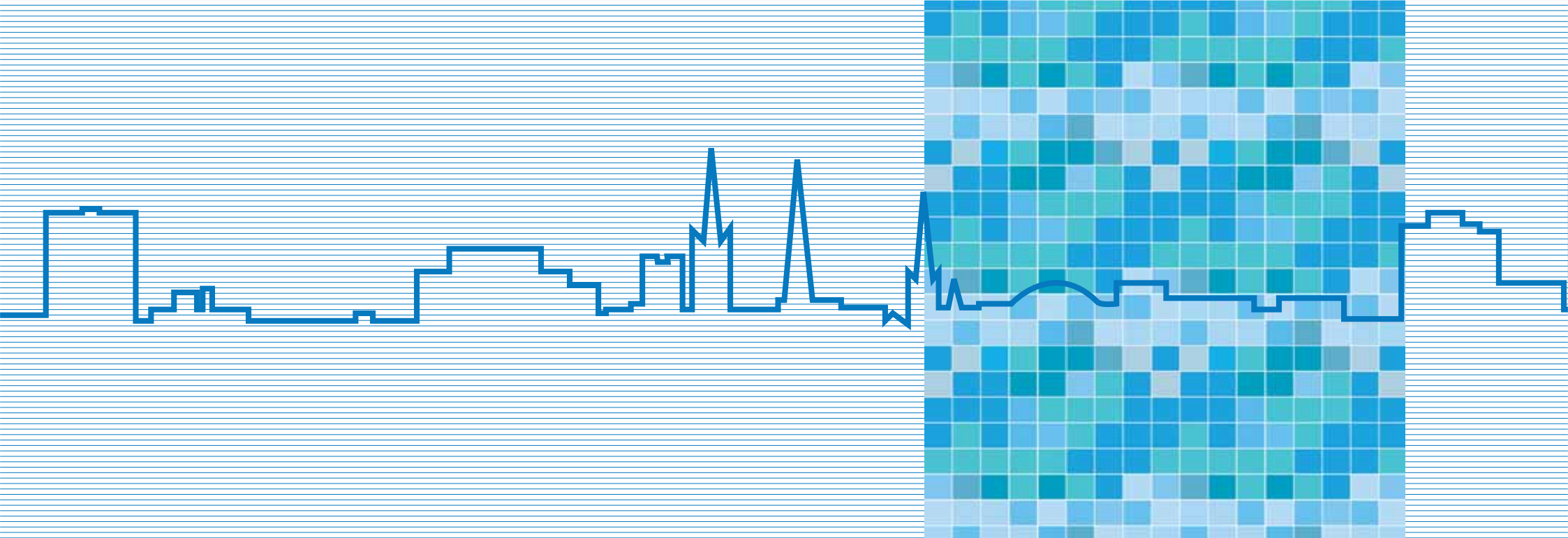
FREEPOST CV3098

Council House

Earl Street

Coventry CV1 5RR

Taking pride in our Performance



If you need this information in another format or language please contact us.

Telephone: 024 7683 1090

Minicom: 024 7683 1093

Fax: 024 7683 1106

email: corporate.policy@coventry.gov.uk



Coventry City Council

www.coventry.gov.uk