
**Cabinet
Council**

**21st June 2011
28th June 2011**

Name of Cabinet Member:

Cabinet Member (Strategic Finance and Resources) Councillor Duggins

Director approving submission of the report:

Assistant Chief Executive

Ward(s) affected:

N/A

Title:

Local Area Agreement and Corporate Plan – Progress Report 2010/11

Is this a key decision?

No

Executive summary:

This report provides a review of performance over 2010/11 against the priorities in the Local Area Agreement and the Corporate Plan management objectives.

The Local Area Agreement and the current Council's Corporate Plan have both reached their third and final year. The Coventry Sustainable Community Strategy, which provided the long term context for these, has been reviewed.

Progress was reported at the half year on 30 November 2010 and has informed the review of the Sustainable Community Strategy, Coventry Partnership's priorities and the new Council Plan which will all be introduced from 2011/12. These are the subject of other reports at this Cabinet meeting.

During 2010 the Government announced changes to the national performance framework for local government, removing the requirement to produce Local Area Agreements and report progress on them to government, abolishing the Comprehensive Area Assessment and replacing the National Indicator Set with a single comprehensive list of all the data that it expects local government to provide to central government.

Recommendations:

Cabinet and Council is recommended to review the progress reported on the Local Area Agreement and Corporate Plan and to take account issues arising when considering the priorities in the revised Sustainable Community Strategy and Council Plan.

List of Appendices included:

Appendix 1	Overall Summary, Coventry Local Area Agreement, End Year Performance Report 2010/11
Appendix 2	LAA indicators - Summary of performance in relation to target
Appendix 3	Theme summaries by priority
Appendix 4	Corporate Plan, Review of Corporate Management Objectives 2010/11

Other useful background papers:

Coventry Local Area Agreement, End of Year Performance Report 2010/11, Full Report

http://www.coventry.gov.uk/info/200009/performance/324/council_performance

Download from Council performance page.

Sustainable Community Strategy

<http://www.coventrypartnership.com/sustainable>

Local Area Agreement 2008/09 – 2010/11

<http://www.coventry.gov.uk/ccm/navigation/council--government-and-democracy/council/council-policies-and-plans/local-area-agreement/>

Local Area Agreement Refresh 2010/11

<http://cmis.coventry.gov.uk/CMISWebPublic/MeetingDocuments.aspx?meetingID=1571>

Refresh of the Local Area Agreement 2009/10

<http://cmis.coventry.gov.uk/CMISWebPublic/Meeting.aspx?meetingID=1375>

Council Corporate Plan Part 1 and Part 2 2008/09 – 2010/11

<http://www.coventry.gov.uk/ccm/navigation/council--government-and-democracy/council/council-policies-and-plans/corporate-plan/>

Has it or will it be considered by scrutiny?

Following the presentation of this report to Cabinet, the Scrutiny Co-ordination Committee will use the progress reports to help to inform the future work programmes for the Scrutiny Boards.

Has it, or will it be considered by any other council committee, advisory panel or other body?

Yes

The Local Area Agreement report will be considered by the Local Public Service Board of the Coventry Partnership on 9th June 2011.

Will this report go to Council?

Yes - 28th June 2011

Report title:
Local Area Agreement and Corporate Plan – Progress Report 2010/11

1. Context

1.1 The Council and Coventry Partnership agreed Coventry's Sustainable Community Strategy (SCS) in March 2008, setting out the vision and priorities for Coventry. The three year Local Area Agreement (LAA) set out the measures and targets that would assess progress towards these priorities. The LAA was signed off by Government in June 2008 with a refresh of some targets agreed in March 2009 and March 2010. This report covers performance over the three years.

1.2 In September 2008, the Council adopted its Corporate Plan 2008-11, aligning its corporate objectives with the SCS and building the LAA indicators into its performance management framework. The balanced scorecard sets out the Council's corporate objectives and management objectives.

1.3 On 13th October 2010 the Secretary of State for Communities and Local Government announced that the Government no longer required local authorities to report to them on progress against the targets in the LAA and that they would no longer be monitoring performance. The National Indicator set, from which the LAA indicators are drawn has been replaced with a single comprehensive list of data that central government expects from local government.

1.4 However, as the LAA reflected the priorities identified for Coventry through the SCS and for the Council through its Council's Corporate Plan, progress has continued to be reported until this final year.

1.5 A review of the SCS has been completed and a revised SCS was agreed by the Coventry Partnership in April. This will be brought to this Cabinet meeting. The recent Government announcement means that there will be more freedom locally to set measures and targets that are useful to us for assessing and managing progress, as well as reporting transparently to local people.

1.6 The Council's performance management framework has been revised for 2011 to make sure that it meets the organisation's needs and delivers the agreed priorities.

2. Options considered and recommended proposal

Local Area Agreement Progress

2.1 Progress has been reported every six months and this report presents performance over the three years. The overall summary of progress, highlighting both significant progress and areas requiring action by lead organisations and partners is attached as Appendix 1.

2.2 An overview of the progress made towards the targets set for all of the indicators is shown in appendix 2. For each indicator, the chart shows the progress that has been made from the baseline year identified in the LAA to the end year target 2010/11. Where there is no data available for 2010/11, performance is shown against target for the most recent full year. Two indicators are omitted from the chart because the indicator is no longer measured and the surveys from which they were drawn have ceased. Progress from the baseline is expressed as a percentage of the 100% target and does not represent an actual performance value. The chart shows that performance for:-

45% (19 indicators) met or exceeded the target
37% (16 indicators) did not meet target but made progress
2% (1 indicator) stayed the same
16% (7 indicators) got worse

This chart only provides an indication of the direction of travel for each measure and should be read in conjunction with the more comprehensive information available on each indicator which includes detailed information on targets and performance, as well as contextual information.

2.3 A detailed report for each performance indicator can be found in the full LAA End of Year Performance Report, can be viewed or downloaded from the Council web site.

http://www.coventry.gov.uk/info/200009/performance/324/council_performance

Each Performance Indicator has its own report card – one side of paper showing performance graphically compared to target. It also shows previous performance and comparative information where this is available. It should be noted that there are time delays in reporting on some indicators where this means that we are unable to report against the current year target. Also included in this report is new and updated information for the 2009/10 reporting year which was either unavailable or which was provisional at the half-year in November. The data is supported by a brief Performance Story, an explanation of progress to date and future action that is planned.

2.4 Each SCS Theme has a theme summary, which summarises progress against each of the short term priorities. There is also a red or green ratings for each of the indicators in that theme priority denoting progress and whether the indicator has met its LAA target. The theme priority summaries are attached as Appendix 3.

2.5 The Council has developed Facts About Coventry - a data management system - in conjunction with the Coventry Partnership to improve the quality, timeliness and accessibility of information to support decision-making and performance management. The performance management software forms part of this system and continues to be developed and improved in response to user feedback. As a result of this feedback there have been some changes to the presentations of the report cards used for this report. The final version of the LAA end year report will be available on Facts About Coventry by the end of June.

Corporate Plan Progress

2.6 The City Council agreed its Corporate Plan in September 2008, aligning its corporate objectives with the priorities in the SCS. The supporting performance indicators were revised to include all national indicators in the Local Area Agreement as well as other national and local indicators that would help to measure progress.

2.7 The summary of progress for SCS themes based on the LAA indicators provides a partial overview of progress against the Council's corporate objectives. A full report on progress against the Council's management objectives is attached at Appendix 4.

3. Results of consultation undertaken

3.1 There is no consultation as part of this report although some of the national indicators have drawn on the results of national consultation exercises.

4. Timetable for implementing this decision

4.1 This report covers the final year performance for the Local Area Agreement and current Corporate Plan. Other reports being considered at this Cabinet Meeting are the revised Sustainable Community Strategy and the new Council Plan and these reports will set out the timetable for implementation of future priorities.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

There are no specific financial implications. The Council's performance in relation to its key priorities should be considered alongside future budget proposals.

5.2 Legal implications

The Council is no longer obliged to report to government on local improvement targets in the Local Area Agreement, the requirement to do so having been revoked by the Secretary of State for Communities and Local Government on 13th October 2010.

6. Other implications

6.1 How will this contribute to achievement of the council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / LAA (or Coventry SCS)?

This report summarises progress that has been made against the priorities in the Sustainable Community Strategy and is reported against each of the themes. It provides detailed progress against the targets of the Local Area Agreement and describes further actions planned.

Progress against SCS and council priorities has helped to shape the new Council Plan to be considered at this Cabinet meeting.

6.2 How is risk being managed?

Risks to achieving the required levels of performance are identified in the individual report cards.

6.3 What is the impact on the organisation?

There are no impacts on staffing/human resources, information and communications technology, accommodation, assets, or the Council's corporate parenting responsibilities arising directly from this report. However the review of corporate plan management objectives addresses some of these issues and is used to support organisational improvement.

6.4 Equalities / EIA

"A more equal Coventry with cohesive communities and neighbourhoods" is a cross-cutting theme of the Sustainable Community Strategy. The positive and negative impact on specific groups in the community or areas of the city was identified as part of the LAA indicator action plans and actions included to address specific issues identified. A set of equality outcomes and targets was developed as a result of this analysis and overall progress is reported through the Theme Summary "A more equal Coventry with cohesive communities and neighbourhoods".

6.5 Implications for (or impact on) the environment

"Improving Coventry's environment and tackling climate change" is a cross-cutting theme of the Sustainable Community Strategy. As well as the specific indicators that report on progress in this area all indicator leads have considered any wider implications as part of their action plans.

6.6 Implications for partner organisations?

Partner organisations are involved both in leading on and contributing to the delivery of priority indicators.

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Members: Cllr George Duggins	Cabinet Member	Strategic Finance and Resources	24.05.11	24.05.11

This report is published on the council's website:

www.coventry.gov.uk/cmis

Coventry Local Area Agreement End of Year Performance Report 2010/11

Overall Summary

Sustainable Community Strategy Theme

A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents

The economic downturn has continued to have an impact on the city. Partners have been working hard to ensure opportunities are created for those who have found themselves newly unemployed and for young people in the transition from education to work. In 2010, 5.8% of 16 to 18 year olds were not in education, employment or training (NEET); this was an improvement on 5.9% in 2009 but below the 2010/11 target of 5.6%. This is still positive in the context of limited job opportunities and withdrawal of the Education Maintenance Allowance funding in January 2011. With regard to skills levels in the city, previous years have shown year on year improvement in the number of people holding level 2 or 3 qualifications but data for 2010/11 is not yet available. There has been an increase in the number of adult apprenticeships each year since 2007 and Level 3 Train to Gain numbers have increased as have college enrolments. A number of initiatives, including working closely with local universities, are in place to better understand issues facing graduates in gaining employment and to offer specific tailored support. In May 2010, 15.4% of Coventry's residents claimed out of work benefits, compared to the England average rate of 12.4%. There has been an increase year on year since May 2008 when the rate was 13.6%. The revised target for this indicator was to ensure that the gap between the Coventry and the England average did not widen beyond 3.2% and this was achieved. The fall in business start-ups in the city has been significantly steeper in Coventry than elsewhere. The 2010 data is not yet available and the release of this will enable a more thorough examination of the underlying trends to take place.

People of Coventry living longer, healthier, independent lives

The Relationship and Sex Education core package and Chlamydia screening are two works strands of the wider Sexual Health Strategy. Although the 2010/11 target for Chlamydia screens is unlikely to be met, the proportion of the target population tested has increased year on year. The teenage pregnancy rate continues to be of concern and, although the rate for 2009 was lower than that for 2008, it is still higher than the original baseline. Obesity in year 6 primary school age children remains high. A Healthy Weight strategy was ratified in November 2010 and an action plan has been developed with partners across the city to address the city's obesity issues. Based upon the latest 2009 performance data, mortality rates have improved for both males and females and the targets for both were achieved. The number of 4 week smoking quitters has increased year on year over the last three years, however still remains below the LAA target and the original baseline. Since April 2010 Coventry has increased the number of providers delivering stop smoking services which is making services more accessible to local residents. National Drug Treatment Monitoring system figures indicate that both the number of clients starting new treatment and the proportion of clients retained in treatment for at least twelve weeks has continued at a higher level over the past year. Coventry provides a wide range of support to adults, older people and carers, not all of which is recognised in the indicators for social care. Whilst the target was met for people receiving self directed support, this was not the case for people helped to live independently through social care services. The Promoting Independence Framework is being delivered to support citizens to get the best advice and support to maintain their independence.

A safer more confident Coventry

The number of serious violent crimes reduced during 2010/11, as did the assault with injury crime rate. Violent crime remains a priority for the community safety partnership, more specifically domestic violence and abuse, public place/night time economy and hate. Provisional statistics indicate that there is a reduction in the number of repeat incidents of domestic violence through the Multi Agency Risk Assessment Conference (MARAC) process. Changes to the process have been implemented which mean that there is improved identification and management of the most vulnerable and at risk victims of domestic violence before reaching MARAC requirements. Serious acquisitive crime has increased in 2010/11 with high levels of burglary of dwellings, robbery and to a lesser extent vehicle crime. The Partnership is working on interventions aimed to prevent and deter opportunities for offenders to operate. Over the three year period the number of young people reoffending has reduced year on year, however, based on provisional data the indication is that the target will be narrowly missed. Coventry has successfully implemented the Integrated Offender Management model which has ensured that those young people that present the most risk of offending are effectively targeted. There has been continued reduction in the number of first time entrants to the criminal justice system aged 10 – 17.

Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be

Levels of litter in Coventry's priority neighbourhoods, which contain a large proportion of Coventry's high density housing, went down from 14% in 2009/10 to 10% in 2010/11. The gap in levels of litter between Coventry's priority neighbourhoods and non priority neighbourhoods has reduced from 2.43% for 2009/10 to 2% for 2010/11. A new model for Street Cleansing and Grounds Service was fully implemented in all three areas of the city (North East, North West and South) by June 2010. It was recognised that some areas of the city needed additional resources to deliver the required service levels and this has meant that resources are targeted to make a greater difference in cleanliness in priority neighbourhoods. Over the course of the three year period, the number of enforcements for fly tipping has increased year on year and more offenders have successfully been brought to justice. Over the same period there has also been a reduction in fly tipping of approximately 8%. During the last twelve months however there was a slight increase in fly tipping which has meant that the target score of "very effective" was not achieved and the service classified as "not effective". For the city to continue to tackle fly tipping progress needs to be maintained in deterring commercial fly tippers and in addition to reduce domestic fly tipping. Domestic fly tipping tends to be more random in nature and therefore it is more difficult to detect and apprehend offenders.

Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution in Coventry

The recent Ofsted inspection of Safeguarding and Looked After Children reflected that the wider outcomes for children in need and looked after children are generally good. However the inspection also highlighted some issues with ensuring that Coventry's looked after children were healthy, and this is likely to be a priority in the coming year. Child and Adolescent Mental Health services have improved and the maximum score of 16 has been received in the self assessment. The percentage of initial assessments for Children's social care carried out within 7 days has declined and the LAA target has not been met; this picture is also mirrored nationally. The national timescale for completion has increased from 7 to 10 working days since 1 April 2011. Long term stability of placements for looked after children has declined slightly, although it is anticipated that performance will improve due to new initiatives in the coming year. There has been good progress in attainment at all levels although a number of LAA targets have been narrowly missed. In 2010, 53.3% of children achieved the expected level of achievement for the Early Years Foundation Stage, a 4% point improvement on the previous year. The rate of progress is fastest in schools receiving targeted intervention and support from the local authority. At key stage 1 (7 year olds) there has been continued improvement in reading, writing and mathematics at the expected level. At key stage 2 (11 year olds) there was a 4% point improvement in the number of children making the expected rate of progress in mathematics and English. Students attaining 5 A* - C GCSE grades including English and Maths rose by nearly 4% points to 51.7% and for 5 A*-C grades by over 12% points to 82.2%. There were also improvements in the attainment of looked after children at Key Stage 4 (GCSE) and also at Key Stage 2 mathematics although not in English. Targeted work is undertaken to support teachers to improve provision and outcomes for looked after children. The Attendance Strategy has had a positive impact and attendance has improved in both primary and secondary schools. Persistent absence has reduced in all phases of education.

A good choice of housing to meet the needs and aspirations of the people of Coventry

Over the three years 2008-11, the target was to create a total of 2,890 new dwellings of which 912 were planned to be affordable housing units. Over this period 1,881 new dwellings were constructed, of which 951 were affordable housing units. Although this suggests that half of total housing delivery for 2008-11 has been affordable, it is important to stress that there are technical differences between the definition of completion and the affordable housing totals do not consider dwellings lost to demolition etc. The failure to meet the overall targets for new additional homes is principally a result of the economic downturn and its impact on the housing market. Over the 3 year period many schemes were either abandoned or delayed. In some cases private schemes were sold at a discounted rate to Registered Providers or benefitted from a period of increased Homes and Community Agency grant funding. It has been these practices that have helped boost affordable homes figures during a period of general housing decline and helped meet housing need.

Making places and services easily accessible for Coventry people

A wide range of interventions have contributed to improving accessibility and reducing car use, particularly during peak periods. As a result congestion has reduced and the level of car use on the journey to school is now the lowest in the West Midlands Metropolitan Area. This has helped to get people more active through walking and cycling, as well as helping people to get to key services such as shops, leisure and health facilities. Other studies such as the Coventry Cordon Survey show that levels of walking and cycling are increasing. For example the average number of pedestrians entering and leaving the City Centre during the morning peak has risen from 15,500 to 20,000 since 2001. The number of passengers using Coventry Station has also increased in recent years.

A creative active and vibrant Coventry

Adult participation in sport and active recreation is measured through the Active People Surveys conducted by Sport England. The provisional performance of 20.9% for 2010/11 suggests that there has been an increase since the baseline year (18.8% in 2005/06) however it is unlikely that the target of 22.8% will be met. One of the contributing factors to this may be cuts in external funding such as the Government's Free Swimming programme. On the other hand local performance data for public leisure providers shows an improvement in participation which is not reflected in the survey results. It has not been possible to compare performance for the young people's participation in positive activities due to cancellation of the Government's Tell Us Survey upon which the measure was based. On a positive note the City Council's youth service achieved the local target for 2010/11 of 35% of young people being reached by the programmes against the Government's original target of 25%. Further reductions in external spending will have an impact on these areas, however opportunities also exist to promote active participation in cultural sports and physical activities through 2012 Olympic games, Paralympic Games and the Rugby World Cup 2015.

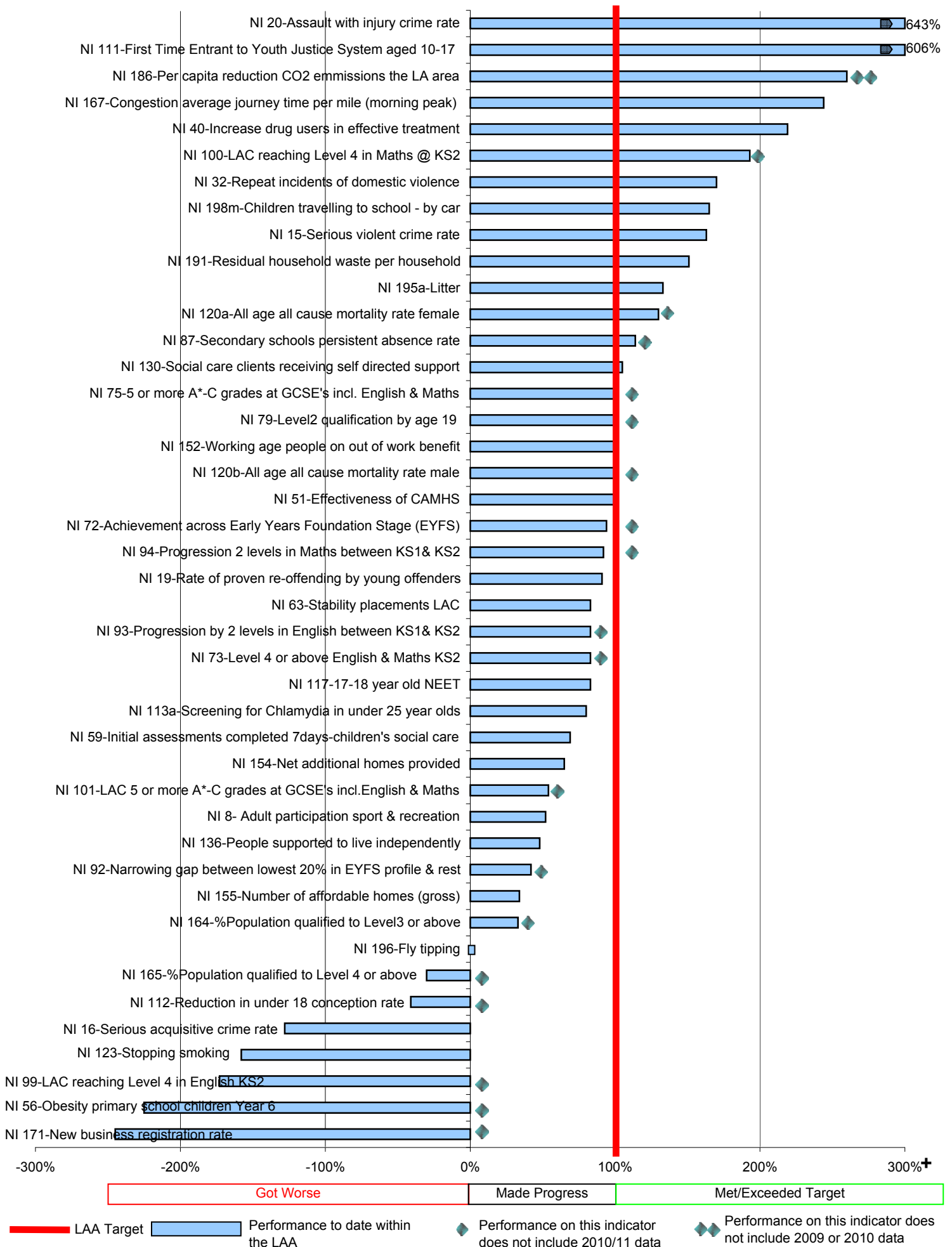
A more equal Coventry with cohesive communities and neighbourhoods

A range of work has taken place to enable partners to work together more closely and to higher standards so that local people feel better informed, understand how to get involved and what difference their involvement has made to decision. The 2011 Coventry Partnership household survey results suggest progress has been made, with 39% of 3548 adults surveyed saying that they feel able to influence decisions affecting their local area, compared to 32% from the 2009 survey. The original measure was from the Place Survey which was cancelled by the Government. A wide ranging consultation on priorities for the city has taken place, which collected views from a wide range of partners, and local people, which have informed the revision of the Sustainable Community Strategy. Equality outcomes have been embedded throughout priorities in the Local Area Agreement. Although a number of targets have not been met and some performance information is not yet available, performance has improved overall for the majority of outcomes. A more detailed report on progress on equality outcomes will be presented to the Council's Cabinet Member Community Safety and Equalities in July 2011.

Improving Coventry's environment and tackling climate change

Whilst there is a considerable time lag in the carbon emissions data for the city, figures between 2005 and 2008 show that there has been a fall in carbon emissions by around 3.5% per annum, an improvement which is twice the rate of the rest of the country. Since 2008 the City Council's emissions have remained fairly stable. There have been improvements made in the fuel efficiency of Council fleet of vehicles, however improvements in fuel efficiency in school and council operational buildings is taking longer to achieve. The comingled recycling scheme has now been running for a full financial year and has resulted in 37.3% of household waste being recycled or composted as well as a reduction in the amount of residual waste per household. Work is currently underway to increase the range of materials collected in the recycling scheme and this will assist in further reducing the amount of residual waste collected.

Progress Achieved from the Baseline (0%) to the LAA Target (100%)



**Theme Summaries by Priority
End of Year Performance Report 2010/11**



1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents

**Priority
1**

Increase achievement of Level 2 qualifications and above

NI No.	LAA Indicator	Progress	Target
NI 79	Achievement of a Level 2 qualification by the age of 19		
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher		

**Overall
Progress**



There is no data yet for 2010/11 although previous years have shown an improvement in the number of Coventry's residents holding a level 2 or 3 qualification

There has been an increase in the number of adult apprenticeships entered into across the city each year since 2007. Level 3 Train to Gain numbers also show a sizeable increase year on year, and in 2009/10 College enrolments exceeded the total for 2008/09.

1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents

**Priority
2**

Reduce the number of school leavers who are not in education, employment or training (NEETs)

NI No.	LAA Indicator	Progress	Target
NI 117	16 to 18 year olds who are not in education, training or employment (NEET)		



**Overall
Progress**

The latest performance data available is for 2010 with 5.8% of Coventry's 16-18 year olds were not in education, training or employment (NEET). The target of 5.6% was therefore not met.

However, in the context of the recession that took place, and the impact it had particularly on young people, along with the withdrawal of Education Maintenance Allowance (EMA) funding in January 2011, Coventry's performance compares favourably compared to other local authorities. It is encouraging that Coventry has reduced its NEET levels considerably and consistently up until the end of March 2011.

1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents

Priority 3 Reduce the number of people claiming Job Seekers Allowance and other worklessness benefits

NI No.	LAA Indicator	Progress	Target
NI 152	Working age people on out of work benefits		

Overall Progress

There has been a rise in the percentage of Coventry's residents claiming worklessness benefits over the three year period. In May 2010/11 15.4% of Coventry's residents claimed worklessness benefits, compared to the England average rate of 12.4%. The revised target for this indicator was to ensure that the gap between the Coventry and the England average did not widen beyond 3.2% and therefore this target was successfully achieved.



The 2008/09 recession has had a big impact upon progress in this area. However, despite rising unemployment, Coventry performed better than the national average.

Incapacity Benefit/ Employment Support Allowance and Lone Parent Income Support claimants have all continued to decline, due to welfare reforms and more targeted support to move people into work.

The Local Employer Partnership initiative exceeded it target for the number of claimants moving into work. Through the Young Persons Guarantee, with the support of partners and employers came the offer of training, internships and real work experience through the Future Jobs Fund. This, in parallel with Coventry City Council's Local Employment Placement Scheme contributed to the JSA off flow.

1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents

Priority 4 Develop a programme to help retain new graduates within the city by providing appropriate jobs and housing

NI No.	LAA Indicator	Progress	Target
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher		

Overall Progress

The most recent data for 2009 showed 27.4% of Coventry's residents held a qualification at level 4 or above. The target was 33.6% by 2010/11 and it is expected that this data will be published in August 2011.

To achieve progress against this measure, there have been some specific activities implemented. This includes the Economy, Learning, Skills and Employment (ELSE) Group, Coventry Partnership, tracking a cohort of 364 graduates who held a level 5 or above qualification and had been unemployed for less than six months. The tracking project was a regular agenda item at the ELSE theme group monthly meetings. From the information the aim was to identify the trends and issues facing this group in gaining employment. They were also able to target these individuals to offer specific support tailored towards their needs.

Partners of the ELSE group have also continued to forge relationships with the Universities to identify how they can offer support and work together to create skills and employment opportunities within the environmental sector.

A need was identified to develop a local employment placement scheme to run alongside the national Future Jobs Fund (FJF) programme. The local scheme specifically targeted graduates and professionals as these were not included in FJF criteria. The scheme was a great success, and by the time it ended in March 2011, 53 graduates had been supported into work.

1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents

**Priority
5**

Create new jobs for local people by encouraging the growth of businesses in the city

NI No.	LAA Indicator	Progress	Target
NI 171 - New business registration rate			

Overall Progress





The latest performance data is for 2009 when it was recorded that Coventry's business registration rate had fallen to 33.8 per 10,000 resident adult population as compared to the target of 50.7.

The recession and economic uncertainty has had a big impact upon progress towards this target. However, the fall in business start-ups has been significantly steeper in Coventry than elsewhere. It is not clear why this is and when more recent data is released a detailed examination of the information will help to identify the underlying trends more confidently.

2. People of Coventry living longer, healthier, independent lives

**Priority
1**

Improve sexual health and reduce the under 18 conception rate

NI No.	LAA Indicator	Progress	Target
NI 112	% Reduction in Under 18 conception rate		
NI 113a	Prevalence of Chlamydia in under 25 year olds		

**Overall
Progress**

The following work strands are part of a wider sexual health strategy:

The Relationship and Sex Education (RSE) Core Package

The RSE core package for secondary schools is being implemented in 15 schools with 9 schools delivering on site sexual health services. Presently 15 primary schools are piloting and a RSE core package for Special Educational Needs schools is being developed. In conjunction with this, a new website www.besawy.org.uk which provides both RSE information and sexual health service details has been launched. To promote the use of Long Acting Reversal Contraception (LARC) methods, a social marketing campaign has been commissioned. The What Shall We Tell the Children programme which supports parents and carers to discuss RSE with their young people, has worked with 35 parents and carers.

The teenage pregnancy rate continues to be of concern, although the rate for 2009 was lower than that for 2008.

Chlamydia Screening

Although the 2010/11 target for Chlamydia screens is unlikely to be met, the proportion of the target population tested has increased year on year.




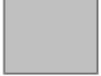


Key actions which have improved the screening are:

- The Community Pharmacy Champion working with community pharmacies who are providing the 'asc' or 'action and support on pregnancy in Coventry' scheme which is a sexual health service in community services offering free emergency contraception, pregnancy testing, condoms and Chlamydia screening to women aged 25 and under who live in Coventry, as well as
- The GOT IT? Team working with general practices to increase Chlamydia screens
- The development of sexual health outreach services at City and Henley Colleges.

2. People of Coventry living longer, healthier, independent lives

**Priority
2**

Promote healthy lifestyles to reduce the number of people who smoke, encourage good nutrition and regular exercise, reduce alcohol consumption and the use of harmful drugs and improve mental health and emotional well-being

NI No.	LAA Indicator	Progress	Target
NI 056 - Obesity in primary school age children in Year 6			
NI 120 - All-age all cause mortality rate			
NI 123 - Stopping smoking			

Overall Progress

Whilst the benefits of following a healthy lifestyle might be obvious to health professionals, just telling people that this is the case is not likely to bring about the desired change: the message needs to be 'sold'. In order to do this effectively, a clear understanding is needed of both those most at risk as well as the most effective way to reach and influence them.

All-age all cause mortality rates provide a long term perspective on the health of the population. The latest figures (2008) show a downward trend with both the targets for males and females being met as well as a reduced gap between males and females.





The latest data for levels of obesity in Year 6 primary school age children is for 2009/10. Obesity remains high at 20.3% and does not meet the target. There continues to be a strong positive relationship between deprivation and obesity prevalence. A Healthy Weight strategy was ratified in November 2010 and an action plan has been developed with partners across the city to address the city's obesity issues. The Healthy Weight programme continues and is making a positive contribution to increasing children's physical activity and improving their eating habits. The Cook & Eat Well programme has recently been launched. Many of the programmes which support the healthy weight programme are funded until April 2012 and the lack of long term funding poses a real threat to achieving reduced childhood obesity.

The number of people quitting smoking for 4 weeks was 879 per 100,000 population compared to the LAA target of 1132 for 2010/11. Although the target was not met, this was an increase on the rate for 2009/10. During the year the number of providers of Stop Smoking services has increased, making the services more accessible to local residents. The Big Pledge campaign was also held during the year as part of a proactive and sustained approach to encourage people to quit smoking. The Smoke Free Alliance was re-launched - this partnership of public, private and voluntary representatives, supported by NHS Coventry and Coventry City Council provides a forum at a local level at which to tackle issues relating to tobacco and its relaunch signalled the beginning of new drive to drive down smoking prevalence.

2. People of Coventry living longer, healthier, independent lives

**Priority
3**

Promote and extend the range of ways in which older people and adults with disabilities can have personal choice and control over their health and social care

NI No.	LAA Indicator	Progress	Target
NI 130	% of eligible people receiving self directed support		
NI 136	People supported to live independently through social services (all adults)		

Overall Progress

Personalisation is being delivered through a plan to support citizens to get the best advice and support to maintain their independence - this plan is referred to as the 'Promoting Independence Framework'.

More people have been able to access short term services and/or an extended period of assessment, where we have worked with them to develop / maintain / regain skills; better establish whether ongoing support will be required; and if so, to co-produce a support plan. This means that people are active participants in decision making and have a greater understanding of the range of cost effective options that are available to meet their outcomes and how any services will be paid for. We have further developed and expanded our Brokerage function, with specialist staff resourcing a wider range of universal services and assistive technologies.



We have been actively shaping the health and social care market in Coventry. All home support and day opportunities contracts have been re-let to focus on the achievement of an individual's outcomes. In conjunction with this we have successfully tested the application of a web based tool which enables an individuals' specific requirement to be put out to the market and confirmed as part of their support planning process.

We have been engaging reference group and partnerships in national and local developments, improving their understanding of the key issues that will affect them as well as being more active in shaping health and social care in Coventry.

We have a statutory duty to safeguard adults from risk of harm. Notwithstanding this where vulnerable adults have been safeguarded we have improved the level of their, and, where appropriate, their families, involvement in the safeguarding processes and decision making. We are committed to developing a culture of positive risk taking.

2. People of Coventry living longer, healthier, independent lives

Priority 4 Provide effective drug and alcohol treatment services that result in positive outcomes

NI No.	LAA Indicator	Progress	Target
NI 040	Number of drug users recorded as being in effective treatment		

Overall Progress

Latest performance data for the 12 month period January 2010 to December 2010 shows 1084 problematic drug users (PDUs) (users of heroin and/or crack cocaine) in effective treatment against a target of 1001. It is anticipated, therefore, that Coventry will meet the target for 2010/11. Due to the method of calculation figures to March 2011 are unavailable.





National Drug Treatment Monitoring System figures indicate that both the number of clients starting a new treatment journey and the proportion of clients retained in treatment for at least 12 weeks (or successfully discharged within 12 weeks) has continued at a high level over the past year.

The growing importance of the recovery agenda highlights successful exits from treatment. In order to prevent drug/alcohol users either dropping in and out of treatment or remaining in specialist treatment for many years a number of services provide a range of support, these include a recovery service, social inclusion, floating support and a Hepatitis C service.

3. A safer and more confident Coventry

**Priority
1**

Reduce violent crime, including domestic violence

NI No.	LAA Indicator	Progress	Target
NI 15	Serious violent crime rate		
NI 32	Repeat incidents of domestic violence		

**Overall
Progress**

Violent crime remains a priority for the community safety partnership, more specifically domestic violence and abuse, public place/ night time economy and hate crime as identified by the Community Safety Partnership Strategic Assessment.

The serious violent crime rate for 2010/11 was 1.24 crimes per 1,000 population which met the target of no more than 1.34 and was a reduction of 18% on the rate for the previous year. In addition, violent crime fell across all levels of seriousness and in some categories, reductions have been greater than that for serious violent crime. Tailored approaches to the various forms violence (and the causes of such) coupled with locational information have had most impact on reducing levels of violent crime.

Specific initiatives and operational activity supported by the generic 'Not in My City' campaign include after school police patrols to reduce victimisation, reassure and educate young people. Its successor the 'Proud of my City' campaign will seek to further emphasise positive aspects of the city and reinforce positive and acceptable behaviours.





Based on provisional statistics, the percentage domestic violence cases reviewed by the Multi Agency Risk Assessment Conference (MARAC) for which there were repeat incidents of domestic violence 28.5% for 2010/11, which will achieve the LAA target of no more than 32%.

The MARAC process has gone through a period of change resulting in a reduction in the number of cases being referred to MARAC. This has largely been due to the Domestic Abuse, Stalking and Honour Based Violence Risk Assessment model which has been implemented to ensure improved identification and management of the most vulnerable and at risk victims of domestic violence at a level below MARAC requirements.

3. A safer and more confident Coventry

**Priority
2**

Reduce crime through well targeted activity (using the national intelligence model)

NI No.	LAA Indicator	Progress	Target
NI 016	Serious acquisitive crime rate		
NI 020	Assault with injury crime rate		

**Overall
Progress**

Analysis of the patterns of crime activity, the people who commit crime as well as what measures and tactics are successful in reducing crime underpins the deployment of resources.

The serious acquisitive crime rate for 2010/11 was 23.10 per 1,000 population which did not meet the target of no more than 17.94 and represents an increase of 20% on the previous year. There were high levels of burglary of dwellings, robbery and to a lesser extent vehicle crime.

The Community Safety Partnership is working to tackle victims/vulnerable groups, offenders and geographical locations that are disproportionately affected by high levels of crime and disorder. Intelligence led patrols and interventions including target hardening and security provision aim to prevent and deter opportunities for offenders to operate.

The assault with injury crime rate was 8.62 per 1000 population, which met the target of no more than 12.01 and represents a reduction of 15% on the previous year.

Profiling violent crime has provided further in depth understanding of the causal factors of different strands of violent crime including domestic abuse, alcohol related public place and night time economy. The development of a tailored approaches and strategies to tackle violence in its various forms is resulting in successful outcomes for both victims and offenders. Additionally, seasonal profiling of crime enables efficient targeting of resources.

Alcohol arrest referral workers continue to identify and work with courts to secure treatment requirement orders to engage users on treatment programmes to address alcohol dependency.



3. A safer and more confident Coventry

**Priority
3**

Work in partnership to change the behaviour of the most persistent offenders and reduce re-offending

NI No.	LAA Indicator	Progress	Target
NI 019 - Rate of proven re-offending by young offenders			

**Overall
Progress**

Over the 3 year period the number of young people reoffending has reduced year on year. The target for year one was met, year two narrowly missed, early indications for year three are that it will also be narrowly missed and this applies to the accumulative locally agreed three year target. The national target is likely to be met.



Coventry has successfully embedded the Integrated Offender Management model (IOM) which requires partners to simplify, join up and streamline offender focussed programmes and processes. This has ensured that those young people that present the most risk of reoffending are effectively targeted. This has resulted in a consistently low number of identified Priority & Prolific Offenders (PPOs) over the last 3 years (average five a year). PPOs are young people who cause a disproportionate amount of crime and disorder in our communities increasing feelings of unease and the fear of crime.

Early identification through Deter activity has prevented an escalation into persistent offending for many young people.

3. A safer and more confident Coventry

**Priority
4**

Work with families and individuals causing concern in local neighbourhoods through tailored programmes

NI No.	LAA Indicator	Progress	Target
NI 111	First time entrants to the criminal justice system aged 10-17		

Overall Progress

Since 2007 Coventry has been successful in securing external Government funding to develop and deliver its prevention and family support programmes.

This funding has allowed Coventry to provide a number of evidence-based prevention, parenting and family support interventions. These range from level 1 universal parenting seminars and programmes through to level 4 targeted one to one work and intensive support to families experiencing multiple problems. These families are often known to many agencies due to their chaotic lifestyle which can impact on their children and local communities in which they live.



The interventions are delivered through:

- Parenting Early Intervention Pathfinder, which co-ordinates and delivers a range of parenting programmes to meet the needs of parents across the full spectrum of need. (Levels 1 - 4)
- Family Intervention Projects (FIP), (including Anti Social Behaviour, Youth Crime, Women Offender and Housing Challenge FIPs), which delivers intensive support to families based on a successful key worker approach, to address the causes of their behaviour (Levels 3/4)
- Multi Disciplinary Teams, which provide intensive family support (Levels 2/3).
- Youth Offending Service Prevention Programmes, which provide interventions to young people at risk of offending or involved in anti-social behaviour and their families.

These interventions, together with the use of the Common Assessment Framework, increases the likelihood of positive outcomes for the children and the family as a whole and also improves life for neighbours and the community in which they live.

4. Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be

Priority 1 Improve street cleanliness in Coventry, especially in neighbourhoods involved in the New Deal for Communities and Your Neighbourhood Matters programmes and in areas of high density housing

NI No.	LAA Indicator	Progress	Target
NI 195a - Improved street and environmental cleanliness - levels of litter			

Overall Progress

Coventry's Neighbourhood Matters Programme areas correlate with Coventry's priority neighbourhoods and contain large proportions of Coventry's high density housing areas. Absolute performance improved in Coventry's priority neighbourhoods with levels of litter falling from 14% in 2009/10 to 10% in 2010/11. In addition, the gap between Coventry's priority and non priority neighbourhoods has reduced from 2.43% for 2009/10 to 2% for 2010/11.



The Fundamental Service Review of the Street Cleansing & Grounds Service has been completed. A new model was implemented in a phased roll-out which commenced on the 19th April 2010, with full implementation in all three areas of the City (North East, North West & South) by 14th June 2010.

The Equality Impact Assessment carried out as part of this review states that the new "deployment framework recognises that some areas of the City require additional resources to deliver the required service outcomes". This means that resources are targeted to make a greater difference in cleanliness in Neighbourhood Matters Programme areas.

4. Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be

**Priority
2**

Reduce fly-tipping in problem areas of the city

NI No.	LAA Indicator	Progress	Target
NI 196	Improved street and environmental cleanliness - fly tipping		

Overall Progress

The target was to achieve a "1 - very effective" status in accordance with the DEFRA Flycapture methodology. To achieve this target we were required to achieve 5% reductions in fly tipping year on year and increase enforcement actions by 5% year on year.

Over the course of the 3 year target period we have increased our enforcement actions year on year and have successfully brought more offenders to justice; this has been achieved despite reduced resources in the final target year. Over the same 3 year period we have also reduced fly tipping by approximately 8%, but unfortunately in the last year we saw a slight increase. The criteria are quite strict and therefore, despite achieving all other aspects of the target, our classification in the 3rd and final year was deemed to be "3 - not effective".







The vast majority of Coventry's fly tipping problem, with the exception of tyres, now consists of small domestic fly tips resulting from local people fly tipping in their immediate neighbourhood. For the City to continue to tackle fly tipping we will need to maintain progress in deterring commercial fly tippers, but in addition we will need to reduce domestic fly tipping. This is more difficult because it tends to be more random in nature and therefore more difficult to detect and apprehend offenders. Therefore, if we are to achieve this target, we will need to change the culture of residents fly tipping items in the street.

We have completed a pilot project in a problem area to educate residents regarding how waste should be presented for collection so as to discourage "side waste" being placed on the streets. Part of these measures will also be to ensure that wheeled bins are presented on the street for emptying at prescribed times only. Bins permanently left on the streets generate complaints from the public, making street sweeping more difficult which detrimentally affects the NI 195 score. This pilot project is now being "rolled out" and if necessary, we will be using our enforcement powers to help un-clutter our streets and make fly tipping more difficult.

5. Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry

**Priority
1**

Improve the outcomes for children in need e.g. children with a disability, looked after children, and young carers - social care

NI No.	LAA Indicator	Progress	Target
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services		
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days		
NI 63	Stability of placements of looked after children: length of placement		

Overall Progress

CAMHS Services have improved this year, receiving full marks in our self assessment. The improvement in performance is particularly due to the introduction of the revised inpatient protocols and the recruitment of a transitional worker for 16-17 year olds. The integration of CAMHS learning Difficulties and Disabilities with the wider CAMHS services also improved performance.

Timeliness of Initial Assessments has declined nationally, and Coventry is no exception to this. Nationally next year there will be less focus on achieving the set timescales, this is due to the recommendations laid out in the recent Munro Review of Child Protection.

Long term stability of placements for looked after children has declined slightly and is now very slightly below target. However performance is still comparable to the National Average. It is also anticipated that performance will improve due to new initiatives in the coming year.

Wider outcomes for children in need and looked after children are generally good, and this has been reflected in the recent Ofsted inspection of Safeguarding and Looked After Children. However the inspection also highlighted some issues with ensuring that Coventry's looked after children were healthy, and this is therefore likely to be a priority in the coming year.

5. Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry

**Priority
2**

Ensure that children are more ready for school

NI No.	LAA Indicator	Progress	Target
NI 072	Achievement across the Early Years Foundation Stage		

* For all attainment indicators the performance reported is for the 2009/10 academic year which relates to the 2009/10 LAA targets

**Overall
Progress**

The Early Years Foundation Stage (EYFS) profile is a statutory framework which covers the child's learning, development and welfare from birth to the end of the academic year in which they turn 5. In 2010 there was a 4% improvement in the proportion of children achieving the expected level of achievement on the EYFS against NI 72, representing good progress towards the 2010 target. The rate of progress is fastest in schools receiving targeted intervention and support from the Local Authority. All early years settings are provided with targeted intervention, challenge and support in proportion to need and a revised review and intervention policy is tackling any under performance.









In 2009/10, the proportion of schools judged good or better by Ofsted for early years provision was 71% with 8% outstanding. No schools have inadequate provision.

Significant improvement in Ofsted outcomes in Children's Centres and the PVI sector. To the end of October 2010 76% good or better, with 16% outstanding. No PVI sector had an inadequate judgement.

A new training programme for leaders and managers on self-evaluation and strategic planning has had significant impact with improved confidence and practice. This has helped settings improve their quality of provision and outcomes for children and young people.

5. Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry

Priority 3 Continue to work with schools and stakeholders to improve educational standards at ages 7,11, 14 & 16

NI No.	LAA Indicator	Progress	Target
NI 73	Achievement at level 4 or above in both English and Maths combined at Key Stage 2		
NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths		
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2		
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2		

* For all attainment indicators the performance reported is for the 2009/10 academic year which relates to the 2009/10 LAA targets

Overall Progress

In 2010 at Key Stage 1 (7-year olds) there has been continued improvement in reading, writing and mathematics at the expected level and in writing at the higher level. At Key Stage 2 (11-year olds) there was a 4% improvement in the number of children making the expected rate of progress in mathematics and English.

The proportion of children achieving the expected level in English and mathematics at the end of Key Stage 2 in 2010 improved by 5% and is now in line with the national average. There was a significant 7% improvement in writing and performance at the higher level also improved.

GCSE results for 2010 shows significant improvement on all key measures. The students attaining 5 A* - C grades including English and Maths rose by nearly 4% to 51.7% and for 5 A* - C grades by over 12% to 82.2%. The proportion of students achieving at least 5 A* - G GCSE passes increased by 2.2% to 94.7%.

The progress of students from Key Stage 2 to Key Stage 4 continued to significantly improve in 2010, equivalent to every student improving by two and a half grades above the mean.

Intervention programmes are being implemented to improve children's progress in English and Mathematics between Key Stage 1 and Key Stage 2. Dialogue with schools as part of the School Improvement Partner challenges Programme monitors and challenges standards and rates of pupil progress. This includes the collection and analyses of data on the progress of all children. This data analysis identifies intervention programmes to support any under-achieving child or vulnerable group. A comprehensive training and development programme is in place across the City to continue to improve teaching and learning in English and Maths.

5. Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry

**Priority
3**

Continue to work with schools and stakeholders to improve educational standards at ages 7,11, 14 & 16

**Overall
Progress**





The City's Overcoming Barriers to Learning Programme is being successfully implemented, and engaging Headteachers and Local Authority colleagues in implementing the next phase of the cross-phase multi-disciplinary programme across educational providers in Coventry.

The success of targeted intervention, challenge and support by Local Authority Advisers, Consultants and Advanced Skills Teachers in partnership with schools, has resulted in sustained and significant improvement for year on year outcomes for young people at the end of Key Stage 4 (children aged 16). Detailed student level data analysis and tracking is undertaken to monitor progress. All schools have robust student tracking, target setting and intervention plans in place at Key Stage 4, which monitor individual student progress each half term. Collaboration and partnership work with Secondary Head teachers, including through the Overcoming Barriers to Learning Programme, has had a significant impact on improving performance.

5. Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry

**Priority
4**

Improve targeted support for underachieving individuals, groups and schools

NI No.	LAA Indicator	Progress	Target
NI 87	Secondary school persistent absence rate		
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest		

* For all attainment indicators the performance reported is for the 2009/10 academic year which relates to the 2009/10 LAA targets

Overall Progress







The Local Authority is implementing a range of strategies to improve targeted support for under achieving individuals, groups and schools. Improving the outcomes for the lowest achieving children in the City is a significant priority for the Children, Learning and Young People's Directorate. Schools with the lowest achieving 4-5 year olds in the city have been identified and a targeted intervention programme has been implemented to improve outcomes for children. A detailed analysis of Early Years Foundation Stage results has further identified Local Authority priorities and key actions in 2010/11. A full evaluation of provision and targeted action plans have been put in place in settings and schools where children in the early years achieve less well. Improved cross service working with the Minority Group Support Service and the Looked After Children's Education Service is impacting positively on outcomes for underachieving groups. Performance data shows improving trends for some underachieving groups and a continuing need to narrow gaps particularly for children receiving Free School Meals, Gypsy/Roma pupils and Looked After Children.

The Attendance strategy has had a positive impact and attendance has improved in both primary and secondary schools. Persistent absence has reduced in all phases of education. There has been very significant reduction in secondary schools in the school year 2009/2010 resulting in the Local Authority exceeding its target for 2011 in 2010. Performance in the area of permanent exclusions continues to be good compared to the national. Behaviour in schools is good with nearly 90% of secondary schools judged by OFSTED to have good or outstanding behaviour.

5. Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry

**Priority
5**

Improve the outcomes for children in need e.g. children with a disability, looked after children, and young carers - attainment

NI No.	LAA Indicator	Progress	Target
NI 099	Looked after children reaching level 4 in English at Key Stage 2		
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2		
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)		





* For all attainment indicators the performance reported is for the 2009/10 academic year which relates to the 2009/10 LAA targets

Overall Progress

Attainment improved in all areas at Key Stage 4 and at Key Stage 2 there was significant improvement in mathematics. The KS2 result for English was not published due to low numbers. The Local Authority is implementing a range of key strategies to improve the outcomes for children in need, children with a disability and looked after children (LAC). The Looked After Children's Education Service (LACES) is challenging schools on the quality of their provision and Individual Learning Plans and the standards and progress for LAC. LACES is also providing support directly to children, for example through 1 to 1 tuition and mentoring. Schools with LAC are identified and targeted work is undertaken to support teachers to improve provision and outcomes for LAC. Personal Education Plans (PEPs) have been redesigned to reflect the new Local Authority guidance for LAC. The PEP completion rate improved from 72% in Autumn 2010 to 86% in Spring and Summer 2010. There is improved tracking, support and monitoring for children transferring from primary to secondary schools. Working groups have been established to improve communication between colleges, LACES, Connexions and Shaftesbury young people. Agreement between organisations and agencies working together to ensure the successful progression of LAC and care leavers up to the age of 25 through education and training into employment, accepted through 14 – 25 partnership. Working group has been established to support additional training opportunities to include Special Education Needs services, new social workers, aim higher graduates, Teaching Assistants and learning mentors. Close working relationship has been developed with Aim Higher, including trips to universities and LAC graduate mentors.

6. A good choice of housing to meet the needs and aspirations of the people of Coventry

Priority 1 Ensuring the planned growth of the city's housing stock contributes towards sustainability, meets future housing targets and provides affordable homes for local people

NI No.	LAA Indicator	Progress	Target
NI 154	Net additional homes provided		
NI 155	Number of affordable homes delivered (gross)		

Overall Progress Over the 3 years of the LAA 2,890 new dwellings were targeted, of which 912 were planned to be affordable in nature.

Performance against NI155, which considers the delivery of affordable housing, has been strong and over the 3 years a total of 951 dwellings were completed. In comparison performance against NI154, which set the target for total new dwellings, has been less successful with only 1,881 new dwellings being constructed. Although this suggests that half of total housing delivery from 2008-2011 has been affordable, it is important to stress that there are technical differences between the definition of completion for NI154 and NI155 and that the figures for affordable housing do not consider dwellings lost to demolition etc. The short fall against the NI154 target is principally a result of the economic downturn and its impact on the housing market. Over the LAA period many schemes were either abandoned or delayed. In some cases private schemes were sold at a discounted rate to Registered Providers or benefitted from a period of increased grant funding from the Homes and Communities Agency (HCA). It has been these practices that have helped boost the NI155 figures during a period of general housing decline, and helped meet housing need.





The future outlook for NI155 performance however remains uncertain as figures have started to show a decline and the level of grant funding available from the HCA is being significantly reduced. Expected delivery of market housing however is showing signs of recovery as new permissions are coming forward and delayed schemes are now being developed. This is supported by the active development taking place at flagship schemes in the New Deal for Communities area and New Stoke Village, which will in turn support the contribution of affordable properties from Section 106 agreements. Initial signs are therefore good that housing delivery will continue to grow in the coming years. This will be further supported by the continued progression of the Councils Local Development Framework, which will identify housing requirements and available land over the next 20 years.

In terms of sustainable construction, developments appear to have been slow to achieve higher levels of the code for sustainable homes, which is likely to be a reflection of the challenging economic climate. Recent examples however, such as the Passive House development in Longford are showing that schemes can be brought forward and represent flagship examples for future schemes. The achievement of enhanced sustainability standards will also be a key objective for the Housing Theme Group over the next 2 years.

7. Making places and services easily accessible for Coventry people

**Priority
1**

Reduce car use and encourage people to travel by public transport, on foot and by bicycle, particularly during peak periods

NI No.	LAA Indicator	Progress	Target
NI 167	Congestion - average journey time per mile during the morning peak		
NI 198m	Children travelling to school - mode of transport usually used - Pupils aged 5 - 16 - by car		

Overall Progress

A wide range of interventions have contributed to improving accessibility and reducing car use, particularly during peak periods. As a result, congestion has reduced and the level of car use on the journey to school is now the lowest in the West Midlands Metropolitan Area. This has helped to get people more active through more walking and cycling, as well as helping people to get to key services such as shops, leisure and health facilities.

Other studies such as the Coventry Cordon Survey support the fact that levels of walking and cycling are increasing. For example the average number of pedestrians entering and leaving the City Centre during the morning peak has risen from 15,500 to 20,000 since 2001. The number of passengers using Coventry Station has also increased significantly in recent years.

A Personalised Travel Planning project in the Holbrooks area helped residents choose alternatives to the car. The project complemented the recently completed Jubilee Crescent Bus Showcase scheme which implemented bus priority measures and improved facilities at bus stops. A comprehensive improvement scheme on the Stoney Stanton Road has delivered improvements to traffic signals, resurfacing and created provision for cyclists.

92% of state schools now have a Travel Plan. During 2010/11, more than 1800 children received cycle training and early increases in cycling levels were achieved at new Bike It schools. The annual Walk to School Week campaign focussed on reducing schools' carbon footprint and attracted good local press coverage and a pilot Walk once a Week incentive scheme started in 6 primary schools.




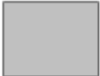
Future projects and schemes which will help to improve the transport network include:

- Coventry 2012 which will deliver City Centre public realm improvements including environmental enhancements, decluttering and major improvements for pedestrians and cyclists.
- NUCKLE (Nuneaton, Coventry, Kenilworth, Leamington) Phase 1 rail scheme - a new station at the Ricoh Arena and bay platform at Coventry Station resulting in an enhanced service provision.
- Holyhead Road - A corridor approach to improved maintenance, junction improvements and better cycle and pedestrian facilities on this key arterial route.

8. A creative, active and vibrant Coventry

**Priority
1**

Increase participation and volunteering in cultural, sports and physical activities

NI No.	LAA Indicator	Progress	Target
NI 8	Adult participation in sport and active recreation		
NI 110	Young people's participation in positive activities		

Overall Progress

Due to the Government cancelling the Tellus Survey the outturn information for 2010/11 in relation to Young people's participation in positive activities (NI 110) was not available, whilst previous year's information showed us behind targets. However the City Councils Youth Service achieved the local target for 2010/11 of 35% of young people being reached by the programmes against the Governments original target of 25%.

With regard to the future, due to reductions in staffing levels and external funding it is likely that fewer young people will be reached in the future. Steps will be taken to develop an integrated youth support service with partner agencies the aim will be to improve the promotion and delivery of positive activities and increase the volume of face to face work undertaken by full time staff to at least 50% of their time.



With regard to the results taken from the Active People Survey (APS) of adult participation in sport and active recreation at modest intensity (for at least 30 minutes on at least 12 days out of the previous 4 weeks) shows a provisional 20.9% result. This compares exactly with the current Metropolitan average of 20.9% and an increase from the baseline year 2005/6 when Coventry result was 18.8%, but it is unlikely to meet our LAA target of 22.8% . This may also be effected by cuts in external funding such as the Governments Free Swimming programme.

Local performance data for public leisure providers shows substantial improvement in participation. Other local information also shows increase in volunteering (whilst not matched by the APS survey information). Increase in support has been provided to 49 local clubs and enabled them to secure external funding of £249k. There has been an increase in registered providers of leisure activities Coventry Active, however internet visits of people seeking information were down.

The future direction is in the need to ensure participation of young people in positive activities and in sport and active recreation at a local level by obtaining a legacy from key national events (e.g. The 2012 Olympic and Paralympic Games, the Rugby World Cup 2015) and obtaining external funding where possible.

9. A more equal Coventry with cohesive communities and neighbourhoods

Priority 1 **Improve community engagement and meet local and national government requirements to involve local communities in partnership working and decision making**

NI No.	LAA Indicator	Progress	Target
NI 4	% of people who feel they can influence decisions in their locality		

Overall Progress

A range of work has taken place to enable partners to work together more closely and to higher standards so that local people feel better informed, understand how to get involved and what difference their involvement has made to decisions taken.

The 2011 Coventry Partnership household survey results suggest progress has been made; with 39% of the 3548 adults surveyed saying that they feel able to influence decisions affecting their local area, compared to 32% from the Household Survey in 2009. (NB the original LAA indicator for this was from the Place Survey which was cancelled by the Government.)

A wide ranging consultation on priorities for the city has taken place, which collected views from a wide range of partners, and local people, which have informed the revision of the Sustainable Community Strategy.

Partners have jointly developed the Coventry Partnership Inform, Consult & Involve (ICI) Framework, which was adopted in November 2010, with agreement from the partnership board to work to a common set of principles when informing, consulting or involving local people.

Developments to the Coventry Partnership and City Council websites are making it easier for local people to find out about consultations past and present. Training has provided neighbourhood based officers with skills to support community organisations to become more influential and conversely to challenge and support service providers to become more open to community influence. People have been selected from partner organisations to become ICI advocates to improve consultation and involvement of local people in Coventry. The advocates have now been trained and have achieved a Certificate in Professional Development from the Consultation Institute and they are now working to embed good practice.

Fifty community-based champions from Coventry's newer communities have been registered and trained through the Migration Impact Fund to support more effective engagement and integration. Champions work with their own communities and disseminate information. A variety of workshops and seminars have been held for more than 200 people on issues such as health, community safety and finance.

9. A more equal Coventry with cohesive communities and neighbourhoods

Priority
2

Progress against equality outcomes

Overall
Progress

There has continued to be fair progress on the strategic equality outcomes in 2010/11. Although a number of targets have not been met and some performance information is not yet available, performance has improved overall for the majority of outcomes.

Equality outcomes have been embedded throughout priorities in the Local Area Agreement. Some measures, such as under 18 conception rate, specifically address equality priorities, while for others additional information below the headline indicator, such as cleanliness in priority neighbourhoods compared to the rest of the city, help demonstrate progress in narrowing the equality gap. A more detailed report on progress on equality outcomes will be presented to the Council's Cabinet Member Community Safety and Equalities in July.

A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents - there was a significant reduction in the percentage of 16-18 year olds not in education, employment and training from 6.9% to 5.8%. The number of care leavers that are NEET has also reduced, although the number of teen parents that are NEET has increased.

The number of people from the most deprived neighbourhoods on out of work benefits was 30.3% as at November 2010. This is not on track to meet the target for 2010/11 of 29.7%, but is an improvement on the 2009/10 performance of 30.9%.

People living longer, healthier, independent lives - Equality outcomes focus on reducing health inequalities. 2010 year end data for the all-age all cause mortality rate is not yet available so it is not possible to assess progress.

People from the 20% most deprived neighbourhoods in the city; young people aged 16 - 24 and routine and manual workers have been identified as the key groups for stopping smoking. Data will be available in mid-June relating to the stopping smoking rates for these groups.

A safer and more confident Coventry - In 2010/11, the number of reported incidents of hate crime offences against disabled people; racially aggravated; religiously aggravated and transphobic offences have decreased whilst the number of homophobic offences increased. The serious violent crime rate reduced in 2010/11 and the target was met. The serious violent crime rate in priority neighbourhoods also reduced in 2010/11, although there remains a significant gap between the rate in priority neighbourhoods and the city-wide rate. The target to reduce the number of repeat incidents of domestic violence to 32% in 2010/11 is on track, and the provisional year end figure is 28.5%.

Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be - the level of litter in priority neighbourhoods has reduced and the gap between the level of litter in priority and non priority neighbourhoods has reduced to 2% in 2010/11.

9. A more equal Coventry with cohesive communities and neighbourhoods

Overall Progress

Ensuring children and young people are safe and enjoy, achieve and make a positive contribution to Coventry - the target in terms of narrowing the gap between the lowest achieving 20% in the Early Years Foundation stage profile and the rest has not been met, although Coventry's performance is currently better than the national average.

A thorough analysis has been undertaken of the achievement of ethnic minority pupils at the end of Key Stage 2 and Key Stage 4. The nature of this group of pupils is changing and the number increasing, largely due to the increase of newly arrived pupils to the City. The number of children in each ethnic minority group varies considerably between groups and from year to year, therefore statistical comparisons need to be treated cautiously. Overall pupils from ethnic minority groups made good progress at Key Stage 2 with some notable improvements for specific groups including pupils from Any Other White background; Black Caribbean and Mixed White/Black Caribbean backgrounds, with the gap in achieving Level 4+ more than halving for the first of these groups. Pupils from a Pakistani and Bangladeshi background showed a relatively small downward trend in performance; whilst pupils from a Black African & Mixed Black African and Gypsy, Roma and Irish Traveller background showed a larger decrease in performance, although there were only 18 pupils identified as Gypsy, Roma and Irish Traveller in 2010. The performance of this small group of pupils and the gap between their attainment and the city and national averages is of concern and is identified as a key priority for improvement. In terms of Key Stage 4 attainment, overall, good progress has been made. There was improvement in the performance of pupils from Gypsy, Roma and Traveller of Irish Heritage where the gap was reduced to 33.5% from 100% with no pupils achieving 5+ A*-C (including English and maths) in 2009. There were just 11 pupils in this group in 2010 with less than 10 in 2009. There was also an improving trend for pupils from a Black African and Mixed Black African background, where the gap closed by over 3% points. Groups that showed little change were pupils from a Pakistani (-0.1%) and Black Caribbean (+1.3%) background. Pupils from the remaining 3 groups showed a downward trend in performance ranging from Any Other Mixed background pupils at +3.5% points to Mixed White/Black Caribbean at +6% points and finally to Any Other White background with the gap widening by 12% points. The performance of these groups of pupils and the gap between their attainment and the city and national averages is of concern and is identified as a key priority for improvement.



A good choice of housing to meet the needs and aspirations of the people of Coventry - 258 affordable housing units to meet general need and 13 to meet special housing needs were built in 2010/11, which did not meet the target of 274 units to meet general needs and 30 to meet special needs. However, performance in previous years has been above target, and the average number of completions per year over the 3-year period of the LAA was 317.

A creative, active and vibrant Coventry - the equality outcome aims to see increased participation in sport and active recreation particularly for women. The provisional participation rate for women in 2010/11 was measured at 13.7%, which does not meet the target of 19.2%. Actual performance for 2010/11 will be available following the completion of the Active People 5 survey, which is taking place between October 2010 - October 2011.

10. Improving Coventry's environment and tackling climate change

**Priority
1**

Reduce the carbon dioxide emissions produced by Coventry City Council and the wider community, supported by robust systems of measuring, managing and monitoring – learn from this and disseminate good practice across the Coventry Partnership

NI No.	LAA Indicator	Progress	Target
NI 186 - Per capita reduction in CO2 emissions in the LA area			

Overall Progress

Since the publication of the Sustainable Community Strategy and the adoption of this theme, there has been rapid progress in the measurement, assessment and management of carbon dioxide emissions beginning with the adoption of the City Council/Coventry Partnership Climate Change Strategy in March 2008.

Two national indicators (NIs), 185 and 186, have measured carbon dioxide emissions from the City Council and the whole city respectively with data provided by the Department of Energy and Climate Change and the City Council.

These indicators show that since 2008, the City Council's emissions have remained roughly stable with improvements in fuel efficiency of our fleet increasing but improvements in fuel efficiency within our schools and operational buildings taking longer to realise. This assessment work has also been valuable in allowing carbon emissions from business travel to be accurately assessed and managed.



The indicator of the entire city's emissions, NI 186, shows a clear downward trend. Data is subject to a year and a half lag but clearly shows that from 2005 to 2008 carbon emissions fell by around 3.5% per annum – twice the rate of the rest of the country.

A Low Carbon Task Group set up by the Environment Theme Group examined seven key areas of carbon management. The results of these enquiries were reported to the wider Partnership at a Conference held in December 2010 to disseminate the learning and best practice developed by the group.

10. Improving Coventry's environment and tackling climate change

**Priority
2**

Develop and start to implement the city's Waste Strategy

NI No.	LAA Indicator	Progress	Target
NI 191	Residual household waste per household		

Overall Progress

A key action of the Waste Strategy was to implement the collection of comingled materials from properties across the city. The scheme started in October 2009 on a phased basis and has been instrumental in improving recycling and composting performance. At the end of 2010/11, 37.3% of household waste was recycled or composted.

Work on the inclusion of multi-occupancy properties continues as an on-going project. The range of materials collected in the recycling scheme will also be increased which will further increase recycling rates and reduce residual waste.

Work around waste prevention continues with 32 events having taken place in schools, community groups and libraries.

Due to the increase in kerbside recycling, the use of 'bring sites' has reduced. Following a review, it has been decided to reduce the number of sites from 75 to 20 and they will also collect the same material as collected through kerbside recycling. This will reduce running costs but some investment will be made in new containers which will enhance the appearance of the sites.

Since the adoption of the Waste Strategy, the availability of funding for waste related activity has reduced significantly but the expectation is that the service will achieve a 40% recycling/composting rate, with the inclusion of bottom ash metal from 2011/12.

Coventry City Council Corporate Plan
2008 – 2011
Review of Management Objectives
June 2011

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Management Objective: Money						
<p>Progress:</p> <p>Despite significant reductions in the level of government funding, the City Council was able to approve a balanced 2011/12 budget in February 2011. The Council has also been required to deal with very large reductions in specific grants and this has been managed through a series of robust human resource solutions and exit strategies. The in-year 2010/11 budgetary control position has achieved a large underspend despite some significant service pressures and this will be used to help manage any residual grant fall-out pressures.</p>						
Ensure sound management of the Council's financial resources.	M 1	Annual Governance Report	Unqualified report September 2009 with all recommendations implemented	Unqualified report September 2010 with all recommendations implemented	Unqualified report September 2010 with all recommendations implemented	On
Deliver the Council's Medium Term Financial Strategy to meet corporate objectives and balance the budget	See progress update above					NA
Maximise Resources	M 4	The percentage of Council Tax collected in year	94.6%	95.0%	95.5%	On
	M 5	The percentage of national non domestic rates collected in year	97.7%	99.0%	98.1%	Off
<p>Comment:</p> <p>Whilst the target for Council Tax collection was met, this was not the case for non domestic rates. This is a volatile indicator and whilst target has not been met, the service has improved on the previous year's performance in what is a challenging economic climate for businesses. The service is implementing management actions to improve performance further in 2011/12.</p>						

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Management Objective: Improving the way we work and deliver value for money						
Progress: The Transformation Programme is the focus of the Council's improvement and efficiency work and the current projects are forecast to deliver £19m of ongoing savings. The second year's programme of reviews included a number of service areas highlighted as priorities in the corporate plan including ICT and customer services. Progress on the programme is reported regularly to Cabinet and Scrutiny and the programme of reviews for the third year will be considered at Cabinet in June. The Audit Commission reviewed the Council's arrangements for securing value for money and gave an unqualified report to the Audit Committee in September.						
Continue to improve the quality of our services	V 2	Housing Benefit				
	V 2b NI 181	Time taken to process Housing/ Council Tax Benefit new claims and change events	14.6 days	13.5 days	15.4 days	Off
	V 3	Planning Performance and Quality				
	NI 157 Processing of Planning Applications: Percentage of Planning Applications determined in a timely manner:					
	V 3a	13 weeks - Major	54.12%	60.00%	98.18%	On
	V 3a	8 weeks - Minor	75.97%	65.00%	99.01%	On
	V 3a	8 weeks - Other	87.61%	80.00%	99.03%	On

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Continue to improve the quality of our services (continued)	V 4	Culture, Leisure & Libraries - service improvements	2010/11 End year update see comment below:			NA Qualitative
	V 5	Number of Ombudsman complaints where: i) the finding is of maladministration	i) 0	i) 0	i) 0	On
		ii) we have accepted an element of fault and settled the complaint locally	ii) 13	ii) 0	ii) 14	Off

Comment:

V2b. Although the target was not met, processing times did show a significant improvement in the final quarter of 2010/11. A range of measures is currently being implemented to streamline the processes for dealing with notifications of changes in circumstances. The service is also in the process of recruiting to several vacant posts to further enhance capacity and business resilience in 2011/12.

V3. The performance on determining planning applications has significantly improved and we are now the top performing authority. This is due to reviewing our processes and responding to customer needs, producing timely decisions. We have streamlined many of our procedures and encouraged more applicants to submit applications electronically, which helps to improve speed and efficiency.

V4. This priority evolved from the Comprehensive Performance Assessment 2007/08 audit. Since then, there have been various improvements in the Culture, Leisure & Libraries Service such as recently being awarded 3 Green Flags in Parks. In overall terms this work has now been overtaken by other reviews in particular the Fundamental Service Review and the service has now been redistributed between Community Services and City Services and Development.

V5. Of the 14 local settlements in 2010/11, 4 were about education admissions appeal panels; 4 were about planning and building control; 3 were about benefits and there was one about each of street lighting, children's social care and registry services. Each year the Ombudsman provides an Annual Review of how the council has dealt with complaints from the Ombudsman. In his Annual Review for 2009/10, received in June 2010, the Ombudsman commented: 'The Council's responses are generally helpful and I note that in several cases that it has responded favourably to my proposals of an early settlement in cases where the fault has been apparent from the outset. The Annual Review for 2010/11 is expected in June 2011.'

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Continue to improve access to services	V 6a	Progress with development of ICT Strategy	2010/11 End year update see comment below:			NA Qualitative
	V 6b	Progress with development of Customer Services Strategy	2010/11 End year update see comment below:			NA Qualitative
	V 7 NI 14	Reducing avoidable contact: Minimising the proportion of customer contact that is of low or no value to the customer	8.8%	Not set	30.4% (NB Contact Centre Only)	NA
<p>Comment:</p> <p>V 6a. The ICT Services Strategy, written in 2008, has been subsumed by the i-Cov Fundamental Service Review which was completed by March 2011 and included ending the outsourced contract with Serco and retaining all services in-house. This new service incorporates a new Target Operating Model and the introduction of the IT Infrastructure Library Framework (ITIL) to improve ICT services' performance to the council.</p> <p>V 6b. The Customer Services Strategy was approved by the Cabinet Member on 17th June 2010. There are three central objectives: improve customer access, understand the customer journey and increase customer engagement and satisfaction. A new Customer Management abc review is developing and implementing this strategy. The Customer First project is about moving services to the Contact Centre through the lifetime of the abc transformation programme. Trees, Gullies and Blue Badge services have been migrated into the Contact Centre this year.</p> <p>V 7 The national indicator NI 14 was removed from the National Indicator set during 2010. The Council has continued to use this as a local measure to monitor avoidable contact in the Contact Centre. The information is then used to drive service improvements at a local level. The performance for 2010/11 of 30.4% is for the Contact Centre only. The 2009/10 performance of 8.8% also included customer contacts in Council Tax and Benefits which was less robust and had the impact of making the figure considerably lower. Using the same calculation, the performance for 2010/11 would have been 12%.</p>						
Continue to improve the efficiency and effectiveness of services	V 9	Implementation of the Transformation Programme	2010/11 End year update see comment below:			NA Qualitative

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
<p>Comment: V9. The annual report on the Transformation Programme was presented to Cabinet and Scrutiny Co-ordination Committee in July 2010. The report identifies the progress made for 16 current projects, and 18 year two draft reviews, with a combined forecast full year savings target of £19m.</p>						
Continue to improve the "safeguarding" of adults, children and young people	V 11	Number of safeguarding referrals (adults and older people)	625	641	786 Provisional	On
	V 12	Increased awareness of safeguarding amongst all Council staff	2010/11 End year update see comment below:			NA Qualitative
	V 13	Percentage of safeguarding referrals that from BME population profile and diversity of people living in Coventry: i) Adults-BME ii) Older People-BME	i)15.8% ii) 6.6%	i)16.4% ii) 6.6%	i)16.0% ii) 6.2%	On
	V 14	User experience of Safeguarding	NA	80.0%	87.7%	On
	NI 147	Care leavers in suitable accommodation	79.5%	90.0%	86.0%	Off
	NI 59 LAA Theme 5	Percentage of initial assessments for children's social care carried out within 7 working days of referral	68.8%	75.0%	66.5% Provisional	Off
	NI 63 LAA Theme 5	Stability of placements of looked after children: length of placements	69.5%	68.0%	66.2% Provisional	Off

*Some indicators have been removed as they relate to the Comprehensive Area Assessment which ended in June 2010 or national indicators that have been deleted.

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
<p>Comment:</p> <p>V11. Target has been met. The target referrals was revised downwards to 641 during the year and was based on 2009/10 England and Comparator Councils averages when they became available. Regular monthly statistical reports are sent to operational teams and meetings take place to track progress. Outturn is provisional and will be confirmed on submission of statutory return on 11 July 2011.</p> <p>V12. There is an ongoing sessional safeguarding awareness training programme (Joint adult and children's) available for all Council staff. The multi-agency rolling programme has been revised and was relaunched in November 2010. Information on safeguarding awareness is available on both the internet and intranet, providing information in English, seven other languages, an Easy Read version and with additional pages on the Safeguarding Adults Board, Mental Capacity Act and Deprivation of Liberty Safeguards. A positive Peer Review of safeguarding adults by IDeA was undertaken in April 2011 which praised how safeguarding aware front line staff were. All new job descriptions have an explicit statement on responsibilities regarding safeguarding vulnerable adults and children. All existing job descriptions are expected to be amended to include the statement at the point of review/recruitment/re-evaluation. Due to the importance of adults and children's safeguarding, staff awareness and understanding is currently one of the items on the City Council's Corporate Risk Register. Work is ongoing to ensure the programme of awareness for City Council staff is delivered effectively and is sufficient to meet agreed targets.</p> <p>V13. Performance on both parts is within 0.4% of the target. As actual numbers are small, small changes in numbers can disproportionately affect the outturn percentage. Outturn is provisional and will be confirmed on submission of statutory return on 11 July 2011.</p> <p>V14. Target has been met. 87.7% of all closed safeguarding referrals have recorded outcomes. All Children's social care indicators are slightly below target, but in line with national averages. (Final percentages for Coventry and new all England figures will be available later in the year).</p>						

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Management Objective: People						
Progress: The Council is faced with significant financial pressures because of the funding issues affecting local government. The voluntary redundancy (VR) and staffing reduction programmes have potentially led to some of the Council's employment and equality indicator targets not being achieved and reduced recruitment has further limited the opportunity to influence the diversity of the workforce. The VR programme was successful in that 300 employees were/will be exiting the organisation on voluntary grounds.						
Ensure Councillors are well trained and well supported	P 1	Support for Elected Members				
	P 1a	Average number of training hours per councillor	37	35	49.7	On
	P 1b	Percentage of members satisfied with training	85%	95%	90%	Off
	P 1c	Percentage of members satisfied or very satisfied with support provided to them	100%	98%	95%	Off
Comment: Targets for 2010/11 were set in light of the previous year's performance. The target for the average number of training hours has been exceeded due to the increased number of learning and development opportunities open to members and the support provided by a dedicated officer. Feedback from the satisfaction survey will be used to continually improve what members are offered.						
Develop the skills, competencies and motivation of our workforce	P 2	Percentage of individual appraisals carried out for employees in post for last 12 months	60.62%	100%	59.60%	Off
	P 3	Average number of days per employee spent on training and development	3.64	3	3.46	On

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
<p>Comment:</p> <p>Appraisals: The way completions of appraisals are recorded has changed this year, with line managers responsible for inputting their own completions directly into ResourceLink. This has had an adverse effect on the figures reported as there is often a delay between an appraisal being completed and the information being entered into ResourceLink. Reports are run quarterly on completion of appraisals by directorates and are cascaded via Directors to check and encourage completion of carrying out appraisals and recording the information. The actual figure is likely to be higher - work within directorates to analyse the figures has highlighted issues with the recording and reporting of information. A new competency based appraisal process will start from April 2011 and work is underway to develop reports.</p> <p>Training: The corporate target has been achieved, however, further analysis of data would show that the figure of 3.46 days per FTE is made up of a small proportion of employees completing lots of training with the majority completing less than the target of 3 days (only 30.86% of the total FTE in the organisation has completed 3 or more days training). The provision of e-learning may go some way to alleviate this, however, uptake of this format remains low across the organisation.</p>						

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Build a workforce that is representative of the local community	P 4	Employment equality indicators				
	P 4a	Percentage of grade 8 and above workforce who are female	69.39%	70.50%	72.03%	On
	P 4b	Percentage of grade 8 and above workforce who are from a BME background	8.69%	8.50%	9.01%	On
	P 4c	Percentage of grade 8 and above workforce who are disabled	5.01%	6.50%	4.42%	Off
	P 4d	Percentage of employees with a disability	4.42%	6.50%	4.15%	Off
	P 4e	Percentage of employees who are from an ethnic minority	12.86%	13.50%	12.47%	Off
<p>Comment: The voluntary redundancy and staffing reduction programmes have potentially had an impact on the Council's employment and equality indicator targets with two out of the five targets being met. There are also difficulties (being examined by the Corporate Disability Group) in that some employees prefer not to declare a disability when they could do so. The need for financial savings and the Voluntary Redundancy Programme will result in a smaller workforce, reduced recruitment and less scope to influence workforce diversity.</p>						

*Some indicators have been removed as they relate to the Comprehensive Area Assessment which ended in June 2010 or national indicators that have been deleted.

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
Maintain the health, safety and welfare of our workforce	P 5	Incidents (Accidents & Assaults)				
	P 5a	Number of RIDDOR reportable incidents (accidents& assaults) to the H & S Executive	103	< 95	80	On
	P 5b	Number of RIDDOR reportable incidents (accidents& assaults) resulting in time lost (per 100 employees)	0.89	< 0.85	0.82	On
	P 6	Number of assaults on employees	1317	< 910	1079	Off
Comment: Targets for P5a and P5b has been achieved suggesting a reduction in severity of injury associated with accidents and assaults in that there has been both a reduction in the number of incidents reported to the HSE (RIDDOR reportable) and a reduction in work related incident absence.						
Improve attendance at work	P 7	Average Number of working days lost due to sickness absence	10.37	9	10.34	Off

Priority	Indicator Number	Indicator	Actual 2009/10	Target 2010/11	Actual Performance 2010/11	On/Off Target
<p>Comment: The sickness outturn for 2010/11 is 10.34 days lost per FTE, a slight reduction when compared to the outturn for 2009/10 of 10.37 days lost per FTE. The outturn figure is 1.34 days over the target of 9.0 days per FTE. It is important to note that the outturn of 10.34 days lost per FTE has been achieved against a back drop of a considerable amount of organisational change/uncertainty which can contribute to higher absence.</p> <p>The single largest cause of absence during 2010/11 was for Stress Anxiety and Depression which is a 25% increase on last year. It is not possible to differentiate between personal stress and work related stress but work to better understand this area will take place in 2011/12. The other two main reasons for sickness absence were Musculo-Skeletal Problems & Infections, Colds & Flu.</p> <p>The Health & Wellbeing Team have implemented the following proactive strategies to support the authority to reduce levels sickness absence in 2011/12:</p> <ul style="list-style-type: none"> • A robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4 meetings having to take place before a decision is made about employees continued employment. • Fast track referral programme to Occupational Health for any employee who reports Musculo-Skeletal Problems as a reason for absence. • Further development training is being provided to managers/supervisors across the Council to empower them to effectively manage sickness absence casework. • A monthly system to alert Assistant Directors when employees who have hit a sickness absence trigger point have not been seen as part of the Promoting Health at Work procedure. 						