



Coventry City Council

4

Public report

Report to
Cabinet
Scrutiny Co-ordination Committee

19 December 2006
10 January 2007

Report of
Chief Executive

Title
Corporate Plan 2006/07-2008/09 : Half-Year Progress Report

1 Purpose of the Report

- 1.1 This report provides a review of the progress made in the first half of the current financial year on the Corporate Plan. It summarises the progress made against each of your Corporate Objectives and Management Objectives. Current progress and projections for each of the targets in the Corporate Plan is shown in Appendix 1 to this report.
- 1.2 The report also provides an update on progress on the CPA Action Plan adopted by Cabinet on 8 August 2006. This is shown in Appendix 2.

2 Recommendations

- 2.1 You are recommended to note the progress being made on the Corporate Plan and CPA Action Plan and to take this information into account when considering your proposals for the budget for the coming financial year.

3 Background

- 3.1 The Corporate Plan was approved by Council on 27 June 2006. It sets out the Council's key aims and targets for the three years from 2006/07 to 2008/09 and forms part of our statutory Best Value Performance Plan 2006/07.
- 3.2 The Corporate Plan is part of a comprehensive performance management framework which has helped us improve our services, and the way we work, in a planned and systematic way. It aims to ensure that we can make the maximum progress towards the council's vision of making Coventry a city where people choose to live, work and be educated and where businesses choose to invest.
- 3.3 The Corporate Plan includes performance measures and targets for each of our Corporate Objectives. It also includes management objectives which set out how the

council must work if it is to put its policies into practice. Each of these management objectives also has a number of performance measures and targets.

- 3.4 The measurement and review of performance at corporate level is based on a balanced scorecard, which brings the corporate and management objectives together. The Corporate Objectives are shown under the heading of "Customers & Communities". The management objectives are grouped under three headings – "Money", "Improving the way we work" and "People". This approach recognises that the council needs to have a sound financial base, effective processes and trained and knowledgeable Members and employees if the council is to achieve its vision and corporate objectives.
- 3.5 The Corporate Plan is formally reviewed twice a year. The performance data informs Members and Management Board about the health of the organisation and the progress being made towards achieving our Corporate Objectives.
- 3.6 One of the purposes of reporting on progress today is to provide you with contextual information for the budget setting process. In previous years you have used this information to help decide whether additional investment is needed in particular services to accelerate progress or whether savings might be made in some areas in order to invest in other priorities. For example, improvements against recycling and composting targets this year are, in part, a result of decisions made last year to increase the budget for this service. Similarly, our continued steady improvement in community safety has resulted from the long standing investment made by the council in this area of work.
- 3.7 The Council underwent a Corporate Assessment inspection as part of the Comprehensive Performance Assessment system in February and March 2006. The report of the inspection was issued in June 2006 and resulted in the Council being recategorised as a 3 star authority. The report included a small number of formal recommendations and a number of comments where inspectors felt that performance could be further improved.
- 3.8 An action plan to respond to the Audit Commission's report was approved by Cabinet on 8 August 2006. In practice very few of the actions shown in the plan were new – most had already been included in either the Corporate Plan, Cabinet Member Strategic Plans or Operational Plans. However the action plan brought these together as a temporary supplement to these other plans, either adding further activity or cross referring to them. Progress on the action plan is shown in Appendix 2 to this report.

4 Current Performance – overview

- 4.1 The Council's overall performance continues to improve and we are making generally good progress on the delivery of our corporate objectives. This has been acknowledged through the award of 3 star status under the new and harder Comprehensive Performance Assessment regime; good or outstanding status for all elements of the Joint Area Review; a 3 star rating for adult social care; and a number of other awards and accolades.
- 4.2 Progress on delivering our management objectives is generally good although there are some areas for improvement. We are making satisfactory progress to achieve our "Money" objectives, with the annual budget setting process heading towards adoption of a new budget in February 2007. Our Value for Money strategy, adopted in July 2006, recognises that there is further scope to improve value for money in some areas and a programme of value for money reviews is under way.

- 4.3 There has been mixed progress on "Improving the way we work" – this is about how the council delivers its services. For example, we have improved performance in our housing benefits and planning services, but some of the milestones for Coventry Direct have been rescheduled.
- 4.4 In regard to "People", we have made good progress on Member training and there has been a welcome reduction in the number of assaults on employees. However, we are not now expecting to meet some of our employment equality targets and sickness levels are not reducing as quickly as we would like.

5 Corporate Objectives – Customers and Communities

5.1 Improve the quality and efficiency of services and make it easier to access them

- 5.1.1 As noted above, we achieved our target CPA rating of 3 stars and Improving Well in July 2006. The Council was judged to be performing well in relation to Ambition, Prioritisation, Performance Management and Achievement and to have adequate capacity to achieve its objectives. Coventry was the first of the councils designated "Poor" in 2002 to achieve 3 star status under the new "Harder Test" methodology.
- 5.1.2 The next annual local authority league tables are expected to be published on 22 February 2007. These will include information from the triennial Best Value User Satisfaction Survey which has been carried out this year. The annual Direction of Travel Self Assessment has been submitted to the Audit Commission and is available on the council's website¹.

5.2 Ensure best quality education for all and that children and young people can achieve their maximum potential

- 5.2.1 Our 2006 Joint Area Review (JAR) report showed that our services for children and young people are some of the best in the country. We achieved our overall target of a score of 3 out of 4, with our work on "Making a positive contribution" being judged outstanding and all other services and outcomes for children judged to be good. Our youth service was described as "a good service which provides good value for money". An action plan has been produced to respond to the JAR report.
- 5.2.2 We continue to have no schools at all in special measures and there has been some good progress in school attainments in 2006. Examples include:
- Key stage 1 - attainment has improved and the gap has narrowed between Coventry and the national average in English, maths and science
 - Key stage 2 – there has been an overall improvement in English, with significant improvement in both English and Maths for Pakistani, Black African, Black Caribbean, dual heritage pupils.
 - Key stage 3 – Coventry's attainment has mirrored national trends
 - Key Stage 4 – attainment has improved and we have narrowed the gap between Coventry and the national average for 5 or more A* - C grades (including English and Maths).

5.3 Regenerate the city and ensure people have a good choice of jobs and housing

- 5.3.1 Average household incomes within the city are rising at rates faster than inflation, signalling improved levels of prosperity. There has been an increase in the level of job

¹ http://www.coventry.gov.uk/ccm/cms-service/stream/asset/?asset_id=15048194.

vacancies and the employment rate despite the backdrop of Peugeot's closure. There are however also rising levels of worklessness in the city.

- 5.3.2 The Arena Jobs Bus model has been applied to other major employment generating opportunities such as Primark, with over 47% of the current jobs going to people living in priority neighbourhoods. The city has secured a prestigious "Lyons relocation", with the Qualifications and Curriculum Authority providing 500 new jobs for the city. Major regeneration schemes within the city's overall regeneration programme, such as NDC and Swanswell, are reaching critical development stages in terms of funding and securing agreements.
- 5.3.3 More affordable housing units will be completed during the year and further empty properties brought back into use will also provide more housing. Work is also in progress to improve housing for vulnerable people and waiting times for Disabled Facilities Grants have begun to reduce.
- 5.3.4 Coventry has recently become a growth point under the government's New Growth Points Programme. This will potentially improve our access to finance for growth, enabling the City Council to work in partnership with central government to ensure that both economic and housing growth are delivered together in a sustainable way.
- 5.3.5 The Audit Commission has completed an inspection of the Housing Service, concluding that we provide a 'fair' one-star service that has uncertain prospects for improvement. An Action Plan to respond to the recommendations in the report was approved by the Cabinet Member (Community Services) on 21 November 2006.

5.4 **Promote health, independence and choice for all citizens**

- 5.4.1 The Commission for Social Care inspection has awarded the council 3 stars – the maximum possible - for our adult social care services. They say we are serving most people well and that the prospects for further improvement are excellent.
- 5.4.2 The city continues to have one of the lowest admission rates to residential care in the country and is successfully supporting people to live independently where feasible. More people are receiving direct payments which enables them to have a choice in the kinds of service delivered.
- 5.4.3 The modernisation of learning disability services and budget pressures remain a key priority. Financial difficulties in the health economy are being closely monitored for impact on social care services.
- 5.4.4 The Community Safety Partnership is achieving its targets for drug users entering treatment, due in part to the success of the drug intervention programme.
- 5.4.5 The Coventry Half marathon attracted 2187 entrants this year with 1215 entrants (49%) being from Coventry. However, a recent survey has suggested that overall participation in sport and active recreation by adults in the city is relatively low. The Cultural Partnership is looking at a range of interventions to improve participation levels.

5.5 **Create a city where people feel safe and confident and where no-one is disadvantaged by the neighbourhood in which they live**

- 5.5.1 There are preliminary indications of increased bus usage as a result of service improvements delivered through Primelines.

- 5.5.2 The gap in attainment is narrowing between schools in priority neighbourhoods and the rest of the City for Key Stage 2 mathematics and Key stage 4 for 5 or more A* - C grades.
- 5.5.3 The trend in crime rates continues to be down although this is currently falling short of the target of 5% reduction in all crimes. There has been an increase in levels of thefts from vehicles - this is believed to be largely attributable to the number of SatNavs in circulation.
- 5.5.4 In May 2006, a research study of "Urban Crime Rankings" compared data on levels of recorded crime in 2005 for each town in England and Wales with a population of over 100,000 people. The crimes covered were murder, rape, assault, burglary, robbery, car crime and gun crime. Coventry was placed 69th out of 87 towns and cities (i.e. the 19th best) with 46 crimes per 1000 population as against an average of 61 per 1000. In April 2006 a study by Endsleigh Insurance, based on claims data, named Coventry as the town with the second lowest rate of household theft in the country.
- 5.5.5 Cabinet approved our Community Cohesion Strategy in July 2006.

5.6 **To make the city clean and green**

- 5.6.1 In September 2006, the city received the gold award in the Heart of England in Bloom competition and, for the second year running, was named winner in the large city category. Also in September the city won the prize for the best Public Park in the UK for Greyfriars Green – judges commended the horticultural excellence and high standards of maintenance, including infrastructure, conserving wildlife, cleanliness and features of interest.
- 5.6.2 Coventry has reached the finals of the city category of the British Cleaning Council Clean Britain Awards. The street cleansing review, involving joint work with CVOne and Whitefriars, is now being taken forward, as is the delayed waste review. Further improvements for street cleanliness are anticipated in the second half of the year.
- 5.6.3 25.34% of domestic waste was recycled or composted during the first half of the year, well ahead of our statutory target of 20% for next year. We are unlikely to achieve the target we set for fly tipping - in part due to more reporting but also because the hotspots selected this year are more challenging than in previous years. However our performance continues to be rated as "very effective", the highest level of achievement, on the national scale.

5.7 **Actively promote equality so that people from different backgrounds have similar life opportunities**

- 5.7.1 All of our public access buildings have now been professionally audited and a £200,000 programme of further improvements is under way to make them easier to use by disabled people.
- 5.7.2 Our Race Equality Scheme was updated in June 2006, the Equality Strategy Action Plan was updated in August 2006 and our first Disability Equality Scheme was approved in November 2006. Work is taking place to refocus equalities activity on delivering outcomes that will make a real difference to individuals and communities. This will be fully integrated with the overall performance management framework from 2007/08.

6 Management Objective – Money

6.1 Ensure sound management of resources

6.1.1 We are awaiting a report from the Audit Commission on the annual Use of Resources judgement. We anticipate this will acknowledge further improvements in most areas and that we will retain our existing score of 2 out of 4. The 2005/06 accounts were closed on target which was a month earlier than in the previous year.

6.2 Deliver value for money to meet the Council's priorities

6.2.1 The Council's Value for Money Strategy has been approved and the implementation of the rolling programme of reviews is under way. We are awaiting the outcome of the Audit Commission Use of Resources judgement to determine the overall CPA Value for Money score.

6.2.2 We have been awarded £200,000 from the West Midlands Capacity Building Fund for joint work with Solihull MBC on developing training packages to promote greater understanding of value for money and transformation strategies.

6.2.3 In May 2006, the Council's work to protect school property won first prize in the Loss Prevention category of the Strategic Risk European Risk Management Awards. We were also highly commended for this work by the Association of Local Authority Risk Managers.

6.3 Maximise Resources

6.3.1 The Council's collection of NNDR and Council Tax at the half year point for 2006/07 shows an improvement on the previous year, continuing the upward trend in these indicators. Council Tax collection has been assisted by an increased take up of the direct debit facility.

6.3.2 Our second Local Public Service Agreement was concluded in April 2006, potentially attracting £10m additional funding in return for increasing employment opportunities, increasing quality of life for older people, improving cleanliness standards and recycling, improving community safety and increasing levels of attainment and other outcomes for looked after children.

7 Management Objective – Improving the Way We Work

7.1 To improve the quality of our service delivery

7.1.1 We are continuing to make improvements to Housing Benefits processing times.

7.1.2 We are continuing to meet government control targets for planning applications and the focus is now on improving the quality of the service.

7.1.3 In October 2006 St Mary and St Benedict Roman Catholic Primary School won praise as the country's healthiest school at the UK Teaching Awards. The school impressed judges with its work to promote a healthy lifestyle for its pupils and staff, including a morning breakfast club, break time exercise classes, healthy lunch menus and games coaching.

7.2 To improve access to the services we provide

- 7.2.1 The Coventry Direct Express Bus has been launched and revised customer care standards has been set and are being embedded within the organisation. Improvements have been made to the Council website to improve accessibility, although it is now unlikely that we will achieve all DCLG priority outcomes by the end of the year.
- 7.2.2 We have increased the frequency of our resident's magazine Citivision from quarterly to bi-monthly. This was named as Council Publication of the Year in the Good Communications Award 2006. The Council received the LGA Gold Award for effective media relations in 2006.
- 7.2.3 Moat House Primary School won the "Community Benefit" category at the 2006 Royal Institution of Chartered Surveyors Awards for outstanding achievements in providing community facilities with a high level of public access.

7.3 To improve the efficiency of the services we provide

- 7.3.1 The value for money strategy will underpin work on achieving service efficiency improvements. The mid-year report on the Annual Efficiency Statement shows that we are on target to achieve the savings set for us by government by the end of 2006/07 (£12m over the last 3 years).

8 Management Objectives – People

8.1 Ensure Councillors are well trained and well supported

- 8.1.1 The Induction Programme and Core skills programme has been well received by Members and we were awarded the West Midlands Local Government Association Charter for our Member Development Programme in May 2006.
- 8.1.2 Our processes for Member decision making are now included as an example of notable practice on the Audit Commission website.

8.2 Develop skills, competencies and motivation of our workforce

- 8.2.1 We are not currently meeting targets for the number of employee appraisals carried out and a simplified version of the appraisal process is being tested in City Services to encourage employees to identify their training needs and gain more value from the appraisal process. An action plan has been developed to address the barriers to training and work is currently under way in a number of areas supported by Directorate Trainers.

8.3 Build a representative workforce fairly treated

- 8.3.1 Our new jobs website is producing significantly more applications, although it is too soon to determine what impact this is having on the make-up of the workforce as a whole. A delay in establishing the Entry to Employment Team is impacting on our ability to achieve our equality targets for employment this year. However, work is continuing to improve recruitment through our Partnership Accord with Job Centre Plus and the recent appointment of an Entry to Employment Manager is expected to enable us to improve performance during 2007/08.

8.4 **Maintain a healthy and safe workforce**

- 8.4.1 There has been an increase in the number of reportable accidents to the Health & Safety Executive, although no specific trends have emerged. Approximately 30% of the total were in the classification of slips and trips – these are difficult to control and require ongoing management attention to behavioural patterns, prompt reporting and management of defects. The number of assaults on employees is decreasing.
- 8.4.2 There has been an improvement in the number of days lost due to sickness absence although projections for the rest of the year suggest that we will fall short of our overall improvement target.

9 **Proposal and Other Option(s) to be Considered**

- 9.1 This report reviews the progress that the Council is making in delivering the objectives set out in the Corporate Plan. This information will be used to identify further action that needs to be taken to improve performance and services to the people of Coventry and provide performance information to assist in the budget setting process.

10 **Other specific implications**

- 10.1 The Corporate Plan potentially has implications for all the council's functions and activities. Any specific implications for services from this half-year progress report are detailed in Appendix 1.

	Implications (See below)	No Implications
Neighbourhood Management	✓	
Best Value	✓	
Children and Young People	✓	
Comparable Benchmark Data	✓	
Corporate Parenting	✓	
Coventry Community Plan	✓	
Crime and Disorder	✓	
Equal Opportunities	✓	
Finance	✓	
Health and Safety	✓	
Human Resources	✓	
Human Rights Act	✓	
Impact on Partner Organisations	✓	
Information and Communications Technology	✓	
Legal Implications	✓	
Property Implications	✓	

	Implications (See below)	No Implications
Race Equality Scheme	✓	
Risk Management	✓	
Sustainable Development	✓	
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

11 Monitoring

- 11.1 Progress on the Corporate Plan is reported at the half year stage and the end of year performance is published in June in the Council's annual Performance Report.

	Yes	No
Key Decision		✓
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	Scrutiny Co-ordination Committee 10 January 2007	
Council Consideration (if yes, date of Council meeting)		✓

List of background papers

Proper officer: Stella Manzie, Chief Executive

Author: Telephone 024 7683 1077
 Roger Hughes, Head of Corporate Policy, Chief Executives Directorate
 (Any enquiries should be directed to the above)

Other contributors:

Chris Hinde, Director of Legal and Democratic Services 024 7683 3020

Angie Ridgwell, Director of Finance and ICT 024 7683 3700

Bev Messinger, Head of Human Resources 024 7683 3206

John Bolton, Director of Community Services 024 7683 3405

Mick Green, Head of Public Protection, City Services 024 7683 1820

Jos Parry, Children, Learning and Young People 024 7683 1537

John McGuigan, Director of City Development 024 7683 1200

Jan Nichols, Head of Neighbourhood Management 024 7683 1097

Jenni Venn, Policy and Performance Manager 024 7683 3741

Carol Dear, Senior Performance and Planning Officer 024 7683 3226

Papers open to Public Inspection

Description of paper

Location

Corporate Plan 2006/07 – 2008/09

Corporate Plan Half Year Review

Scorecard Theme: Customers and Communities
Corporate Objective 1: To improve the quality and efficiency of services and make it easier to access them
<p>Performance Summary – Improvement in the performance of the Council was recognised by the award of the CPA Score of 3 stars in July 2006. Following the receipt of the CPA Report an action plan was drawn up and progress is being monitored. The Council achieved a rating of 3 out of a possible 4 for its performance management which, according to the latest available figures, puts us in the top 17.5% of Councils for this theme. The performance management framework is now well embedded and attention is now being directed to ensuring a consistent approach across the Council.</p> <p>The target for Ombudsman complaints will not be achieved this year. In order to improve this in the future, we need to get better at resolving complaints internally as well as using the learning from dealing with complaints to improve performance. Current work on developing a complaints policy is to be followed by the updating of the current guidance on investigating and learning from complaints. In October 2006 the leaflet 'Speak up we're listening' was published and distributed to reception areas to encourage customers to tell us what they think about services.</p>

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will Target be met in 2006/07?
1	Annual CPA score	Fair December 2004	2 Stars and Improving well December 2005	3 Stars and Improving Well July 2006 ----- 3 Stars and Improving Strongly February 2007	3 Stars and Improving Well July 2006 ----- Not yet available	Yes Interim target met ----- Not possible to say

Comment: the next CPA star ratings will be issued in February 2007 so that the results of the recent Best Value User Satisfaction Survey can be included in the calculations..

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will Target be met in 2006/07?
2	Citizens satisfied with the overall service provided by their authority (BV3)	41% at Dec 2003 (Average score for Metropolitan District Councils = 53%)	N/A – this national survey is only conducted every 3 years	To achieve at least the 2006/07 average score for Metropolitan District Councils	Not yet available	Not possible to say
<p>Comment: Fieldwork for this survey is carried out between September 2006 and November 2006. The deadline for submission of data to the Audit Commission is December 2006 and the final results will not be available until January/February 2007. The target figures are based on the percentage of respondents stating they are 'very satisfied' or 'fairly satisfied' as a proportion of all those answering the overall satisfaction questions.</p>						
3	Number of Ombudsman complaints where: a. the finding is of maladministration b. we have accepted an element of fault and settled the complaint locally.	 0 13	 0 8	 0 0	 0 4	No, due to local settlements.
<p>Comment: Targets were set at 0 on the basis that we consider any level of adverse findings unacceptable. Although the target will not be achieved due to local settlements having been agreed, performance is in line with the previous year at this stage.</p>						

Scorecard Theme: Customers and Communities

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

Performance Summary:

Our 2006 Joint Area Review report showed that our services for children and young people are some of the best in the country. Our work on “Making a positive contribution” was judged outstanding and all other services and outcomes for children were judged to be good – these ratings exactly matched our self assessed scores. Our youth service was described as “a good service which provides good value for money”. There were no recommendations needing immediate action and the action plan focuses upon medium to longer term issues.

- At Key Stage 1, school attainment improved in 2006 and we reduced the gap between Coventry and the national average in English, mathematics and science.
- At Key Stage 2, performance improved in English and the gap between Coventry and the national average narrowed to 2% points. There were significant improvements in attainment in both English and mathematics for Pakistani, Black African, Black Caribbean and dual heritage pupils.
- At Key Stage 3, Coventry has mirrored the national trends and the gap with the national average remains the same.
- At Key Stage 4 (5 or more A*-C grades including English and maths and average point scores) we have reduced the gap with the national scores.

Targeted intervention is in place in all schools and subjects where performance is below the floor targets or where progress in attainment is judged not to be satisfactory. This approach has previously demonstrated an impact at KS3 and it is beginning to take effect at KS4.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance Financial yr 06/07 Academic yr 05/06	Will target be met?
4	Joint Area Review of Children's Services	N/A	Score: 3 (max. score 4) June 2006	N/A	N/A	Not applicable

Comment: The JAR report was published June 2006. The Children and Young People's Strategic Partnership produced an Action Plan to address the recommendations made in the report.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance Financial yr 06/07 Academic yr 05/06	Will target be met?
5	Annual Performance Assessment of Children's Services	2004/05 APA Self-Assessment Contribution of Children's Services: 3 Capacity to improve of council services for children and young people: 3	Confirmation of 2004/05 Self assessment 3 out of 4 3 out of 4	Progress of the Joint Area Review action plan. Maintain the rating for the City Council Children's Services	N/A	N/A
Comment: N/A- JAR inspection was undertaken in 2006 instead of an APA self-assessment. An action plan was produced based upon the recommendations of the report and progress will be monitored.						
6	Attainment gap between Coventry and the national average at all key stages	Summer 2004 gap with national attainment:	Summer 2005 gap with national attainment:		Summer 2006 gap with national attainment	
6a	Key stage 1: English Mathematics Science	2% 2% 2%	4% 3% 4%	Reduce Gap	2% 2% 3%	Yes Yes Yes
6b	Key Stage 2: English Mathematics Science	2% 3% 2%	3% 2% 0%	Reduce Gap	1% 2% 0%	Yes No change No change

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance Financial yr 06/07 Academic yr 05/06	Will target be met?
6c	Key Stage 3: English	3%	3%	Reduce Gap	3%	No change
	Mathematics	4%	3%		3%	No change
	Science	3%	5%		5%	No change
6d	Key Stage 4: 5+A*-C including English & maths	5.5%	*6.2%	Reduce Gap	5.5%	Yes
	Average point score	20.1	*28.3		22.3	Yes
<p>Comment: At KS2, performance improved in English and the gap between Coventry and national standards narrowed to 2% points. There were significant improvements in attainment in both English and Mathematics for Pakistani, Black African, Black Caribbean and dual heritage pupils. At KS3, Coventry mirrored national trends and the gap has remained the same between Coventry and the National level in all three subjects. At KS4, the gap with the national was reduced. Targeted intervention is in place in all schools and subjects where performance is below the floor targets or where progress in attainment is judged not to be satisfactory. This approach has previously demonstrated an impact at KS3 and it is beginning to take effect at KS4. Note 6d We are now required to report on achievement of 5+ GCSE's A*-C <i>including English and Maths</i> and as a result the baseline for 2005/06 has been changed since those published in the Corporate Plan.</p>						
7	Education, training and employment of care leavers.					
7a	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ (PAFA2, BV50)	45.9%	58.1%	60%	46.7%	No

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance Financial yr 06/07 Academic yr 05/06	Will target be met?
7b	The ratio of the percentage of care leavers in education, training or employment at the age of 19 to the percentage of 19 year olds in education, training or employment (PAFA4, BV161)	0.41 Previously expressed as a percentage in 2005/06 plan.	0.74	0.75	0.55	Yes
<p>Comment: 7a. The half year figure is based on attainment of children who left care between April & September 2006. The cohort for this indicator will increase as more young people turn 18 (and hence leave care) during the 06/07 reporting year. This indicator will be influenced by further changes to the year end cohort. Projections based on those who have already left and those who will leave by virtue of turning 18 indicate that performance will be below target, hence the classification of "No". The 60% target set for this indicator was based primarily on the performance of 58% reported last year. Last year's performance was however exceptional and a more appropriate target would have been about 50% based on historic performance.</p> <p>7b. There are strong indications that the target figure of 0.75 will be achieved, as the quarter two position (0.55) is slightly ahead of the statistic at this time last year. However, continued concerted action will need to be taken, mainly on the part of Connexions and the Leaving Care Service, to ensure that this is achieved. The constituent group contains a number of children with significant needs who present very considerable challenge to ensure their positive engagement in education, training and employment. On a positive note, there are now 10 older care leavers at university studying a variety of courses, the highest ever number of such care leavers.</p>						
8	Support for vulnerable children					
8a	Looked after children with an allocated qualified social worker or experienced qualified children's worker at all times	98%	100%	100%	100%	Yes
8b	Children on the child protection register with an allocated qualified social worker at all times	99%	100%	100%	100%	Yes
<p>Comment: 8a. All looked after children continue to be allocated to a named worker who is either a qualified Social Worker or qualified Children's Worker. 8b. All children on the child protection register continue to be allocated to a named qualified social worker.</p>						

Scorecard Theme: Customers and Communities

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

Performance Summary:

Overall there is a positive direction of travel for this objective supported by the indicators showing an increase in the level of job vacancies and the employment rate albeit against a backdrop of Peugeot's closure. There is however a rising level of worklessness and levels of unemployment within the city. Conversely, average household incomes within the city are rising at rates faster than inflation, signalling improved levels of prosperity. Additionally, the gap between the city average and the average for the priority neighbourhoods is recently showing signs of a decrease; this shows a small narrowing of the gap in terms of income inequality in the city. The Arena Jobs bus model has successfully been applied to other major employment generating opportunities such as Primark with over 47% of the current jobs secured going to people from priority neighbourhoods. The city has secured a prestigious Lyons relocation with the Qualifications and Curriculum Authority providing 500 new jobs for the city. Levels of inward investment enquiries for the city are on target for the first six months of this year.

Major schemes within the city's overall regeneration programme such as NDC and Swanswell are reaching critical development stages in terms of funding and securing agreements. Completion of these stages combined with other major schemes including the Station redevelopment, Canley and Ansty will be pivotal in ensuring the success of this objective both in terms of housing and employment.

Visitor footfall around the main shopping locations for the first 6 months of 2006/07 is down by 0.9%, although early analysis would suggest the opening of Primark may be the much needed footfall catalyst the city centre requires. The results of 2006 combined telephone and street survey indicates that there is a marginal increase in the number of people using Coventry as their main non food shopping destination and that there is more satisfaction with its quality as a shopping destination.

More housing will be available with the programme we have in place for additional and affordable housing units during the year. Further empty properties brought back into use will also provide more housing. Work is also in progress to improve housing for vulnerable people and waiting times for disabled facilities grants will be reduced further.

Coventry has recently become a growth point under the government New Growth Points Programme. This will potentially improve our access to finance for growth, enabling the City council to work in partnership with central government to ensure that both economic and housing growth are delivered together and that it is sustainable.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
9	Employment rate of 16-65 year olds a. Coventry rate b. National rate	70.3% 74.5%(April 2004 – March 2005)	* 70.9% *74.5%	71.5% N/A	Not yet available Not yet available	Uncertain
<p>Comment: Annual Population Survey is still delayed though Coventry's figures improved in 2005-6 and there is no reason, despite Peugeot's closure, that the Employment Rate should not rise further during this financial year, though this depends on the level of redundancies.</p> <p>* Note 2005/06 data has become available since publication of the Corporate Plan.</p>						
10	Average job vacancies per month in the City over a year	1896 (May 2004 – April 2005 average)	1766 (May 2005 – April 2006 average)	1400+	2038 (Oct 05 – Sept 06 average)	Yes
<p>Comment: The local economy is growing and continuing to create jobs in many sectors.</p>						
11 City Centre Activity						
11a	Visitor footfall Evening footfall		*34,318,322 *16,696,513 (first 6 months) *N/A	Maintain existing levels	16,549,094 1,029,824	Uncertain

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
11 b	Perceptions of the City Centre					
	(i) The combined proportion of street and telephone survey respondents whose main centre for non-food shopping is Coventry	*67.5%	*70.8%	Increased percentage	71.4%	Yes
	(ii) Visitors' satisfaction with Coventry's overall quality as a shopping destination. (Rating of 1 poor – 5 excellent)	*3.55	*3.11	Increased satisfaction	3.23	Yes
<p>Comment: The footfall for the first 6 months of 2006/07 is seen to be down 0.9%, although early analysis would suggest the opening of Primark may be the much needed footfall catalyst the city centre requires Note: The method of calculating visitor footfall has been changed since the published figures which has meant a change to the baseline 05/06 - the reason for this is to include all cameras in key City Centre locations. The figure is a total for a 24 hour period Monday to Sunday and records cameras based in prime shopping locations. At the end of March 2006 a further 3 cameras were installed in Spon Street, Priory Place and High Street these are more likely to pick up on evening activity and as a result a separate figure for 7.00 p.m. – 3.00 a.m. will be reported during 2006/07 with a view to forming a baseline for future comparison.</p> <p>The 2006 combined street and telephone survey has shown a very slight increase in the number of respondents whose main centre for non-food shopping is Coventry and overall satisfaction with Coventry as a shopping destination has also increased. Note: The method of reporting survey results has also changed since the baseline figures were published. The reason for this is to include respondents to a telephone survey as well as street survey respondents; this is thought to provide a more representative sample. The impact of the change to a wider survey base has shown a drop in satisfaction for 2005 with an improvement in 2006.</p>						
12	Average household income in the city as a percentage of national average household income	86.4% (2004 data)	89.3% (2005 data)	Increased %	93.4% (2006 data)	Yes
<p>Comment: Coventry has continued to close the gap between city and national averages despite several rounds of redundancies</p>						

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
13	Progress on the Swanswell initiative	N/a	Milestones met in part	<p>City College Phase 1 building works start – May 2006</p> <p>City College Phase 2 building works start - March 2007</p> <p>Masterplan to be adopted as Supplementary Planning Guidance April 2006</p> <p>Progress on CPO requirements for learning quarter</p> <p>Progress design and procurement of multi-storey car park</p>	<p>Under construction</p> <p>Scheduled to start work in Jan '07</p> <p>Final Options Paper drafted</p> <p>Public enquiry held in July 2006</p> <p>Report to Cabinet in October. Scheduled to open in Sept 2008</p>	Yes In most part
<p>Comment: The City College, Phase 1 is under construction and will open in September 2007. The City College, Phase 2 is scheduled to start in January 2007 and will open in September 2008. A final options paper has been drafted for the Masterplan and will be reported to Cabinet in the new year. A public enquiry was held for the CPO in July and the Secretary of State has recently confirmed a Compulsory Purchase Order. A report on the multi-storey car park was considered by Cabinet in October - this is scheduled to be opened in September 2008.</p>						

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
14	Progress on the Housing Strategy					
14a	Number of new and additional affordable housing units completed in year	120	154	250	68	Yes
14b	Number of empty properties brought back into use through action of Council	79	112	110	50	Yes
14c	Meet the Decent Homes Standard for vulnerable households in the private sector by 2020	N/A	N/A	Annual target not available Reduction of 2,730 homes needed by 2010 to meet PSA 7	16	Not possible to say
14d	Average length of time in weeks for major adaptations from initial assessment by Occupational Therapist to work being approved.	N/A	N/A	*30	64	No

Comment:

14a. It is expected that this target will be met based on programme in place

14b. This indicator is now back on target after a slow start.

14c Reduction of 2,730 homes needed by 2010 to meet PSA 7. Work is being carried out on how this target might be achieved.

14d The Target set for 2006/07 has been amended from 50 weeks to 30 weeks in line with a more challenging target adopted by the Cabinet Member (Community Services). Based on the half-year performance position this target is unlikely to be achieved, however the necessary steps are being put in place to improve this figure during this financial year.

Scorecard Theme: Customers and Communities

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

Performance Summary: The Council continues to deliver a vision for social care which focuses on improving outcomes through enablement for those who need care and support in the city. We seek to promote the independence of service users, by ensuring each person with social care needs is given the opportunity to be as independent as possible. We continue to have one of the lowest rates of admission to residential care in the country. People receive their services in a timely manner and significant improvements in the Joint Equipment Store have enabled us to increase the number of people accessing services within existing resources (through more efficient recycling of equipment). We have low delayed transfers of care from the hospital. Our service continues to sustain people to live independently wherever that is feasible.

Direct Payments and Individual budgets (for which we are a pilot authority) enable people to have a choice in the kind of services delivered and we have more people receiving Direct Payments. We have a strong approach to service user and carer involvement, and have recently made changes to the Older People Mental Health Strategy following consultation.

We continue to work in partnership with health colleagues on a range of key developments in all service areas and actively contributes to key service developments such as the Coventry and Warwickshire Partnership Trust and the Acute Services Review. The financial difficulties experienced by the health economy are being closely monitored for their potential impact on social care services.

Waiting times for Disabled Facilities Grants have begun to reduce following an action plan agreed by the Cabinet Member. The modernisation of learning disability services and the ongoing budget pressures in this area remain a high priority. Steps are being taken within the directorate to address the budget pressures, with a report taken to Cabinet on 31 October 2006.

The results of the Active England Survey shows that the number of adults participating in sport and active recreation in Coventry is in the lower quartile nationally and the lowest in the West Midlands. The Cultural Partnership has been actively looking at interventions that will be used to improve participation figures overall and NRF funding is being used to help people to gain access to and participate in culture and leisure activities. The longer than anticipated closure of the Belgrade Theatre will also have an impact on next year's participation figures.

The Lady Godiva Half Marathon attracted 2187 entrants this year with a further 309 entering the Family Fun Run. Overall 461 (18.5%) entrants had never taken part in an organised running event before. 1215 (49%) entrants were from Coventry.

Based on current figures, the Community Safety Partnership is on target to reach and exceed the 2006/07 targets for drug users into treatment, this is in part due to the success of the Drug Intervention Programme. The partnership is also working to ensure that those accessing treatment are representative of the demographic and ethnic make up of the local community and also that the National Treatment Agency Retention Target of 12 weeks is achieved

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
15	Support for adults and older people					
15a	Number of adults and older people supported at home with assistive technology	N/A	N/A	100	7	No
15b	Households receiving intensive home care per 1,000 population aged 65 and over (PAF C28, BV53)	20.3	18.7	19	14	No
15c	i) Adults and older people receiving Direct Payments per 100,000 population aged 18 and over (PAF C51, BV 201)	84.7 (199 people)	163.2 (379 people)	135 (339 people)	178 (415 people)	Yes
	ii) Adults with disabilities receiving Individual Budgets at 31 March	N/A	N/A	100	6	Yes
<p>Comment: 15a – Slow take up of services attributed to some process issues that were resolved through the pilot stage. The pilot is now complete and plans in place for roll-out to older people city wide by the end of 2006. This should increase activity from January 2007 but not to a sufficient level to reach target. Assistive Technology is also to be deployed to support intermediate care delivery in residential settings that will increase the usage of this service.</p> <p>15b. – In 2006, the number of home care hours has increased by 10% (3046 hours) We are looking into the reasons why the number of intensive home care hours has reduced.</p> <p>15c i The number of older people receiving direct payments has increased above target as at September 2006.</p> <p>15c ii The initial target of two individual budgets by the end of June was met and we now have 6 confirmed with more in the pipeline. We are participating in a government pilot for individual budgets and the target was set for up to 100 people.</p>						

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
16	Cultural and leisure activities					
16a.	Participation rates in cultural and leisure activities – from annual Coventry Partnership General Household Survey	N/A	N/A	Establish baseline through survey	Baselines developed through annual household survey Attending arts events at least twice per year – 32.5% baseline Participation in arts activities – 51.1% baseline Access a museum twice a year – 16.5% baseline Visit a historic site twice a year – 16% baseline	Yes
16b.	Percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week.	N/A	N/A	Establish baseline through telephone survey or Active England Survey	Baseline established through Active England Survey 15.5%	Yes
16c.	(i) Number of people on a GP referral scheme who have an Improved measure for blood pressure and body mass index after 12 weeks.	N/A	N/A	Establish baseline through telephone survey or Active England Survey	GP Referral -16 Referrals 8 (50% showing improved measures)	Yes.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance 2006/07	Will target be met in 2006/07?
	(ii) Number of patients (responding to survey) who are still participating in a level of physical activity greater than their baseline level, 6 months after their initial assessment.	N/A	N/A	Establish baseline through implementation of national quality standard	The programme has not yet reached this stage in the evaluation and monitoring process.	Not possible to say
<p>Comment: Baseline figure for 2006/07 have been collected.</p> <p>16 a The Household Survey has been used to measure participation levels, however this does not cover young people under the age of 16. The Cultural Partnership is currently looking at ways of collecting information from this specific target group. There is currently no national comparator data available to benchmark the results obtained from the survey and the results will be used to set targets for the next three years.</p> <p>16 b The Active England Survey has been used to measure adult participation in sport and active recreation. This is a national survey which will be conducted every three years providing that funding is available. The results show that Coventry is in the lower quartile nationally and the lowest in comparison to other West Midland areas. The target will be to achieve an improvement rate of 2% per. annum with the aim of being in the middle quartile when the next survey runs in 2009.</p> <p>16 c The number of GPs referring to the programme has been disappointingly low. The programme has had to develop other referral mechanisms to engage clients.</p>						
17	Numbers of drug users in treatment	994	1222	1300	1127	Yes
<p>Comment: Based on current figures, the Community Safety Partnership is on target to reach and exceed the 2006/07 targets for users into treatment, this is in part due to the success of the Drug Intervention Programme. The partnership is also working to ensure that those accessing treatment are representative of the demographic and ethnic make up of the local community and also that the National Treatment Agency Retention Target of 12 weeks is achieved.</p>						

Scorecard Theme: Customers and Communities

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

Performance Summary The Council is working with partners to reduce crime, through the Active Intelligence Mapping (AIM) group and Safer Neighbourhood Groups. Coventry has also bid to become a RESPECT Action area, using a range of partners in tackling anti-social behaviour. There have been significant reductions in serious violence during the first 6 months of 2006-7 with reductions of 7.9% compared with the same period last year. Through the AIMS process the Council is working to the National Intelligence Model and directing resources according to identified need. There has been a concerted effort to tackle violence across the city, where this is alcohol related, linking the use of Licensing Measures, working with licensees to drive up standards and measures such as the city-wide Designated Public Places Order with high visibility multi agency patrols to increase confidence and reduce the opportunity for crime.

The Neighbourhood Management Service has placed particular emphasis this year on the Abandoned Vehicle Service and the "Your Neighbourhood Matters" project. Ward Forums are providing opportunities for residents to become engaged with efforts to improve services within their neighbourhoods. Although we are aware that performance on abandoned vehicles is improving, the performance indicators do not yet reflect this, and further work needs to be undertaken to explore the associated data collection issues. Wardens continued to provide a responsive service by targeting hotspots identified through AIMS, this has resulted in extending their boundaries on occasions and a review of boundaries resulted in an extension in Hillfields, Foleshill and Spon End. Wardens are also piloting the use of mobile working technology in the NDC area, which will mean a more speedy response to liveability issues and hopefully a reduction in the recurrence and escalation of associated problems. Support is also being provided city-wide to establish and sustain Neighbourhood Watch groups.

PrimeLines is a Coventry wide network of Bus Showcase routes covering key routes in the city. Its aim is to encourage an increase in bus usage, through a comprehensive approach to improvements to the service, to improve journey times and reliability. Significant progress has been made on the project with the completion of high profile projects on the Butts, Foleshill Road/ Lockhurst Lane junction, Binley Road bus lane and Sky Blue Way. Other elements of the project are progressing well for a scheduled March 2008 completion although concerns remain over the Urban Traffic Management system being fully tested and ready for operation by programme end.

There is evidence from the annual population survey and DWP data that suggests that more economically inactive people are moving into work at places like the Ricoh Arena/Retail Park, this implies that the number of multi income households in priority neighbourhoods is catching up on the rest of the city. There is also evidence to show that pupils attainment in priority neighbourhoods is improving at least at the same rate as the rest of the city at KS2 English the gap between city and priority neighbourhoods has stayed the same. However this is because performance has improved at both city level and within priority neighbourhoods. The gap between priority neighbourhoods and the rest of the city is closing in KS2 maths, however standards at city level did not improve on 2005 and the national figure also remained the same. The gap between city level performance and priority neighbourhoods at KS4 is closing with a positive rate of progress.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance in 2006/07	Will target be met in 2006/07?
18	<p>Gap in life expectancy between priority neighbourhoods and the rest of the city</p> <p>Men: Priority neighbourhoods Rest of city Gap</p> <p>Women: Priority neighbourhoods Rest of city Gap</p>	<p>2001-03 average (calendar years)</p> <p>69.8 years 74.3 years 4.5 years</p> <p>*74.4 years 79.7 years *5.3 years</p>	<p>2002 - 2004 (Calendar years)</p> <p>*69.1 years *74.7 years *5.6 years</p> <p>*74.6 years *80.0 years *5.4 years</p>	<p>Greater rate of improvement in priority neighbourhoods</p> <p>Greater rate of improvement in priority neighbourhoods</p>	<p>2003-5 average</p> <p>68.8 years 74.4 years 5.6 years</p> <p>74.7 years 80.3 years 5.6 years</p>	<p>No. Data has been revised and shows a deteriorating trend</p> <p>No . Data has been revised and shows a deteriorating trend</p>
<p>Comment: It takes many years to substantially change the average age of death. For women this appears to be increasing in the rest of the city faster than in the priority neighbourhoods. It is concerning that the average age of death amongst males has fallen, both in the rest of the city and in the priority neighbourhoods, although the gap remains the same. Note: The data for previous years has been revised since it was published in the Corporate Plan, possibly due to a transmission error but it is not unknown for data to be amended at a later date.</p>						
19	<p>Gap between average household income in priority neighbourhoods and the rest of the city</p> <p>Priority neighbourhoods: Average amount % increase</p> <p>Rest of city: Average amount % increase</p>	<p>June 2004</p> <p>£20,458 N/A</p> <p>£28,938 N/A</p>	<p>June 2005</p> <p>£22,028 7.7%</p> <p>£31,646 9.4%</p>	<p>Greater rate of improvement in priority neighbourhoods</p>	<p>June 2006</p> <p>£25,425</p> <p>£33,385</p>	<p>Yes</p>

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance in 2006/07	Will target be met in 2006/07?
<p>Comment: It is not possible to calculate a percentage increase as the data is collected differently in 2006 than in 2005, however the data indicates that the gap is narrowing between average household income in priority neighbourhoods and the rest of the city. There is also evidence from the annual population survey and DWP data that suggests that more economically inactive people are moving into work at places like the Ricoh Arena/Retail Park. This implies that the number of multi income households in priority neighbourhoods is catching up on the rest of the city.</p>						
20	Attainment gap between children and young people living in priority neighbourhoods and the rest of the city	Summer 2004	Summer 2005		Summer 2006	
20a	Key Stage 2 - percentage attaining level 4+ in English					
	Priority neighbourhoods	65%	64%	Greater rate of improvement in priority neighbourhoods	66%	No change
Rest of city	83%	83%	85%			
Gap	18%	19%	19%			
20a	Key Stage 2 - percentage attaining level 4+ in Mathematics					
	Priority neighbourhoods	59%	64%	Greater rate of improvement in priority neighbourhoods	65%	Yes
	Rest of city	78%	78%		78%	
Gap	19%	14%	13%			
20b	Key Stage 4 Attaining 5+A*-C					
	Priority neighbourhoods	29.7%	28.4%	Greater rate of improvement in priority neighbourhoods	32%	Yes
	Rest of city	55.7%	57.9%		59%	
Gap	26%	29.5%	27%			

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance in 2006/07	Will target be met in 2006/07?
<p>Comment: At KS2 English the gap between city and priority neighbourhoods has stayed the same. However this is because performance has improved at both city level and within priority neighbourhoods. In KS2 at Level 4+ standards in English continue to improve. There was a rise of 2% overall, whilst the national figure remained the same. The gap between priority neighbourhoods and the rest of the city is closing in KS2 maths. However standards at city level didn't improve on 2005 and the national figure also remained the same.</p> <p>The gap between city level performance and priority neighbourhoods at KS4 is closing with a positive rate of progress. Analysis of the provisional results indicate that there is now no Coventry school below the 25% 5A*-C floor target and one slightly under 30% (29.4%). There was a significant increase in the one school below this target in 2005.</p>						
21	British Crime Survey comparator crimes	25,912 offences in 2003/04	22,419 offences	21,885 offences	11,093 offences	No
<p>Comment: The current target is to reduce, by an average of 5%, all crimes in this category each year until 2008. The trend is downward, although failing to meet the annual target in the year to date. Elements which are exceeding the targets include burglary, theft of a vehicle and theft from the person. Although we are starting to see improvements in rate of criminal damage, extra work is needed in this area. The Community Safety Partnership have also noted increases in the levels of thefts from a vehicle, which is believed to be attributable to the increased amount of SatNavs in circulation and a number of partnership measures are currently being delivered to raise awareness of the issue with owners of SatNavs, encouraging them to remove the item from the vehicle when unattended and also to tackle offending behaviour. There have been significant reductions in serious violence during the first 6 months of 2006-7 with reductions of 7.9% compared with the same period last year.</p>						
22	Resident Perceptions					
22a	Percentage of residents who feel 'fairly safe' or 'very safe' whilst in and around their neighbourhood	2004 93.7% in daytime 76.6% at night	2005 91.7% in daytime 78% at night	Improvement in perceptions	N/A	Not yet available
22 b	The percentage of residents surveyed satisfied with their neighbourhood as a place to live	2004 82.2% were satisfied	2005 81.2% were satisfied	Improvement in satisfaction	N/A	Not yet available
<p>Comment: The annual Household Survey has been commissioned and fieldwork will take place in December 2006.</p>						

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half Year Performance in 2006/07	Will target be met in 2006/07?
23 a	Bus Usage					
	Average percentage increase in bus usage on completed Primelines bus routes					
	At completion	N/A	30% (2 routes)	Increase in usage	26% increase (4 routes)	Yes
	After one year	N/A	N/A	Increase in usage	N/A	
23b	Modal share of buses during peak times in morning and during day					
	During peak times	2003 18.0%	2005 18.9%	No survey	N/A	N/A Next survey date is in 2007/08
	Into city	18.3%	19.2%			
	Out of city					
During day	21.6%	22.2%				
	Into city	18.7%	19.3%			
	Out of city					

Comment: There has been good progress on this project which is on programme and budget, currently 2 years through a 4 year programme. £28m received from DfT in December 2004, with £8m spend for 2006/7. 169 bus stops, 3.3km of bus lane have been completed so far; another 35 bus stops and 1.1km of bus lane to be completed in 2006/7. Bus lanes and improvements along Foleshill Road, Stoney Stanton Road, Mile Lane/Queen Isabel's Avenue and Ansty Road completed by March 2007. On-going consultation with residents on scheme through Cheylesmore (Daventry Road), commence consultation on major scheme such as Hearsall Common and Sir Henry Parkes Road. Overall bus stop usage has increased on completed schemes, especially on the Willenhall to Wood End service – all round improvement to service with new vehicles and facilities.

Corporate Objectives: Customers and Communities

Objective 6: To make the city Clean and Green

Performance Summary: The extension of kerbside collection of recyclables has helped to deliver good improvement on the previous year's performance and helped to recycle more than a quarter of the city's domestic waste. While sound frameworks are being put in place to improve the cleanliness of the city in the longer term, delivering improvements in the short term remains a challenge.

By improving the quality, appearance and amenity value of parks and green spaces for our customers, we aim to improve customer satisfaction and user levels. With the completion in September 2006 of the Liveability funded improvements to Longford Park, this brings the council's overall investment in this park over the last three years to over 600k.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
24	Proportion of land with unacceptable litter and debris (BV199a)	37%	33%	27%	Survey results available in December	Yes
<p>Comment: Performance has been affected by the cleansing dispute and an inability to deploy planned additional resources on new shift patterns to bring about significant service improvements. An action plan is currently being formulated to deliver further improvement during the second half of the year.</p>						
25	Number of incidents of fly tipping at identified hotspots	95 incidents in 31 hotspots in 2004/05	49.5% reduction	30% reduction	10% increase	No

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
<p>Comment: The increase is likely to be due to the overall increase in the reporting of fly tipping. Citywide there has been a significant increase in reports. A large factor is due to the stronger awareness of fly tipping amongst street base personnel, and improved levels of recording fly tipping incidences, promoted in part through the NRF funded Don't Dump it project. This year the hotspots tackled are more challenging than previous years, as they tackle areas with low lighting, or areas with limited power sources. The Enforcement team has been able to focus on these due to advancement in covert technology.</p> <p>Under BV199d the City Council is rated on its response to fly tipping. This takes account of the overall levels of fly tipping in the city, and the enforcement action taken against tipping and also weight it against the size of incidents and the level of enforcement action taken. These are then compared to the previous years baseline. The best value rating gives a more realistic picture of how fly tipping is been tackled. At present the City Council is rated as "very effective", the highest level of performance on the national scale.</p>						
26	Household waste					
26 a	Percentage of household waste recycled (BV82a(i))	10.04%	11.92%	12.50%	12.67%	Yes
26 b	Percentage of household waste composted (BV82b (ii))	6.55%	6.17%	11.22%	12.67%	Yes
<p>Comment: Recycling performance continues to improve in the city following the expansion of kerbside recycling facilities in March 2006. A slight upturn in bring bank tonnage has also been observed from the increased profile of recycling in Coventry. Given the cyclical nature of waste production it is likely that this target will be met.</p>						
27	Number of public parks with green flag quality award	0	0	2	On target for submission in Jan 2007	Yes Submission target will be met
<p>Comment: Work is progressing on target to submit two Green Flag Applications in Jan 2007. These are for Coombe Country Park and Longford Park. Coombe management plan is complete and Longford Park's is well underway.</p>						

Corporate Objectives: Customers and Communities

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

Performance Summary: Work on delivering on the two indicators below and ensuring that the requirements of the Equality standard are embedded into the Performance Management Framework of the Council will ensure that all aspects of the council will be considering equalities as part of their service planning.

Provisional data for educational attainment shows that the performance of most minority ethnic groups improved significantly in English and maths in 2006. The overall percentage of students obtaining these qualifications has increased by 4% over the last two years. Up until 2005 this increase had been due to improvements in the performance of girls. However in 2005/6 there was a significant improvement in the performance of boys and their performance increased by a higher rate than the girls for the first time in recent years.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance	Will target be met?
28	Level of equality standard achieved on a scale of 1 to 5 (BV2a)	Level 3 at March 2005	Level 3 at March 2006	Level 4	Self assessment audit complete	Yes
Comment: During October 2006 a review was carried out against the Equality Standard for Local Government to assess what further actions were required to be completed to ensure that the Council achieves level 4 of the Equality Standard by March 2007. The initial findings of the assessment indicate that the council can achieve level 4 of the Equality Standard in the current year.						
29	Quality of the Council's Race Equality Scheme and improvements resulting (BV2b)	68%	79%	84%	79% - on target	Yes
Comment: Work is currently in progress in relation to achieving the target on measurable improvements under the Race Equality Scheme. This is an annual target, which we expect to meet by year-end.						
30	Performance against a set of core equality indicators covering employment, education, health, housing, crime and environment	N/A	N/A	Targets to be developed	Being developed	Yes
Comment: Targets will be in place by end of March 2007.						

Management Objectives: Money

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

Performance Summary: We have improved our budget monitoring and have become aware of potential overspends far earlier in the financial year. This has given us the opportunity to undertake management action to control the forecast spend which has been consistently reducing since period 3.

During the first half of this year, work has been undertaken to minimise future Capital Programme rescheduling. A strategic review of the timing of our current programme at quarter 1 rescheduled over £20m of expenditure into 2007/08. Subsequent work undertaken as part of the 2007/08 budget setting process is incorporating tight scrutiny of cashflows for future years' Capital Programme expenditure which is anticipated will result in a significantly reduced level of rescheduling being reported in 2007/08. A Readiness to Deliver Submission for Building Schools for the Future was submitted to the Government by their deadline of October 14th.

The 2007/08 budget setting process is under way. A consultation report is due to go to Cabinet in December and wider involvement of Members will coincide with this. We met the deadline for closing the 2005/06 accounts which was a month earlier than previous years. We are currently awaiting an opinion from our external auditors on those accounts

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07
31	Annual Audit Letter	Unqualified report January 2005	Unqualified report January 2006	Unqualified report with all previous recommendations implemented	Not applicable	Awaiting report

Comment: Target should be met, however we are still in dialogue with the External Auditors regarding some technical issues on the accounts so we have not yet received an unqualified opinion on our accounts

32	CPA Use of resources judgement	3 out 4 on 2003 methodology			Awaiting Audit opinion on use of resources Not applicable	Awaiting report
	a) Financial Reporting Score		3	3		
	b) Financial Management Score		3	3		
	c) Financial Standing Score		2	3		
	d) Internal Control		2	3		

Comment: The Audit Commission have not yet completed their judgement of the Council's Use of Resources Judgement for 2006

Management Objectives: Money

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

Performance Summary: The City Council's Value for Money Strategy has been approved, and the implementation of the rolling programme of reviews is ongoing. VfM champions have been established in each Directorate, and they are engaging with their Directorates in supporting the delivery of value for money service improvements. A programme of Value For Money training for Members and officers is being put together funded by the WMLGA capacity building fund.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
33	CPA Use of Resources Judgement Value for Money Score.	N/A	2	3	Not yet available	Awaiting report

Comment: The Audit Commission have not yet completed their judgement of the Council's Value for Money self-assessment for 2006.

Management Objectives: Money

Objective 10: Maximise resources

Performance Summary: We have continued to promote direct debit take-up and have exceeded our target with 55.4% of council taxpayers now electing to pay by this method. We are working towards further increasing the take up of direct debit for 2007/08 and also moving more people on to paperless direct debits. The introduction of 'Mosaic' software helped to increase direct debit take up in one of the city's less prosperous areas by 30%.

The recovery procedure continues to be robust and to move cases through the courts, if required, more quickly than previously. We are also looking at areas where we can make efficiency savings and utilise shared services both in-house and with our neighbours.

Council Tax collection is currently below target by 0.5%. although this is an improvement on this time last year. We have introduced a range of management actions to maximise our likelihood of hitting our targets however the introduction of a new revenues and benefits system in 2006/07 may impact on collection rates for this year

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
34	Percentage of Council Tax collected (BV9)	95.1%	95.4%	96.0%	95.45%	Uncertain
Comment: Performance is slightly below target but it is still an improvement on 2005/06						
35	Percentage of NNDR collected (BV10)	99.6%	99.1%	99.3%	101.95%	Uncertain
Comment: Performance is on target but the new system may impact on performance in the latter part of the year.						

Management Objectives: Improving the way we work

Objective 11: To improve the quality of our service delivery

Performance Summary: Access to the benefit service is now offered through 7 surgeries in the community and also the Coventry Express launched in September. Benefit performance has improved in both time it takes to process claims and also the quality of the work.

The delivery of an £18.6m capital investment will improve the condition and quality of Coventry's roads and footpaths through improved planning, coordination, investment and maintenance. It will also contribute to the objective to 'Make the city cleaner, safer and greener' by ensuring that the highway network is fit for purpose and is maintained to the requirements of the Traffic Management Act, Code of Practice for Highway Maintenance and the Highway Maintenance Strategy, all under the guidance of the Highway Asset Management Plan.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
36	DWP Rating for Housing Benefits	Fair	2 (Fair)	2	3	Yes
<p>Comment: In 2006/07 our rating has been confirmed as level 2 based on 2005/06 performance. During 2006/07 Improvement in performance statistics mean we are achieving performance equal to level 3 at this stage, this should be carried forward for the year, although the timing of the implementation of the new benefits software may have an adverse impact. This is due to go live on 12th February 2007.</p>						
37	Condition of roads and pavements:				Not available – Annual Surveys	Not possible to say
37a	Principal roads needing repair (BV223)	N/A - a new way of measuring road conditions is being introduced nationally	27%	26%		
37b	Other main roads needing repair (BV224a)		35%	33%		
37c	Proportion of pavements needing repair (BV187)		20.11%	35%	33%	
<p>Comment: Problems with the results of BVPI's 223 & 224a have been encountered (nationally), it has been found that despite using Department for Transport accredited software and machinery, one of the survey companies has collected too many cracking defects. It is known that this applies to Coventry's 2005/06 results and subsequent targets for 2006/07. The Department for Transport will be writing to all Local Authorities shortly to clarify the position with regard to BVPI and CPA results. (At the moment the full effect and possible rectification measures for this problem are unknown).</p>						

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
38	Percentage of Planning applications determined within					
38a	13 weeks - Major (BV109a)	54%	68.75%	60%	64%	Yes
38b	8 weeks - Minor (BV109b)	68%	73.10%	65%	87%	Yes
38c	8 weeks – Other (BV109c)	80%	81.50%	80%	91%	Yes
<p>Comment: The targets set are government development control targets. Once targets are being met continuously the priority will shift towards improving other areas of the service.</p>						

Management Objectives: Improving the way we work

Objective 12: To improve access to the services we provide

Performance Summary: The Coventry Direct programme has progressed a range of actions that are improving access to Council services. The launch of the corporate Contact Centre and Coventry's first One Stop Shop earlier in 2006 has been complemented with the launch of the Coventry Direct Express Bus, a mobile One Stop Shop facility that has provided a local access facility for residents in 15 different Coventry locations. Progress with the development of One Stop Shops in Bell Green and Tile Hill has been slower than anticipated because of unforeseen issues with building and refurbishment activity and some employment issues. Launch dates for both facilities have been rescheduled. Cabinet gave approval for progression of the Coventry Direct Phase 2 programme in September 2006.

Alternative viewing options have been made available for our website pages. The website has also been Browsealoud enabled, which although not specifically for disabled users, helps those who may have English as a second language, who may have learning difficulties, dyslexia or poor reading skills. We are also making amendments to the website as a result of feedback from the SOCITM survey that asks visitors for their views as they leave the website, this has enabled qualitative feedback to be obtained.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
39	The number of DCLG Priority Outcomes achieved relating to the availability of Council Services through electronic delivery means.	N/A	33 out of 54 targets achieved	54 out of 54	40 out of 54	No

Comment: Initial analysis suggests that there are a number of work streams that will not have progressed to completion by the end of the financial year.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
40	Progress against milestones for Coventry Direct	2004/05 targets met in part	2005/06 targets met in part	<p>Public launch of new Customer Service Standards – July 2006</p> <p>Coventry Direct Express Bus Operational – August 2006</p> <p>City Centre One Stop Shop location agreed – September 2006</p> <p>Bell Green One Stop Shop Operational – October 2006</p> <p>Service Redesign Release 1.0 Programme complete -January 2007</p> <p>Tile Hill One Stop Shop Operational – March 2007</p>	<p>Staff launch - July 2006</p> <p>Public launch scheduled for March 2007</p> <p>Launched - September 2006</p> <p>The feasibility study has been extended, with a report on the recommended location scheduled for March 2007</p> <p>Rescheduled for February 2007</p> <p>Service redesign Release programme restructured for delivery later in 2007</p> <p>Tile Hill OSS rescheduled for August 2007</p>	<p>In part</p> <p>Following a decision to consolidate the achievements of the previous year and review overall performance in Coventry Direct some milestones are due to be rescheduled.</p>
<p>Comment: Progress has been made despite issues delaying the public launch of One Stop Shops in Tile Hill and Bell Green.</p>						

Management Objectives: Improving the way we work:

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

Performance Summary: The Council has recently approved a Corporate Value For Money Strategy and this is being driven forward by our VFM Team supported by Directorate based VFM Champions. This work underpins and complements service efficiency improvements that are already being implemented in a number of areas that have helped us achieve our previous efficiency targets. Management Board are committed to extend and embed this approach to improve efficiency through the budget setting process both as a means of improving services and to help implement our Medium Term Financial Strategy.

In Customer and Business Services, progress against the service redesign schedule progressed as anticipated. A review of the service redesign schedule planned for later in 2006 will increase the emphasis on the release of benefits and cashable savings.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
41	Annual Efficiency Statement	N/A	£8.75m cumulative efficiency gains achieved by the end of 2005/06	Efficiency gain of 2.5% £12.51m cumulative	AES Half-Year submission completed and demonstrates £4.5m achieved.	The Government target of £12m will be met

Comment: The mid-year report on the Annual Efficiency Statement shows that we are on target to achieve the savings set for us by government by the end of 2006/07 (£12m over the last 3 years) but that we have not achieved all of our own target savings.

42	Property Management – Progress in relation to a selected number of Audit Commission VFM indicators.	N/A	N/A	Baseline to be established	It is looking as though these indicators may not be developed nationally.	No longer applicable
----	---	-----	-----	----------------------------	---	----------------------

Comment: Following an independent research study by KPMG, the Audit Commission has been recommended **not** to introduce performance indicators for property management back office functions - because of lack of comparability. In the absence of any national scheme to relate to we will need to identify an alternative measure for the Corporate Plan 2007/08 – 2009/10.

Management Objectives: People						
Objective 14: Ensure councillors are well trained and well supported						
Performance Summary: Training and development for the first half of this year has been enthusiastically received with the Induction Programme and Core Skills Programme sessions well attended. Councillor capacity was mentioned in a very positive manner in the latest CPA report commenting that, "Councillors are well supported and trained, with personal development plans and six-monthly appraisals".						
Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
43	Support for Elected Members					
43a	Average number of training hours per councillor	22	23.7	25	14.05	yes
43b	Percentage of Members satisfied or very satisfied with training	N/A	79%	80%	N/A	N/A
43c	Percentage of Members satisfied or very satisfied with support provided to them	N/A	77%	80%	N/A	N/A
<p>Comment: Members satisfaction with support is measured by an annual survey. This year's will be carried out in January 2007. Based on a small sample of individual feedback forms returned from members, 100% of them have said that they are satisfied with training provided. This will be formally tested through the annual survey.</p>						

Management Objectives: People

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

Performance Summary: An action plan has been developed to address the barriers to training and work is currently underway in a number of areas. For example, a simplified version of the appraisal process is being tested in City Services to encourage employees to identify their training needs and gain more value from the appraisal process. This has resulted in training plans being developed within services where previously none existed.

Directorate trainers are now more firmly established within directorates, enabling a more systematic approach to training, development, and learning. This work has included improvements to individual data capture, identifying training needs and aligning those needs to the requirements of the service.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
44	Percentage of individual appraisals carried out for employees in post for last 12 months	80%	80%	100%	60%	Unlikely
Comment: Although the half-year figure position is not indicative of the year end outturn, the target of 100% completed is at risk.						
45	Average no. of days per employee spent on training and development activity	Not available	2.08	3	1.04 0.62 Corporate 0.42 Directorate	Unlikely
Comment: Accumulative data is not representative at this time, as data has not been returned by all directorates. The importance of this is being stressed in directorates; it is difficult to project the outturn figure and likelihood of meeting the target.						

Management Objectives: People

Objective 16: Build a representative workforce fairly treated

Performance Summary: We are not currently achieving our targets for most employment indicators, despite innovative work on recruitment through our Partnership Accord with Job centre Plus. The new entry to employment team has been specifically set up to work on programmes to make the workforce more representative.

After one unsuccessful attempt to recruit to the posts, recruitment processes took place in November. The recruitment to these posts is unlikely to have a significant effect on the targets for 2006/07 due to these delays.

Other activity in this area is the production and consultation of a new guide, designed to provide advice and guidance to managers on how to support disabled employees. The *Supporting Disabled People in Employment – Manager's Guide*, was launched in December.

A new job website was introduced which is producing significantly more applications (80% increase) however it is too soon to determine if this is positively impacting on under represented groups and the make-up of the workforce.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
46	BV employment equality indicators					
46a	Percentage of top-paid 5% of staff who are women (BV11a)	46.78%	47.49%	*48.00%	47.33%	No
46b	Percentage of top-paid 5% of staff who are from an ethnic minority (BV11b)	4.20%	4.49%	*5.00%	4.47%	No
46c	Percentage of top-paid 5% of staff who have a disability (BV11c)	6.10%	5.73%	*6.00%	6.50%	Yes
46d	Percentage of employees with a disability (BV16a)	4.57%	6.26%	*7.00%	5.86%	No
46e	Percentage of employees who are from an ethnic minority (BV17a)	10.67%	10.90%	*12.00%	10.96%	No

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
<p>Comment: The targets for 2006/07 were amended after the deadline for publishing the Corporate Plan. These are consistent with those reported in the Cabinet Member Plan.</p> <p>BV16a reports a 0.4% reduction against an increased target. During the period of this half-year 54 disabled employees have left employment with the council. Analysis of these 54 leavers is taking place to identify if there are any trends or underlying issues which need to be addressed.</p> <p>BV17a continues to increase. This is expected to increase further as a second workforce survey to capture nil returns from the last survey has been completed. Records will be updated in quarter 3. This equally applies to BVPI16A.</p> <p>Other factors expected to help recruit amore representative work force are:</p> <ul style="list-style-type: none"> • We are now receiving more applications from Remploy, Job Centre Plus and the Partnership Accord, which includes a significant increase in disabled applicants • The recruitment web site is generating more applications per job advertised but at this time, data is unavailable to identify what groups are using this method of application as many are still within the recruiting process. Telephone recruitment is now available for appropriate posts as a means of removing unnecessary barriers <p>Analysis needs to be undertaken on how the redeployment process, savings on the management of vacancies, redundancies are effecting the representation of the workforce. (Note Targets were amended just after the Corporate Plan went to printers; these are amended to reflect those published in the Performance Plan and Cabinet Member Plan.)</p>						
47	Number of employee grievances upheld or partly upheld.	6 (out of 27 recorded)	8 partly upheld (out of 37 recorded)	0	3 upheld 1 partly upheld Out of 15 recorded	No
<p>Comment: This is a stretching target of zero; realistically in such a large organisation this may not be deliverable. The new grievance procedure incorporating harassment and bullying to be introduced in 2007 and a planned audit of grievance and disciplinary casework will highlight any equality issues for further investigation.</p>						

Management Objectives: People

Objective 17: Maintain a healthy and safe workforce

Performance Summary: During the first half of the year, the City Council has devoted considerable time and effort to dealing with health and safety issues in Waste Services following the receipt of a HSE Improvement Notice. Substantial improvements were made in addressing the issues, resulting in the discharge of the Improvement Notice within the allotted time span. These improvements, particularly in the area of risk assessment and safe systems of work, will set a precedent for health and safety improvements across the authority.

Management board are continuing to emphasise sickness absence as a high corporate priority, reinforcing the need for proactive management of cases. HR continue to support directorates through the provision of Monthly management information, and pro-active Occupational Health and Counselling service including Health lifestyles Screening for all employees, a programme of well being days across the council

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
48	Accidents					
48 a	Number of RIDDOR reportable accidents to the H&S Executive	78	76	74	48	No
48 b	Number of accidents at work resulting in time lost (per 100 employees)	0.89	0.69	Below 0.90	0.46	Yes

Comment: An analysis of the RIDDOR reportable incidents received in the first half-year does not show any unusual trends other than a general increase. With an increase of 11 incidents on the predicted half-year position, it is highly unlikely that the target for the year will be achieved. 30% (14) of the total were in the category of trips/ slips, which is difficult to control, relying heavily on behavioural patterns as well as prompt reporting and maintenance of defects. The overall total of lost time accidents anticipated for the half year is on target.

49	Number of assaults on employees	1052	1033	1200	347	See note below
----	---------------------------------	------	------	------	-----	----------------

Comment: The target assumed an increase in reporting as a result of increased awareness. An analysis of the assaults reported over the first half year demonstrates a substantial decrease in the area of Learning Disabilities. On further examination of the figures, and other consultation with Community Services, Health and Safety, it appears that newly introduced care arrangements for two service users with a previous history of frequent assaults against their carers has resulted in a significant decrease in the number of assaults reported. Other less significant decreases in assault reports occurred in schools. A training programme for teaching staff, "Team Teach" has been widely implemented across city schools. This programme covers instructions on dealing with challenging pupil behaviour and may account for some of the decreases in assault reports seen at this time.

Indicator Number	Indicators	Actual 2004/05	Actual 2005/06	Target 2006/07	Half year performance in 2006/07	Will the target be met in 2006/07?
50	Average number of working days lost due to sickness absence (BV12)	13.22	12.18	11.0	4.88	No
<p>Comment: Projected annual figures exceed the corporate targets set by the Council for 2006/07, although the projection for the year is slightly lower than the 2005/6 outturn figure. The HSE and internal audit are currently undertaking audits that include sickness absence outcomes these will be acted on in the second half year.</p>						

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006					
This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report					
No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
1	Community safety	Robberies have reduced by 3 per cent compared to the target of 10 per cent. This has resulted in a fall of relative performance from above average to below average between 2002/03 to 2004/05	Incidents of robbery increased during 2005/06 by 19.5% when compared to 2004/05, although it is important to note that the number of reported incidents of robbery is small and thus the increase of 121 incidents has a relatively large impact in terms of percentages. Robbery is being tackled through the AIMS process which has seen the deployment of Police Community Support Officers, DomeHawk cameras, increased police patrols, communications campaign, talking signs and wardens. See Performance Report 2005/06 for more detail (BV127b)	Reduction in robberies from 2.4 per 1000 population in 2005/06 to 1.9 per 1000 in 2006/07	At the half year, robberies had increased to 2.49 per 1000. Coventry is one of three areas in the West Midlands highlighted as experiencing a significant increase (although numbers are relatively low in comparison with the rest of the West Midlands Area). A robbery action plan has been developed to respond to the situation.
2	Community safety	The number of people slightly injured in road accidents has increased significantly and is amongst the worst nationally.	1064 people were slightly injured in road traffic collisions in 2005/06. The number of slight injuries is reducing but is not as yet on schedule to achieve our national 2010 target. This may in part be a result of increased national activity to encourage the reporting of accidents and improvements being made to vehicles which are reducing the severity of injury. By contrast the number of killed/seriously injured casualties have reduced significantly and we are ahead of our schedule to achieve our national 2010 targets for these categories of	Achievement of at least the national target set for the number of people slightly injured in road accidents by 2010. In 2006/07 the target is for the number of people slightly injured to be no more than 921 people.	Figures for slight injuries at half year are still being collated. Once finalised they will be considered by City Services Management Team for implications and further actions.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			accidents. We intend to continue with local safety schemes to reduce the number of accidents occurring. See Performance Report 2005/06 for more detail (BV99c (i))		
3	Customer relationships	Local area forums have not consistently engaged communities	Cabinet has recognised that Area Forums have not all been as effective as was hoped. Ward Forums are to be established across the city from September 2006. See Cabinet Member (Neighbourhoods, Health & Equalities) Strategic Plan Action 1.3	Better involvement and engagement of communities to influence service delivery and council policy	The first round of ward forums has all taken place. The launch on 12 September 2006 involved a publicity campaign, briefing sessions for Members and officers and a toolkit for members and officers involved in ward forums. A review is being carried out prior to the second round taking place.
4	Customer relationships	Some older people feel that they are consulted but their views are not always heard.	We have made some significant improvements in the way we consult with older people including the development of the Older People's Partnership and Older People's Advisory Panel. Older people often make up a high proportion of the respondents to many of our mainstream consultation exercises.	See below	See below
4	Customer relationships	Some older people feel that they are consulted but their views are not always heard.	It is not clear from this comment whether the concern arose because we had failed to reply to older people whom we had consulted or because our response was not the one that was hoped for. It is clearly important that we do demonstrate that we listen to local people and explain our response to	More effective use of consultation, research and information leading to better decision making and service improvement Increased satisfaction with services.	The Chief Executive's proposals for corporate restructuring are out for consultation at the moment. These include proposals for restructuring the existing consultation, research and information functions. Service users have been involved in key

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			<p>what they say, whether we agree with their proposals or not.</p> <p>The Strategic Plan for the Cabinet Member (Policy Leadership and Governance) includes an aim to improve the use of consultation, research and information in support of the Council's objectives. The Chief Executive is preparing a report for Cabinet on proposals to restructure our existing consultation, research and information functions in order to achieve this.</p> <p>The Cabinet Member (Community Services) Strategic Plan includes an objective to ensure that service users are involved and able to have a say on issues affecting them and this is supported by actions 5.2 – 5.4 in her plan.</p>		<p>service developments such as the Carer's Strategy, Older People's Strategy and Older People's Mental Health Strategy.</p> <p>Complaints and representations are analysed each year and communication has emerged as an area requiring consistent attention by managers and staff.</p>
5	Customer relationships	There is an inconsistent approach to setting and monitoring customer service standards.	This was correct at the time of the inspection. Cabinet approved a revised set of Customer Service Standards and Procedures for Coventry City Council on 7 March 2006 with a view to all Directorates using the new standards by April 2007. The new standards include detailed monitoring and feedback mechanisms.	The Council consistently offers high standards of customer care in line with the changing expectations of our customers.	New standards have been launched with a poster campaign, website containing tips on how to achieve standards and revised complaints leaflets. The new standards have been incorporated into current customer care training courses, including the first line and middle management development programmes run by Coventry University. Extra courses have been developed and run by Workforce Development. New policies for complaints

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
					<p>and customer service have been written and are awaiting approval by Management Board prior to consideration by the Cabinet Member.</p> <p>Work is taking place with Serco to update the call logger in order to run telephone monitoring reports. A pilot of logging Street Services Complaints has been successful and the rollout is now being planned by the CRM team.</p>
6	Customer relationships	When older people without English as a first language visit Council offices, they are not consistently offered the use of interpreters.	A review of the Interpreting and Translation services in the city was carried out in 2005/06 and work is now underway to bring together services offered by the council and the Teaching Primary Care Trust to provide more accessible, efficient and cost effective services. The Council also subscribes to Language Line, a telephone based interpretation service. A reminder will be issued to staff about the interpretation services available.	All customers will be able to access our services on equal basis.	The combined new translation and interpreting service will be officially launched on 14 December 2006. This will provide 24/7 cover in the near future. The contract with Language Line will not be renewed next year. On 15 December the new service will be highlighted in the In:site Bulletin and posters will be distributed to all teams following the launch.
7	Environmental Services	The Council achieved 17 per cent recycling and composting in 2004/05 against a statutory target of 18 per cent. The current year's performance has also been adversely affected by strike action associated with the implementation of single	The Cabinet Member (City Services) Strategic Plan includes an objective to "reduce the environmental impact of waste by improving waste management and encouraging local residents to reduce, re-use and recycle their waste". Targets for the current year include an increase in the percentage of household waste sent for recycling and	Our Waste Strategy will ensure we meet or exceed Government guidelines and targets for recycling.	This is Corporate Plan Indicator 26. At the half year, over 25% recycling and composting was achieved.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
		status	composting from 18% to 23%. See Performance Report 2005/06 for more detail (BV82)		
8	Environmental Services	In 2004/05 performance was poor for the percentage of land significantly littered. In 2003/04 satisfaction was poor for street cleanliness and waste collection.	Action 1.1 in the Cabinet Member (City Services) Strategic Plan is to raise standards of street cleanliness. The target for the proportion of land with unacceptable litter and debris (BV199a) has been set at 27% for the current year as against the figure of 33% for 2005/06. The comparable figure for 2003/04, when the last user satisfaction survey was carried out was 37.6% and it is hoped that this improvement will lead to improved satisfaction figures in the forthcoming user survey.	An increasingly cleaner city that local people and visitors will admire.	This is Corporate Plan indicator 24. Although survey results are not yet available, it is clear that performance has been affected by the cleansing dispute and an inability to deploy planned additional resources on new shift patterns to bring about significant service improvements. An action plan is currently being formulated to deliver further improvement during the second half of the year.
9	Human Resources	Sickness absence remains high, targets have not been achieved. Further action is needed to ensure that managers are equipped to manage sickness absence effectively.	The Council's Self Assessment document, prepared in advance of the Corporate Assessment inspection, recognised that sickness absence was still a major cause of concern. Average absence reduced from 14.17 days in 2003/04 to 12.18 days in 2005/06. The first objective in the Strategic Plan for the Cabinet Member (Human Resources, Corporate and Customer Services) is "to reduce levels of sickness, through robust performance management and supportive and preventative occupational health services". See Performance Report	A sustained reduction in sickness levels – targets have been set at 11 days for the current year, further reducing to 10 days by 2008/09. This would represent an increase in productivity across the Council and help to achieve the council's overall efficiency targets.	This is Corporate Plan indicator 50. Projected annual figures for absence exceed the corporate targets set by the Council for 2006/07, although the projection for the year is slightly lower than the 2005/6 outturn figure. The Management Board are continuing to emphasise sickness absence as a high corporate priority, reinforcing the need for proactive management of cases.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			2005/06 for more detail (BV12)		
10	Human Resources	Single status has impacted on industrial relations and affected staff morale in some areas.	This too, was recognised in our Self Assessment document. One of the Council's corporate Management Objectives is to <i>"Develop the skills, competencies and motivation of our workforce"</i> . This is supported particularly by the objective in the Cabinet Member (Human Resources, Corporate and Customer Services) Strategic Plan to <i>"Understand future workforce needs and develop approaches to recruit, retain and motivate employees to deliver the Council's corporate objectives"</i> . Actions include strengthening of procedures relating to training entitlements, introduction of an employee award scheme and a Reward Strategy. There will also be greater promotion of flexible working opportunities and continued focus on staff communications initiatives, including the introduction of a corporate team briefing system by March 2007.	All these measures are designed to improve employee recruitment, retention, motivation and morale. See Cabinet Member (Human Resources, Corporate and Customer Services) Strategic Plan Objective 5 for more detail.	<p>Specific work carried out includes the first Employee Award Ceremony on 1 December 2006. The winners of both the team and employee of the year were voted for by all employees from a shortlist.</p> <p>A staff survey has been carried out by independent consultants. The results will be considered carefully to ensure that issues affecting morale are addressed.</p>
11	Human Resources	There are recruitment difficulties in some areas	The objectives noted in item 10 above are also designed to assist recruitment. Specific actions include the development of a workforce planning model, including succession planning and implementation action and the development of career pathways.	As above	A new jobs website has been introduced which is producing significantly more applications (80% increase) Telephone recruitment is now available for appropriate posts as a means of removing unnecessary barriers.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			Actions will be tailored to specific work areas.		Work will begin in the second half of the year on the Workforce Planning Strategy. Work on developing and implementing career pathways will link into this.
12	Human Resources	Only 82 per cent of staff were appraised in 2005/06 against a target of 100 per cent.	The achievement of the 100% target is now a personal objective for all Directors.	Employees who are motivated, able and empowered to achieve agreed objectives and develop their personal skills and competences.	This is Corporate Plan Indicator 44. At the half year 60% of appraisals had been carried out. This suggests that, without concerted action, the end of year target of 100% may well be at risk.
13	Performance management	Scrutiny needs further development	Scrutiny Co-ordination Committee is leading work to make the Scrutiny function more strategic. The responsibilities of the scrutiny boards have been revised, with Scrutiny Co-ordination Committee itself now covering corporate issues. Scrutiny Boards will concentrate more on seeking to improve the delivery of agreed corporate priorities, using small groups to examine specific issues and ensuring that agenda items have a clear purpose. Scrutiny Board 1 is expected to set up a separate Audit Sub-committee in August with compulsory training for its Members. A series of seminars is being organised for all members on issues of general interest to avoid the need for Scrutiny Boards to use their meetings just to obtain information. A training session for	Scrutiny Boards are able to demonstrate that their work has helped to improve services and the way the council works	Scrutiny Board 1 has established a separate Audit Sub-committee and scrutiny sub groups have been established to review the Serco contract and to advise on work related to building Schools for the future. A review of the work of Scrutiny during 2005/06 will be reported to Cabinet and Council in December 2006. A seminar for all members about the local government White Paper "Strong and Prosperous Communities" was held on 14 November 2006. Scrutiny Coordination Committee and/or Scrutiny Boards will be asked to consider relevant proposals when further information is available.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			scrutiny members, using an experienced external facilitator, was held in July 2006 and further training is planned on how to examine and question value for money issues.		
14	Performance management	Specific targets have not been set in the Medium Term Financial Strategy for bridging the predicted gap between resources and planned spending. This presents a risk to the delivery of priorities.	<p>The Strategic Plan for the Cabinet Member (Finance Procurement and Value for Money) includes an objective to "ensure that the council maximises and allocates resources in line with corporate priorities to set a balanced budget each year within the context of the Medium Term Financial Strategy".</p> <p>The medium term financial strategy for the three years from 2007/08 will include specific targets for bridging the gap between predicted spend and predicted levels of resources.</p>	A robust Medium Term Financial Strategy to be completed during Autumn 2006, which will set the framework for the allocation of resources to corporate priorities and deliver a balanced budget.	The Medium Term Financial Strategy was approved by Cabinet and Council on 31 October 2006. There will be a report on the budget to the Cabinet Meeting on 19 December 2006. Formal decisions about the budget will be taken by Council on 20 February 2007.
15	Performance management	The linkage between finance and policy requires further refinement	Financial planning and policy development have been brought more closely together in the performance management framework and this process will continue during the 2007/08 budget setting process. We recognise the need to improve the relationship between our performance reporting and financial reporting and this is a specific objective of the Value for Money Strategy approved by Cabinet on 25 July 2006.	A better understanding of how well our services are helping to meet our overall objectives, what they cost and how the Council will deliver value for money service improvements.	This is an on-going action. A special meeting of Cabinet is being held on 19 December 2006 so that information on policy, performance and financial issues can be considered together as part of the budget making process.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
16	Performance management	The use of Operational Plans is not consistent and some plans lack clear measurable outcome targets and timescales. At lower levels in the organisation there is less evidence of a corporate approach to decision-making and service development.	<p>The Corporate Assessment report recognises that our corporate objectives are <i>“cascaded through cabinet member strategic plans and operational plans to personal targets. Consequently staff have a good understanding about how their actions contribute to broader service and corporate objectives.”</i> Nevertheless we recognise there is scope for further improvement and detailed revised guidance on operational planning was issued in January 2006 and discussed with employees at performance workshops. Operational plans are reviewed centrally and comments fed back to Directorates to aid further refinement. We will be reviewing the timing, development and reporting of operational plans as part of this year's work to refine our performance management framework.</p> <p>These issues will continue to be addressed through the senior and middle management development programmes</p>	A robust performance management framework that ensures that corporate objectives are achieved effectively and efficiently and individual employees and teams recognise how they can contribute towards their achievement.	<p>A senior management workshop on the performance management framework was held on 13 November 2006 to help identify how the framework could be improved. Consideration is being given to the format of the plan templates and new guidance to help improve the quality of the sections on Money, Improving the Way we work and People.</p> <p>All qualification programmes provided corporately via the Management Development Framework include training on performance management at the appropriate level. We work collaboratively with the Universities providing the programmes to update material and ensure the content has relevance to the Council's management practices and policies.</p>
17	Performance management	Some councillors lack a good understanding about the overall performance of the Council.	One of the aims of the Elected Member Development Strategy is to ensure that Members are clear about the Council's aims and objectives and have the skills and understanding to carry out their	Councillors who are well informed about the council's objectives, progress towards achieving them and opportunities for further	Cabinet Member Strategic Plans were approved in July 2006. All Scrutiny Boards held question and answer sessions with Cabinet Members. Reviews of the previous year's plans were considered at the same

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			<p>roles.</p> <p>A seminar was held for all members in January to consider the draft self assessment for the forthcoming CPA Corporate Assessment and Joint Area Review. The Corporate Assessment Self Assessment was subsequently debated at full council. Copies of both inspection reports were circulated to all Members on publication.</p> <p>An annual seminar is held for all Members prior to discussion at Council of the annual Performance Report.</p> <p>Scrutiny Boards are taking a more strategic approach to the examination of Cabinet Member Strategic Plans, examining these in advance of meetings with the relevant Cabinet Member and notifying them of the issues they will particularly wish to discuss with them.</p> <p>Further consideration is being given to ways in which more time can be allocated for Cabinet Members to discuss and review their respective Strategic Plans and the progress made on them. At present all the Strategic Plans and the reviews of progress over the preceding year are considered at one Cabinet Meeting in July and it is recognised that this does not allow sufficient time for discussion and</p>	<p>improvement.</p>	<p>time. Key issues arising from Scrutiny Boards' consideration were identified and reported to Scrutiny Coordination Committee on 18 October 2006 and, where appropriate, issues have been included in work programmes.</p> <p>It is proposed in future to hold an additional Cabinet Meeting each July solely to review progress on Cabinet Member Strategic Plans and agree updates. This will allow more time for discussion and debate.</p> <p>It is planned to launch a new version of the Members Bulletin, with more topical and up to date content, in the New Year.</p>

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			<p>debate.</p> <p>The scope and content of the weekly Members' Bulletin is also currently being reviewed.</p>		
18	Performance management	Performance on BVPIs needs improvement. Target setting is not robust in some areas.	<p>In 2005/6, the council was required to report against a total of 136 indicators and sub-indicators. Of these, performance improved in 51 compared with the previous year, remained constant in 9 and worsened in 24. The remaining indicators cannot be compared as they were new or significantly changed. It is important to note that it is often necessary to consider several indicators together in order to gain a more comprehensive picture of performance.</p> <p>The targets set for 54 of the indicators were achieved in 2005/06, but not achieved in 52 of them. Changes in definitions and/or the introduction of new indicators mean that targets were not available for the remainder. It should be remembered that some targets are effectively set nationally and are more aspirational than a reflection of locally predicted performance.</p> <p>Improvement targets have been set for all BVPIs for the next three years. We</p>	Consistent and sustainable improvements in services and the way we work, more effective resource allocation and better value for money.	<p>The Performance Information Pack issued by the Audit Commission in September 2006 shows that the council achieved an above average improvement on performance indicators in 2005/06, although there is still room for improvement.</p> <p>A joint bid with Solihull MBC to the West Midlands Regional Improvement and Efficiency Partnership has resulted in an award of £200k to design and develop capacity building training for members and officers, which would work on business critical performance indicators. A steering group has been set up and it is hoped to start delivering training in the New Year.</p>

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			recognise the need to refine our approach to target setting and to use this process more effectively to specify service objectives and determine resource allocation. A training programme is being developed as part of the value for money strategy which will address the issue of business critical performance indicators.		
19	Performance management	Risk management is developing but is not embedded throughout the Council ...not all service areas have robust plans for continuity and this exposes the Council to risk	The Strategic Plan for the Cabinet Member (Finance, Procurement and Value for Money) includes an objective to ensure delivery of the City Council's risk management strategy & embed it into the policy planning process. A revised risk management strategy was approved by Cabinet on 25 July 2006 and a training programme for Members & senior officers is being delivered. Software has been purchased to facilitate monitoring of the risk register process. Meetings are taking place with Directorate Management teams to identify all critical services for business continuity management. Our IT resilience & disaster recovery arrangements are being reviewed.	An organisation which effectively balances risk and opportunity and where members and officers understand how they can reduce risk whilst encouraging innovation	The setting up of an Audit Sub-group of Scrutiny Board 1 has focused greater attention on risk management and related work. A regular Member review of risk registers is in place and Audit Subgroup have received specialist training ahead of their review of the Risk Management Strategy in 2007. The focus now moving to partnership risk. Work is in hand to link risk management and performance management more closely and business planning training is being revised to strengthen this approach. Critical services have been identified and Business Continuity Plans being developed for them. IT resiliencies being strengthened with a second data centre and disaster recovery contract being redrafted to cover new servers and applications on a priority basis.
20	Regeneration	The Council does not have a specific regeneration	The Strategic Plan for the Cabinet Member (Urban Regeneration and Regional Planning) includes an	Production of economic development strategy by	As part of the Cabinet Member action relating to the development of a Regeneration Framework for Coventry,

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
		strategy	objective to "Ensure the effective integration of physical, economic and community based initiatives to regenerate the city and develop sustainable communities". One of the actions to support this is the development of a Regeneration Framework for Coventry by December 2006. Work on a detailed economic development strategy is now underway – this work will dovetail with broader work on the Vision described in item 27 below.	March 2007.	work on the economic development strategy is progressing with the appointment of a contractor to devise the strategy by the end of December 2006. .
21	Regeneration	Performance in planning is inconsistent. User satisfaction was in the worst quartile when this was last surveyed in 2003.	The Strategic Plan for the Cabinet Member (Urban Regeneration and Regional Planning) includes an objective to "Improve the quality and customer focus of the planning service . This includes 12 actions to improve service quality and meet or exceed national targets for the time taken to process planning applications.	Consistently improved performance and greater satisfaction with the planning service	At the half year position, the planning service was exceeding the national targets for time taken to process planning applications. Having achieved these targets consistently for at least 18 months, the priority has shifted towards improving other areas of the service. Satisfaction with the planning service is covered by the government's User Satisfaction Survey carried in the Autumn. Results are due to be published in February 2007. It is expected that the 28 e-planning delivery standards will be achieved by the end of December 2006.
22	Regeneration	Take up of the equity release scheme for housing	Uptake of the scheme has been low and further efforts to develop the scheme are being made in the current	Improved standards of private sector housing,	Although it is expected that, by the end of the year, the target of 25 loan offers will

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
		has been very low which threatens the aim to reduce disrepair in the private housing stock.	year. The Strategic Plan for the Cabinet Member (Community Services) includes an action to "Develop the equity release scheme so that it is the Council's main route for achieving the Government's Decent Homes target for the private sector".	contributing to the achievement of the Decent Homes Standard.	be met, it is not now considered that the equity release scheme can be the sole route for achieving the Decent Homes target for the private sector. It is expected that there will be an increase in take up of equity release loans following the agreement with Care and Repair to manage this on a casework basis on behalf of the council. Strategies are being developed to ensure that City Council interventions, which deal with the improvement of private sector dwellings occupied by vulnerable people, achieve decent homes standard.
23	Regeneration	Bus use has steadily declined, from 23 per cent of all journeys in 1997 to 18 per cent in 2003 and was in the worst quartile for 2004/05. Primelines is not yet having a significant impact.	The Strategic Plan for the Cabinet Member (Urban Regeneration and Regional Planning) includes an objective to "encourage better transport in Coventry with increased use of buses and increases in customer satisfaction levels" and specific targets are set for the implementation of the Primelines initiative. The Corporate Plan includes a target to increase the modal share of buses both during peak times and during the day.	More convenient public transport which is well used	Four Primelines routes have been completed. Bus usage has increased on the completed schemes by 26%. In addition there has been an all round improvement in service including new vehicles and facilities. Modal share information is provided every two years and the next survey will be carried out in 2007/08.
24	Regeneration	There is a backlog on repairs to roads	The Strategic Plan for the Cabinet Member (City Services) includes an objective to "improve the condition and quality of Coventry's roads and footpaths through improved planning, co-ordination, investment and	Fully integrated highway improvement schemes for carriageways, footways, drainage, lighting and safety barriers across the city	The £18.6m highway capital investment programme is on track. The Private Finance Initiative (PFI) for public lighting is progressing – an outline business case is being prepared for consideration by council

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			maintenance". A significant improvement programme is underway.		in early 2007. The Department of Transport (DfT) has identified national problems with the software and machinery used for the surveys of the condition for roads and pavements. The DfT will be writing to all local authorities shortly to clarify the position. Currently is not possible to predict whether we will achieve targets for the Best Value Performance Indicators for the condition of roads and pavements.
25	Value for money	The council does not yet have a strategic approach to ensuring value for money. Operational plans do not focus on value for money and this is not adequately addressed at the decision-making stage. Costs are high in some areas.	Cabinet approved a Corporate Value for Money strategy on 25 July 2006. This identifies the need to ensure that all policy decisions take full account of value for money issues and that value for money considerations are built in at the development stage of all proposals and fully integrated with the performance management framework.	Consistent and sustainable improvements in services and the way we work, more effective resource allocation and better value for money.	A business case methodology is being developed. This will be informed by an internal audit review of recent reports to Cabinet, which is now in progress. Further information on value for money is being developed as part of next year's operational planning guidance.
26	Value for money	The Council has yet to explore savings that may be realised through rigorously market testing in-house services.	The Strategic Plan for the Cabinet Member (Finance, Procurement and Value for Money) includes an objective to "ensure procurement arrangements effectively support the work of the council and contribute to efficiency savings targets". This is supported by four actions to ensure that all opportunities for achieving savings through procurement activity are	The maximisation of value for money in all the council's procurement activities.	The procurement strategy is being developed although a formal report is not now likely to be ready before April 2007. The Chief Executive's corporate restructuring proposals, which are out for consultation, include the establishment of a Head of Procurement. More detailed work on the appropriate structure will await the decision on this proposal.

CPA Corporate Assessment Action Plan - Interim Progress Report November 2006

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

No	Theme	Comment in Corporate Assessment report	Response	Intended outcome	Interim Progress
			<p>explored. We are reviewing our procurement arrangements to ensure they best meet the requirements of the National Procurement Strategy. Cabinet has approved a programme of value for money reviews and these will include consideration of procurement issues.</p>		<p>The procurement training programme has been implemented with over 40 delegates having completed 2 of the 4 mandatory modules.</p>
27	Vision	<p>The Council does not have a detailed vision for what the city could become in fifteen or twenty years</p>	<p>The Leader and Chief Executive are leading work with partners to develop a more detailed vision for the city in line with work currently underway on the Local Development Framework. This is supported by the Cabinet Member (Urban Regeneration and Regional Planning), who has made it a personal priority to work on developing a long term vision and strategy for regenerating Coventry, to ensure that Coventry is a vibrant City providing a high quality of life for its residents and visitors</p>	<p>A clear statement of the council's vision for the city which will guide future strategic planning, priorities and resource allocation.</p>	<p>A report on the vision is on the agenda for the Cabinet Meeting on 19 December 2006..</p>