



Coventry City Council

To all Members of the Scrutiny Co-ordination Committee

3<sup>rd</sup> December, 2008  
Our ref: C/JMc

Dear Member,

**Meeting of the Scrutiny Co-ordination Committee – 10<sup>th</sup> December, 2008**

Please find attached information in relation to the Agenda Item 4 "Local Area Agreement" on the agenda for the above meeting.

If you have any queries, please do not hesitate to contact me on the telephone number shown above

Yours sincerely

*Joy McLellan.*

Joy McLellan

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INVESTOR IN PEOPLE



**Report to**

Scrutiny Co-ordination Committee  
Cabinet

10 December 2008

16 December 2008

**Report of**

Assistant Chief Executive

**Title**

**Local Area Agreement and Corporate Plan Half Year Review**

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**1 Purpose of the Report**

- 1.1 This report provides a review of the progress made against the Local Area Agreement Performance Indicators and the Management Objectives set out in the Corporate Plan.

**2 Recommendations**

- 2.1 Cabinet is recommended to note the progress made on the Corporate Plan and to take this information into account when considering your proposals for the budget for the coming financial year.

**3 Information/Background**

- 3.1 Coventry's Sustainable Community Strategy (SCS) was agreed by the Council and Coventry Partnership in March 2008 and the Local Area Agreement (LAA) signed off by Government in June. They set out the vision and priorities for Coventry.
- 3.2 In September, the Council adopted its Corporate Plan 2008-11, aligning its corporate objectives with the SCS and building the LAA indicators into its performance management framework.

**4 Local Area Agreement Progress**

- 4.1 A new report format has been developed to help focus on significant issues and any action required and this is attached at Appendix 1.
- 4.2 Each LAA Indicator has its own report card – one sheet of paper showing performance graphically, compared to target and previous performance where this is available. Where

appropriate, this is supported by further graphics illustrating progress in relation to key target groups or geographical areas and any relevant comparative data. These will be developed over time as more information becomes available. The data is supported by a short analysis of "what we've achieved" (an explanation of progress to date) and "what next" (an explanation of future action required).

4.3 Each SCS Theme has a theme summary which shows a red or green progress rating for each of the LAA indicators in that theme, together with a summary of progress and key issues to be addressed for the theme as a whole.

4.4 Finally, there is an overall summary of progress against the LAA, highlighting both significant progress and areas requiring action by lead organisations and partners.

## 5 Corporate Plan Progress

5.1 The City Council agreed its new Corporate Plan in September 2008, aligning its corporate objectives with the priorities in the SCS. As part of this process, the supporting performance indicators were significantly revised to include measures from the new national indicator set and a number of gaps were identified where other measures needed to be developed. Some smaller amendments were made to the management objectives and accompanying indicators to reflect performance priorities that have emerged during the last year.

5.2 As the Corporate Plan is only two months old and there is further work to be done to establish some of the indicators, a full review is not being carried out at this point. However, the summary of progress based on the LAA indicators will provide a partial overview of progress against the Council's corporate objectives. A full report on the Council's management objectives is attached at Appendix 2.

## 6 Proposal and Other Option(s) to be Considered

6.1 This report reviews the progress being made in delivering the priorities set out in the Local Area Agreement and the management objectives of 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.

## 7 Other specific implications

7.1 The issues identified in the performance report, potentially has implications for all of the Council's functions and activities. Any specific implications for services from this half-year progress report are detailed in the appendices.

	Implications (See below)	No Implications
Best Value	√	
Children and Young People	√	
Climate Change & Sustainable Development	√	
Comparable Benchmark Data	√	

	Implications (See below)	No Implications
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	√	
Neighbourhood Management	√	
Property Implications	√	
Race Equality Scheme	√	
Risk Management	√	
Trade Union Consultation	√	
Voluntary Sector – The Coventry Compact	√	

## 8 Monitoring

8.1 Progress on the Local Area Agreement is also being reported to the Local Public Service Board (1<sup>st</sup> December) and Scrutiny Co-ordinating Committee (10<sup>th</sup> December).

	Yes	No
<b>Key Decision</b>		√
<b>Scrutiny Consideration (if yes, which Scrutiny meeting and date)</b>	Scrutiny Co-ordination Committee 10 December 2008	
<b>Council Consideration (if yes, date of Council meeting)</b>		√

## List of background papers

Proper officer: Assistant Chief Executive

### Author:

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Christine Ford, Head of Legal Services

Papers open to Public Inspection

### **Description of paper**

Sustainable Community Strategy

LAA Area Agreement

Corporate Plan 2008-11

### **Location**

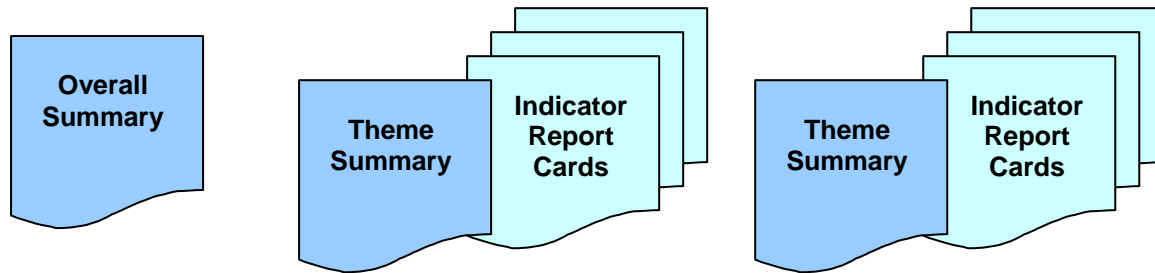
Council House Room 73

Council House Room 73

Council House Room 73

# Coventry Local Area Agreement Half-Year Performance Report: December 2008

**Structure of this report:** This report has three levels. Each Local Area Agreement Indicator has a report card. These are grouped by Sustainable Community Strategy Theme and prefaced by a theme summary. The report is headed by an overall summary.



## Overall Summary

Sustainable Community Strategy Theme	
<b>A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	<b>Page 3</b>
The number of people on out of work benefits fell during the first quarter and is currently on target. However evidence from the Job Seekers' Allowance Count suggests that the count has started to rise again in the face of the economic crisis. Most training information is not yet available. The proportion of 16-19 year olds not in employment, education or training has improved slightly compared to 2007/08 but is currently behind the target. It is difficult to know whether this improvement will be sustained as there is a high turnover in this group.	
<b>People of Coventry living longer, healthier, independent lives.</b>	<b>Page 13</b>
Some of the indicators relating to health in the city are reliant on annual measures and it is not yet possible to determine the impact that initiatives are having. The indication is that the targets to increase Chlamydia screening in under 25's and reduce teenage conception rates will not be achieved, although there are extensive programmes in place. Coventry continues to promote independent living and the take up of direct payments has continued to increase. There has been good progress with getting drug users into treatment but the strategic assessment identifies a larger number of drug users than previously identified that will need to be targeted in the future.	
<b>A safer more confident Coventry</b>	<b>Page 23</b>
Performance is mixed in relation to crime. Due to the significant reductions that were achieved between 2005 and 2008, further improvement continues to be more challenging. Assault with injury accounts for the main volume of crime in Coventry and covers such offences as on-street and drink related violence. There have been good reductions in this area since the start of the year. There has, however, been an increase in serious violent crime which, whilst small in numbers, is now a key priority for the Coventry Safety Partnership. Serious acquisitive crime is now starting to rise and is thought to be linked to the current economic climate. Again this has been identified as a key priority.	

<b>Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be</b>	<b>Page 31</b>
The first round of cleanliness surveys is showing improvement, although there has been an increase in fly tipping in the city.	
<b>Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution in Coventry</b>	<b>Page 35</b>
There have been notable improvements in the safeguarding of children with improved performance on initial assessments for children's social care and improved stability of placements. Provisional attainment figures for the 2007/08 academic year are showing improvement at the Early Year's foundation stage and also at Key Stage 4, 5 A*-C grades in GCSE. There have been slightly more mixed results at Key Stage 2 and Key Stage 3 results are still not available. Attainment for Looked After Children has also improved as a result of a highly focused intervention programme. Persistent absence rates have improved in all phases of Education.	
<b>A good choice of housing to meet the needs and aspirations of the people of Coventry</b>	<b>Page 49</b>
The recession has had an impact on progress in relation to new housing developments in the city and this will continue. Good progress has been made on the number of affordable homes that have been delivered.	
<b>Making places and services easily accessible for Coventry people</b>	<b>Page 53</b>
A number of projects designed to speed up traffic flows and improve the experiences of bus users have been completed and when the results of the survey carried out in October 2008 are available it will be possible to judge whether there has been a positive impact on congestion. The number of children travelling alone to school by car or taxi reduced in 2007/08 when compared to the previous year, which should contribute to reducing congestion during morning peak.	
<b>A creative active and vibrant Coventry</b>	<b>Page 57</b>
Survey information is not yet available on the number of people participating in sports and active recreation. Results from the 2007 Household Survey, although not directly comparable, indicate a positive direction of travel.	
<b>A more equal Coventry with cohesive communities and neighbourhoods</b>	<b>Page 59</b>
There is little information on which to base progress at this stage. The fieldwork is currently taking place to collect information for the first Place Survey which will give a baseline against which to measure future progress.	
<b>Improving Coventry's environment and tackling climate change</b>	<b>Page 61</b>
Residual household waste per household is decreasing, indicating that targets will be achieved for the year. Whilst the latest available data on CO <sub>2</sub> emissions shows some improvement, the data has been significantly revised and will require review.	

**Note:** In the theme summary reports, a colour rating is shown for each indicator – green where the Local Area Agreement Target is expected to be met, red where it is not. Where an indicator is rated red because the target will not be met, a second colour rating is also shown to denote the rate of progress compared to previous performance – green where good progress is being made, red where it is not.

## Sustainable Community Strategy Theme

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

NI No.	LAA Indicator	Rating	
NI 79	Achievement of a Level 2 qualification by age 19	N/A Reported Annually	
NI 164	Proportion of population aged 19 – 64 for males and 19 – 59 for females qualified to at least Level 3 or higher	N/A Reported Annually	
NI 117	16 – 18 year olds who are not in education training or employment (NEET)	Rate of progress	LAA Target
NI 152	Working age people on out of work benefits		
NI 165	Proportion of population aged 19 – 64 for males and 19 – 59 for females qualified to at least Level 4 or higher.	N/A Reported Annually	
NI 171	New Business Registration Rate	To be introduced 2009/10	

#### Overall Progress

The achievement of level 2 by age 19 data has not yet been released but in the four years to 2007 there has been considerable positive progress with 68.8% achieving the level against a target of 72.9%. Similarly the data for working age people qualified to level 3 (NI 164) and for level 4 (NI165) is not available. There are no reliable preliminary estimates.

The current NEET rate of 7.5% is an improvement since 2007/08 but still falls short of the target of 6.9% for 2008/09. There is a relatively high turnover in this group and figures may reflect some short term fluctuations arising out of, for example, waiting for courses to start.

The number of people on out of work benefits has fallen during the first quarter to 14.3% against a final target of 13.8% but evidence from the Job Seekers' Allowance count would suggest that the count has started to rise again in the face of the economic crisis.

The new business rate figures are being recomputed on a new basis and are not available. On the previous basis, the figures have been running at 27 new businesses per 1,000 – a figure which has been stable for the last three years.



**Commentary  
context**

(Including  
qualitative data)

The main schemes available to help the city's economy at this time of economic difficulty are:

**Business Link** West Midlands including Business Link Credit Crunch Line. This is the main business support service for the region. The service offers financial advice and marketing advice including financial advice which could lead to help on product diversification. Both local **Universities** offer business and technical support. The **Chamber of Commerce** (Local Business Link centre) offers networking opportunities.

**The City Council:** LEGI programme; Business support services; Inward investment team; Skills & Employment Team. These council services provide:

- Support for people looking for work or to start up in business;
- Firms looking to recruit staff by providing training and encouraging people to become economically active;
- Firms looking to grow – overcoming difficult phases of growth;
- The development of hi tech business clusters which help reduce individual business costs and improve competitiveness; and
- Support to business investment in the area.

**Coventry & Warwickshire Economic Recovery Partnership (CSWP)** has agreed a better reporting system of redundancies. It is seeking additional resources from AWM to meet anticipated demand and to be able to respond quickly and effectively to emerging problems in the economy.

**Jobcentre Plus** is broadening out the Pathways to Work scheme with the introduction of the new Employment Support Allowance. This initiative will help identify ways in which people can get trained or be supported back into work.

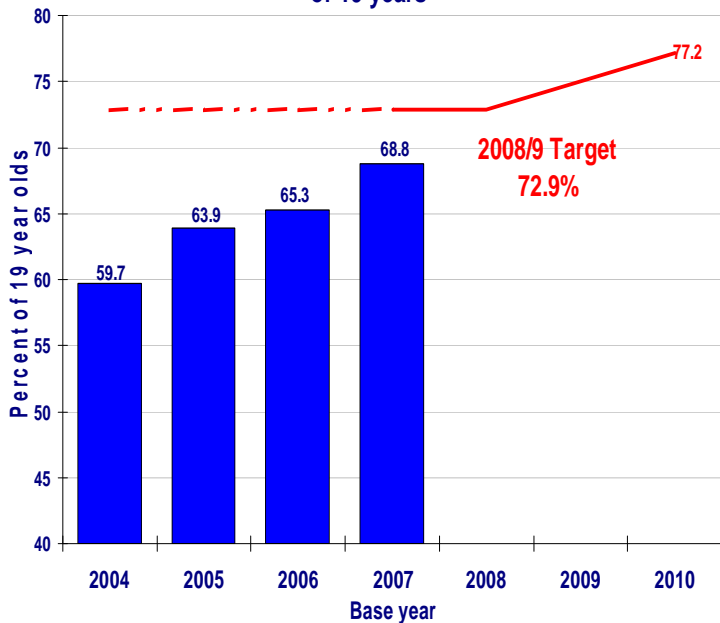
**Learning & Skills Council** for the West Midlands Train to Gain programme enables businesses to train staff and help improve performance. The LSC can provide assistance and opportunities for adults over 19 years to learn. For younger people not in employment, education or training, there are apprenticeships, Educational Maintenance Grants and the Entry into Employment Programme.

# REPORT CARD



<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>79</b>	<b>Achievement of a level 2 qualification by age 19</b>

**NI 79 Achievement of a level 2 qualification by the age of 19 years**



↑ Good performance = high outturn figure

### What we've achieved

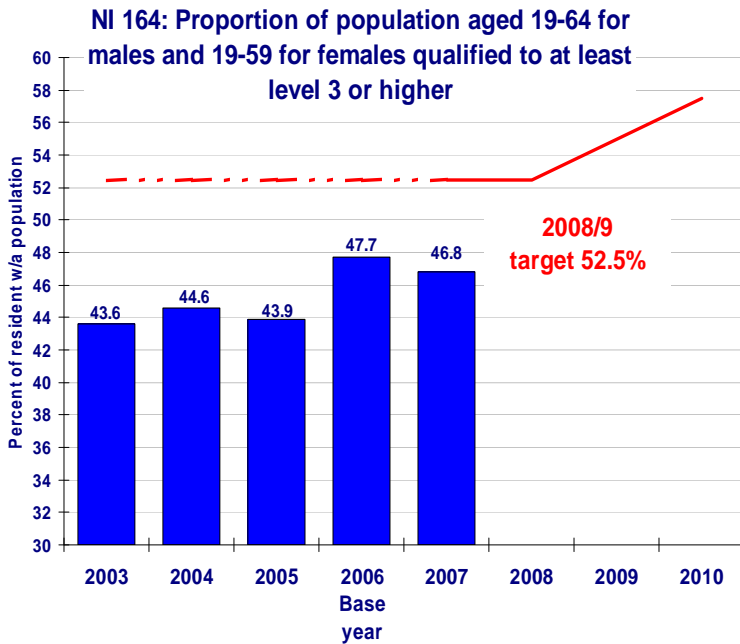
- Data is reported annually not yet available.
- Increased the number of Apprenticeships places.
- Increased Level 2 Provision with Colleges.
- Contracted Pre NEET and NEET provision to help move individuals in positive progression.

### What next

To engage and work with top ten largest employers in the city to increase the number of apprenticeship places.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>164</b>	<b>Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher</b>



↑ Good performance = high outturn figure

### What we've achieved

Data is reported annually not yet available.

Updated figure from Annual Population Survey 2007 - 46.8%.

Increased Level 3 provision with Colleges.

Increased Advanced Apprenticeship provision.

Increased Level 3 provision through Train to Gain.

Launched Single Employer Offer to ensure co-ordinated approach recruitment and skills needs.

### What next

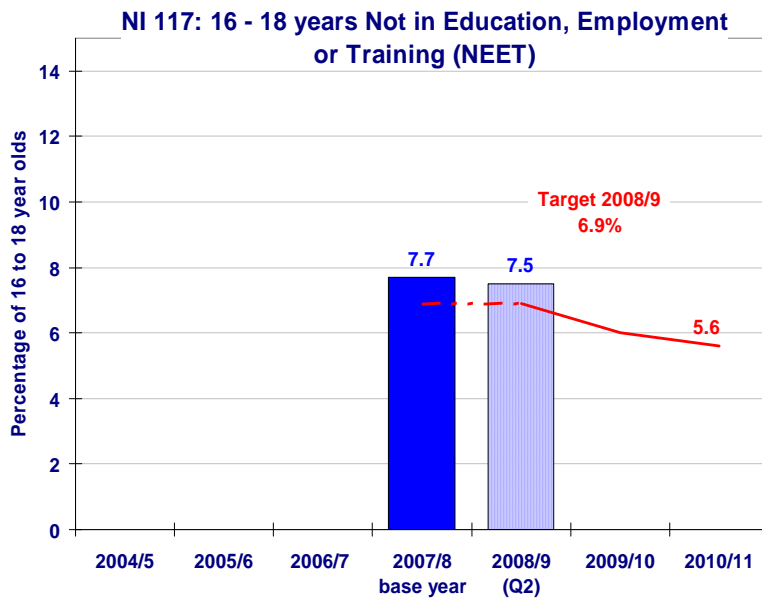
Work with Local Authority /Job Centre Plus to Develop Inward investment protocol.

To engage and work with top ten largest employers in the city to increase the number of apprenticeship places.

Work with Public Sector Bodies to take forward Public Sector Skills Challenge.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>117</b>	<b>16 - 18 year olds who are not in education, employment or training (NEET)</b>



↓ Good performance = low outturn figure

### What we've achieved

We have organised a group involving Connexions, LSC, Education and Training providers which meets monthly to monitor progress.

New provision has been commissioned by LSC with Whitefriars and CSWP to offer training to NEETs.

Homestudy training has also been commissioned by Connexions/LSC for Teenage Parents and pregnant teenagers in order to keep this group engaged.

Connexions/LSC have commissioned short training courses in Construction skills, Fork Lift Truck and nail technician for NEET group.

Voluntary sector provision in graffiti art, scuba diving, bushcraft skills, motor vehicle and sports have also been organised for NEET young people.

### What next

At present the NEET numbers are above our target level and there are less employment vacancies than there were in previous years.

At this stage it would appear unlikely that we will reach our target this year and this is mainly due to downturn in the labour market.

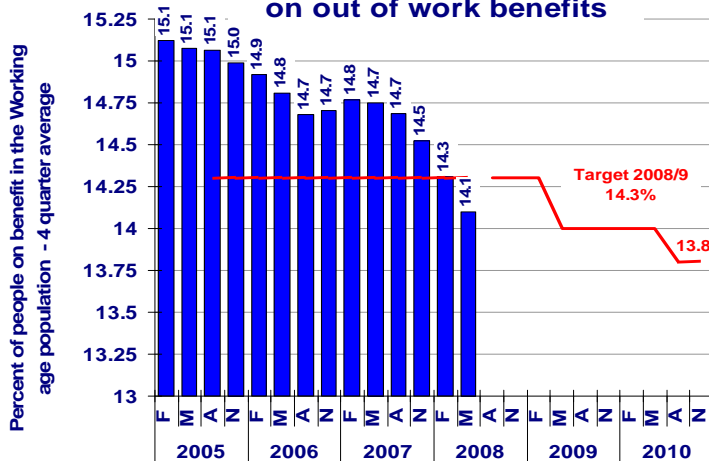
It has been identified that apprenticeships and vocational training would help in reducing NEET numbers.

It is intended to approach large employers in Coventry to request that they consider offering apprenticeships or other vocational opportunities to young people who are NEET.

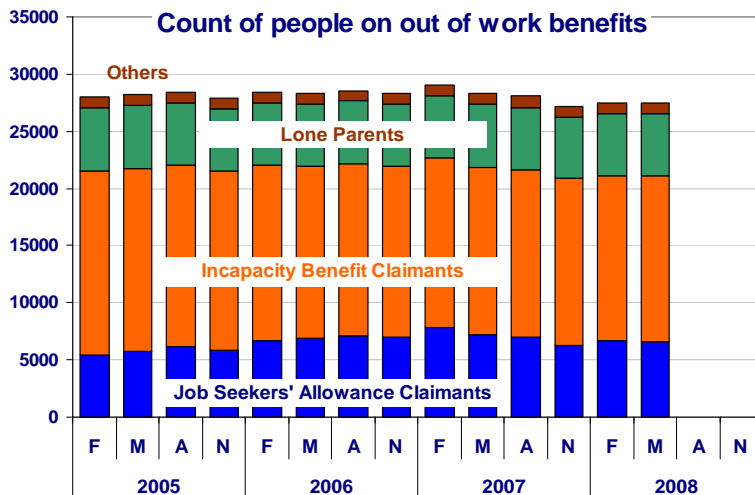
# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>152</b>	<b>Working age people on out of work benefits</b>

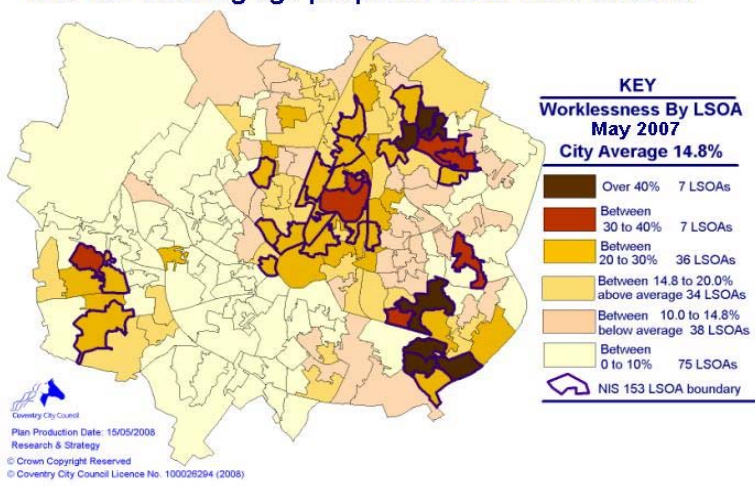
**NI 152: Working age people on out of work benefits**



↓ Good performance = low outturn figure



**NIS 152: Working age people on out of work benefits**



## What we've achieved

This indicator is based on a 4-quarter moving average to avoid seasonal fluctuations. The latest figure at 14.1% represents encouraging progress towards the target attributable to:

- Decline in the Job Seekers' Allowance benefit claimants to December 2007 as local redundancy partnerships managed re-employment of redundant workers following closure of Peugeot Ryton;
- Local Economic Growth Initiative providing flexibility in ensuring that as a programme it offers client focussed support as a city wide offer;
- Focus on priority neighbourhoods through Local Jobs & City Strategy/ has seen the gap narrowing in all key wards;
- Introduction of new Job Centre Plus (JCP) programmes targeting new Incapacity Benefit claimants and Lone Parents;
- Introduction of new Integrated Employment & Skills pilot by JCP & Learning Skills Council (LSC) providing work skills;
- Department of Work and Pensions & LSC Co-financed 'wrap around' provision supporting priority communities;
- Neighbourhood Renewal Fund programmes/mainstreaming developing innovative approaches for offenders & Incapacity Benefit; and
- Development of a 'single employer offer', coordinating employer engagement, generating jobs with training for disadvantaged customers through Local Employment Partnership (LEP) & Skills Pledge & Public Sector Challenge, with Coventry City Council leading by example as exemplar employer.

# REPORT CARD



<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>152</b>	<b>Working age people on out of work benefits</b>

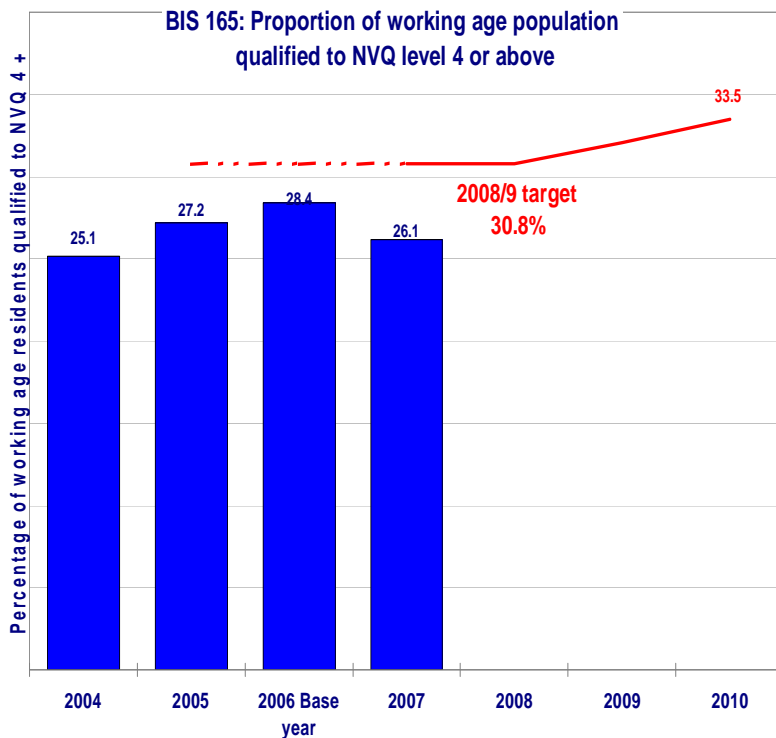
## What next

Coventry has so far held up better than the sub-Region, West Midlands, and Great Britain. Impact of the economic downturn is however starting to take effect with increasing redundancy notifications, rising on-flow, and first signs of a fall in vacancies despite off-flow volumes being maintained. Maintaining progress will become increasingly challenging as the recession begins to bite.

- Regularly reviewing use of collective resource at newly formed Economy Learning Skills and Employment (ELSE) strategic group to respond to new challenges;
- Focus on identification & mitigation of risk of recession on target;
- Developing capacity to respond swiftly & collectively to threat of redundancies including small to medium enterprises – recently formed Coventry Warwickshire Economic Regeneration Partnership will play central role, providing business as well as workforce support;
- More preventative interventions & supporting transition from benefit to work e.g work on 16 to 19 year olds who are not in education, employment or training (NEETS);
- Introduction of further national programmes & policy, for LEPs, Flexible New Deal;
- Further development of specialist supported routeways - drugs & alcohol, carers, refugees, NEETS;
- Development of integrated Housing & Health pathways.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>165</b>	<b>Proportion of population aged 19-64 for males and 19-59 for females qualified to at least level 4 or higher.</b>



↑ Good performance = high outturn figure

## What next

Further research is being undertaken on this theme by an internal (Coventry Specific) working group to challenge and explore this trend around level 4.

The group will be examining professional development activity, the role of larger employers, the impact of further education on these targets and the role of the higher education providers in contributing to these statistics. The aim will be to establish a clearer picture and suggest required actions.

***Continued on next page***

## What we've achieved

Work on this theme is in its early stages. Data needs to be collected from a wide variety of sources to establish if headline figures suggested by the graph on the left are correct.

These figures are taken from the Annual Population Survey and there is no logical explanation as to why there would be such a sharp drop in 2007. This issue has been raised with the Office of National Statistics - however, any correction in figures will not be seen until September 2009 at the earliest.

There has been some regional research on graduate retention undertaken for the ICT Cluster.

Coventry Solihull Warwickshire Partnership are supporting the process of bringing together key partners from across the sub-region to work together on Indicator 165. A sub-regional approach to this indicator is a sensible approach as it helps to facilitate discussions with partners and the 3 Local Authorities jointly.

A workshop is being held on 28<sup>th</sup> November to discuss broader co-ordination of employer engagement, quality of provision, and Advantage West Midlands provision of graduate apprenticeships, placement schemes and a recruitment/employment service for graduates.

<b>Sustainable Community Strategy Theme:</b>	<b>1. A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents</b>	
<b>NIS Performance Indicator:</b>	<b>165</b>	<b>Proportion of population aged 19-64 for males and 19-59 for females qualified to at least level 4 or higher.</b>

**What next (continued)**

The group is meeting weekly to ensure this takes place and will report on progress in December 2008. The following are actions within the NI 165 Delivery Plan that are specific to Coventry.

- Inward Investment - a number of high profile headquarters coming to Coventry that will require graduates/Level 4 skills.
- There is a need to retain graduates in the area and make Coventry an attractive destination for them.
- Locally, Local Economic Growth Initiative will be engaging with small to medium enterprises and could be another avenue to explore promoting Level 4 training.
- Alternative ways of aspiring Coventry's communities to achieve Level 4, including In employment training.





# Theme Summary

## Sustainable Community Strategy Theme:

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

NI No.	LAA Indicator	Rating	
NI 112	Under 18 conception rate	Rate of progress	N/A Reported Annually
NI 113	Prevalence of Chlamydia in under 25 year olds – screening	Rate of progress	LAA Target
NI 56	Obesity in primary school age children in year 6	N/A Reported Annually	
NI 120	All-age all cause mortality Males Females	N/A Reported Annually	
NI 123	Stopping Smoking		
NI 130	Social care clients receiving Self-Directed Support per 100,000 population		
NI 136	People supported to live independently through social services		
NI 40	Number of drug users recorded as being in effective treatment		

<b>Overall Progress</b>	<p>A number of the performance measures use data that has a time lag associated with collection and reporting and for this reason it is difficult to make a judgement in relation to current targets. Based upon local collection systems, the indication is that whilst improvements can be demonstrated and supported by a range of programmes delivered, there is still significant effort needed to achieve the targets set. This is particularly the case for Chlamydia Screening, Stopping Smoking and Teenage Conception rates. The 2007/08 results for Obesity in Primary Schools are due in December and there are also local weight management initiatives, which will help to build a fuller picture upon which to co-ordinate and develop action plans.</p> <p>Direct payments enable individuals to have more choice and control over their support at home and in the community. We are continuing to work to increase the uptake of direct payments by ensuring that they are promoted to all eligible users and carers as a positive choice.</p>
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**Commentary  
context**  
(Including  
qualitative data)

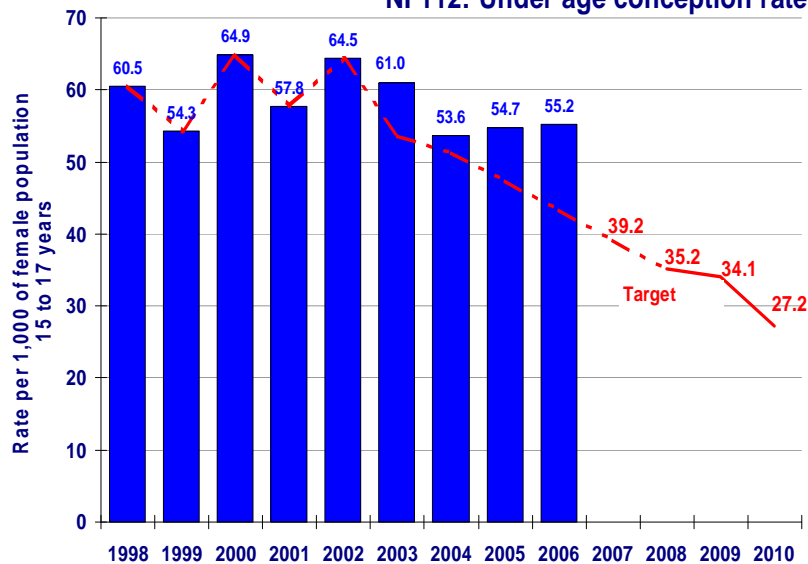
Significant progress has made in delivering awareness campaigns to promote healthy eating and improve sexual health and this should also have an impact on future improvements.

Based on current trends, it is estimated that 1120 problematic Drug Users (PDUs) will access treatment by the end of the year. There has been good progress with getting drug users into treatment but the strategic assessment of Coventry identifies a larger number of drug users than previously identified that will need to be targeted in the future.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier independent lives.</b>	
<b>NIS Performance Indicator:</b>	<b>112</b>	<b>Under 18 conception rate</b>

NI 112: Under age conception rate

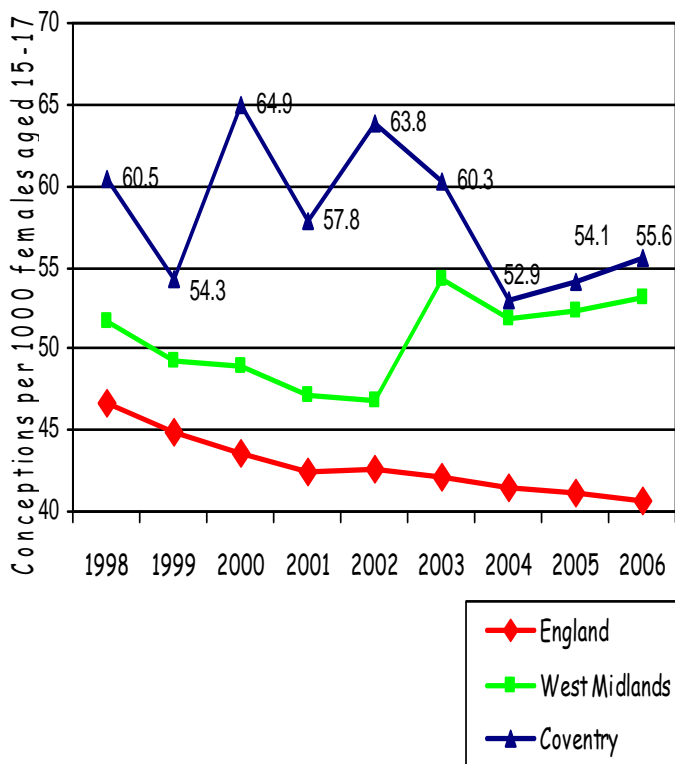


## What we've achieved

Provisional figures for the first two quarters of 2007 are now available. March 2007 figures show 85 conceptions, a decrease on the 93 conceptions from March 2006. June 2007 figures show 93 conceptions, an increase on the 76 conceptions from June 2006. This means that considerable progress is still needed to achieve the target reductions.

A joint commissioning group has been established between the City Council and the PCT. A communication strategy and action plan has been developed.

↓ Good performance = low outturn figure



## What next

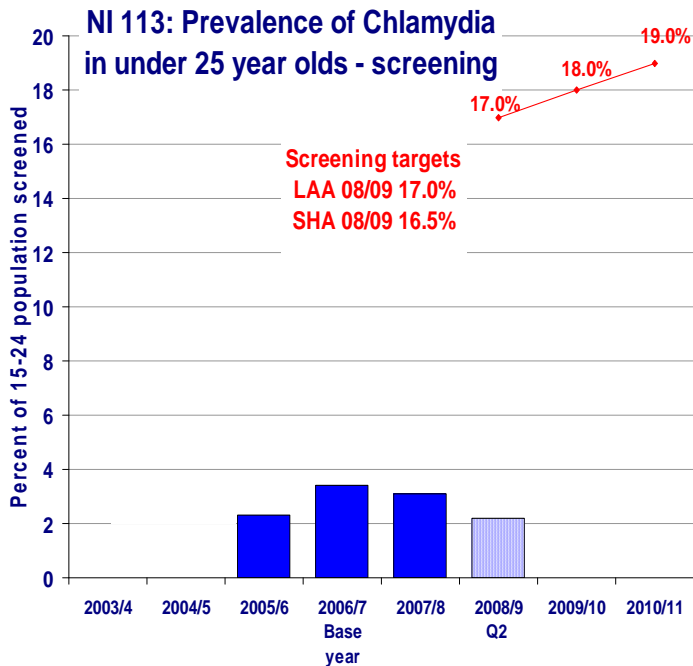
The data received from the Office of National Statistics is over 12 months out of date. However local systems between the Council and the PCT are being developed to help to track progress.

A minimum package for all hot spot schools is being developed – including quality relationship and sexual education, parent support, trained staff and school drop-in services.

A Christmas Campaign is being planned highlighting the correlation between alcohol and unprotected sex.

An audit is being carried out on the provision for young parents. This will be used to develop a minimum package of support in line with consultation with young parents.

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>113</b>	<b>Prevalence of Chlamydia in under 25 year olds</b>



Note: Q2 data recorded does not yet show total screenings for this period.

↑ Good performance = high outturn figure

### What we've achieved

To date the Chlamydia screening team has completed various developments to increase screening levels. This includes:-

- Screening events completed in pubs, clubs, schools and FE colleges;
- University Freshers events;
- A wide range of media campaigns with the GOT IT branding;
- Incentives for GPs to do screening;
- Targeting the proportionally low screening levels, with contraception and sexual health (CASH) services.

Although half-year data is not yet complete 1144 screens have already been recorded, which compares favourably with 1614 for the whole of 2007/08. This also does not include approximately 900 screens generated in Q1 & 2 outside of the screening programme. However, there is also some way to go to achieve the target of 8409 persons to be screened in 2008/09. This indicates that performance will need to improve significantly over the coming months to achieve success in achieving this target.

*It should be noted that targets agreed with the Strategic Health Authority differ slightly from those in the LAA and that it is these that have been used to project target numbers for annual screening.*

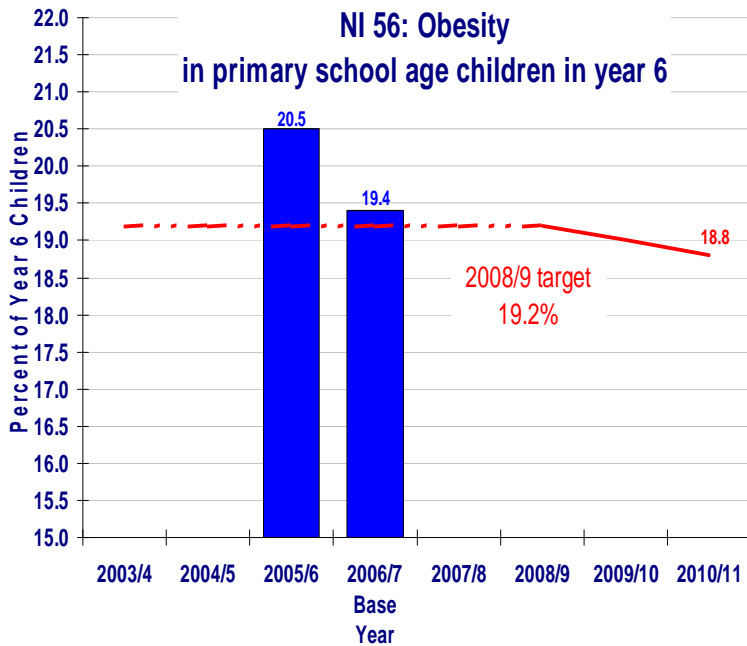
### What next

A number of actions are either planned or underway to make rapid progress against the target

- An additional business case was approved in November for a range of activities to promote and expand the screening programme.
- Wee for a Wii campaign in one-stop shops over December and January.
- From November onwards all 15 – 24 year olds will be offered a Chlamydia screen during their 12 week antenatal appointment.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>56</b>	<b>Obesity in primary school age children in Year 6</b>



↓ Good performance = low outturn figure

### What we've achieved

*More updated information is likely to be available by the end of the year – this will be the 2007/08 data.*

A Healthy Weight Pathway Manager has been seconded to link up with key partners and stakeholders across the City.

In addition the PCT is funding an Obesity Co-ordinator post from January 2009.

Identification of the number of weight management places offered to children – in keeping with the governments PSA target 2020 is in process.

### What next

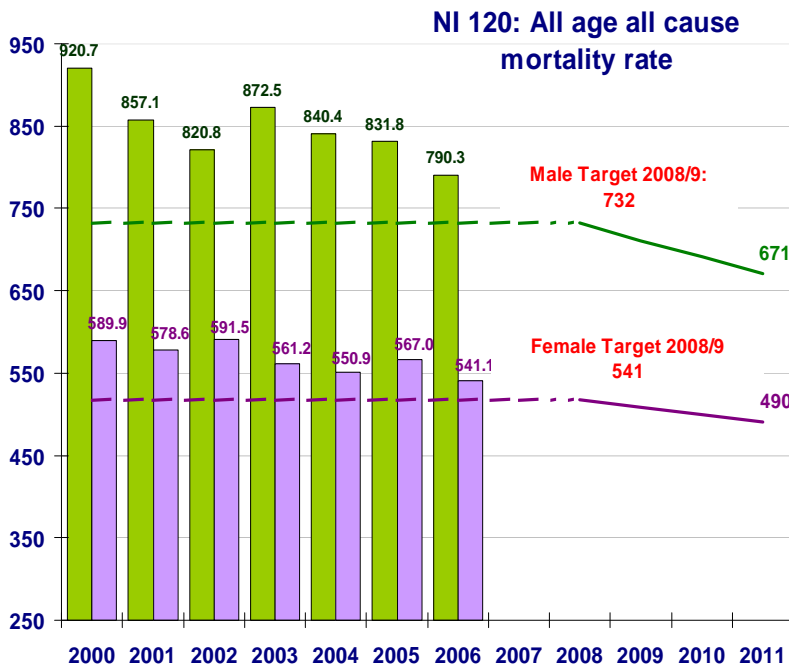
Health Promotion Strategy to raise awareness of obesity issues to be developed and agreed by March 2009.

Proportion of Coventry Schools acquiring Healthy School status is expected to increase from 65% December 2008 to 75% by March 2009.

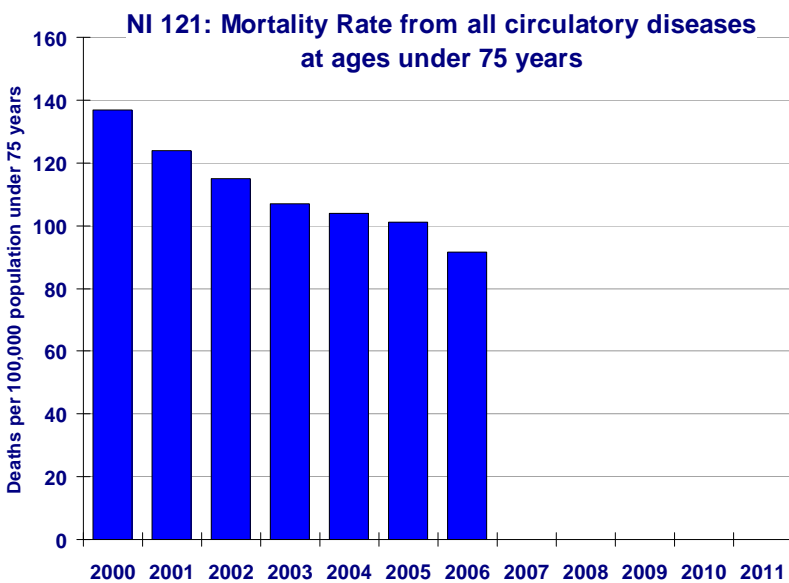
Work with Schools to implement One Body One Life programme and multi-sports activities – 10 Schools identified by April 2009.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>120</b>	<b>All-age all cause mortality rate</b>



↓ Good performance = low outturn figure



### What we've achieved

Redesign of the Stroke Care Pathway to facilitate prompt hospital access for treatment with thrombolytics (clot busters) is underway.

A strategy is in place to deliver the Smoking Cessation programme, as part of World Class Commissioning.

A strategy is in place to deliver a programme aimed at reducing the number of deaths due to infant mortality as part of World Class Commissioning.

An Audit has been completed as part of a locally enhanced scheme in primary care – looking at hazardous drinking in local communities and the interventions required by those people drinking to excess.

Information is available annually from the Office of National Statistics – data for 2007 expected late 2008.

### What next

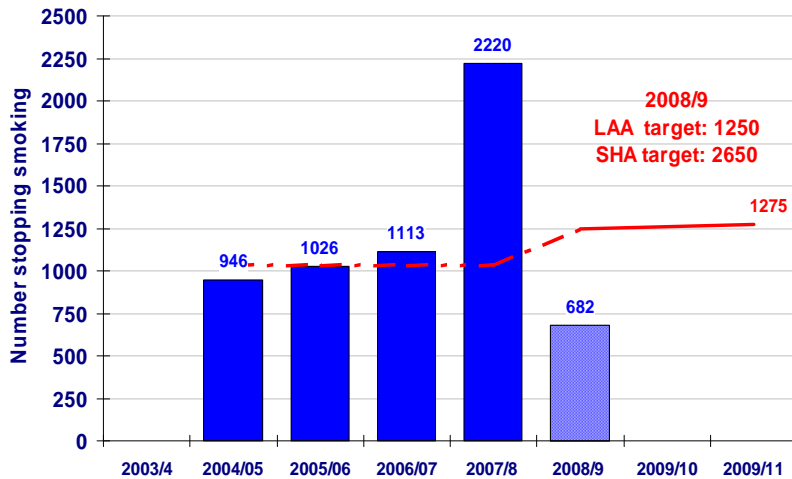
Ongoing management of the risk factors for cardio-vascular disease via the quality and outcomes framework – regular monitoring required.

Track progress against targets using defined Key Performance Indicators as agreed by the Strategic Health Authority.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>123</b>	<b>Stopping smoking</b>

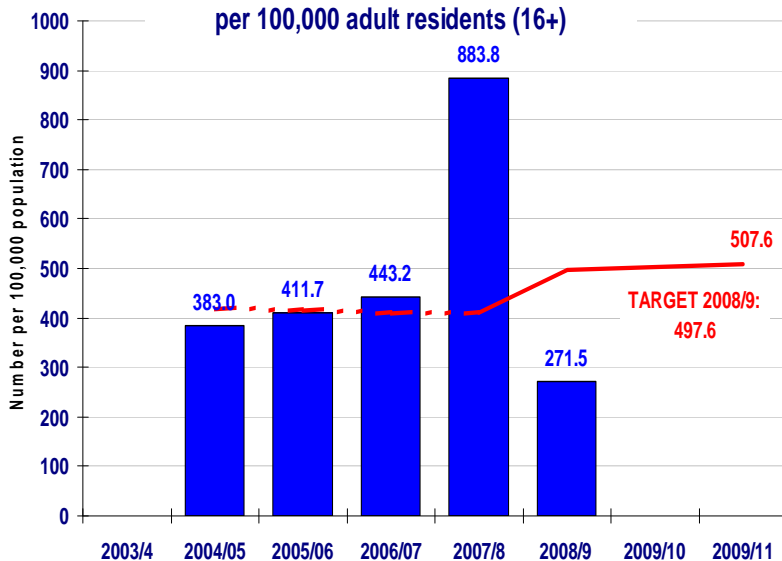
NI 123A People stopping smoking



The LAA Target is based upon the number of people who stop smoking see graph above. The national indicator for 08/09 measures per 100,000 population see below.

↑ Good performance = high outturn figure

NIS 123: Number of people stopping smoking per 100,000 adult residents (16+)



## What we've achieved

Although half-year performance figures are not yet formally reported, to date Coventry Stop Smoking service has achieved 682 quitters at 4 weeks. In 2007/08 the high number of quitters was thought to be attributable to the legislation to stop smoking in public places.

A Tobacco Control and Stop Smoking service manager has been recruited and in post since beginning of September 2008 to lead service and make required changes.

## What next

Introduction and launch of freephone number to promote service across the city and encourage access to the NHS service.

Reconfiguration of the service to ensure it is evidence-based and 'fit for purpose'.

Introduction of a new database collection system and adoption of the gold standard monitoring form.

Due to the changes to the service it is unlikely that the SHA target will be met for 2008/09 although optimistic that the LAA target will be met. In particular given that the last quarter is typically higher with new-year quitters. The aim of above changes is to encourage greater access and set the service up to be an accessible quality service, which will achieve future targets.

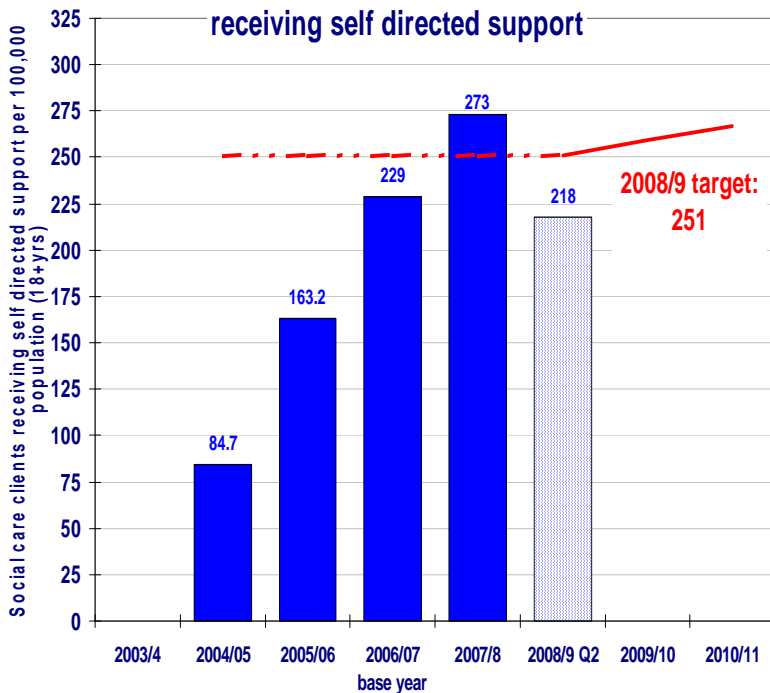
*The definition for this indicator will change in 2009 and will need to be reviewed.*



# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>130</b>	<b>Social care clients receiving Self Directed Support per 100,000 population</b>

**NI 130: Social care clients receiving self directed support**



↑ Good performance = high outturn figure

### What we've achieved

This indicator counts people who have received a direct payment between 1st April 2008 and 31st March 2009.

For the period of 1st April to 30 September 2008, 515 people received a direct payment compared with 646 during the whole of 2007/08.

Therefore we are on target to exceed the target of 251 by 31st March 2009.

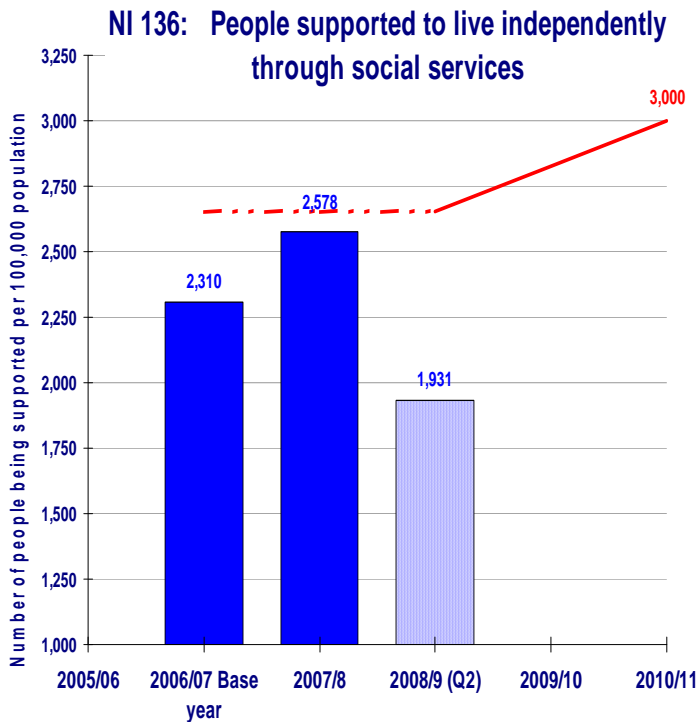
### What next

Direct payments enable individuals to have more choice and control over their support at home and in the community. In Coventry we are committed to providing direct payments in a user-friendly way. We are also working to increase the uptake of direct payments by ensuring that they are promoted to all eligible users and carers as a positive choice. Providing quality training and support to staff is key to this.

The definition of the indicator will change in 2009/10 to count personal budgets as well as direct payments. It will be calculated as a percentage of community based services rather than per 100,000 population.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>136</b>	<b>People supported to live independently through social services (all adults)</b>



↑ Good performance = high outturn figure

### What we've achieved

The indicator counts people receiving the community based services as at 31<sup>st</sup> March and the number of people receiving Grant Funded Services during sample week. For quarter 2 we have based our performance on community based services data as at 30<sup>th</sup> September 2008 only, as Grant Funded Services data will only be available in January 2009. Estimated year performance based on adding 2007/08 Grant funded service data to the numerator is 2755 – which indicates that we are on target for 2008/09.

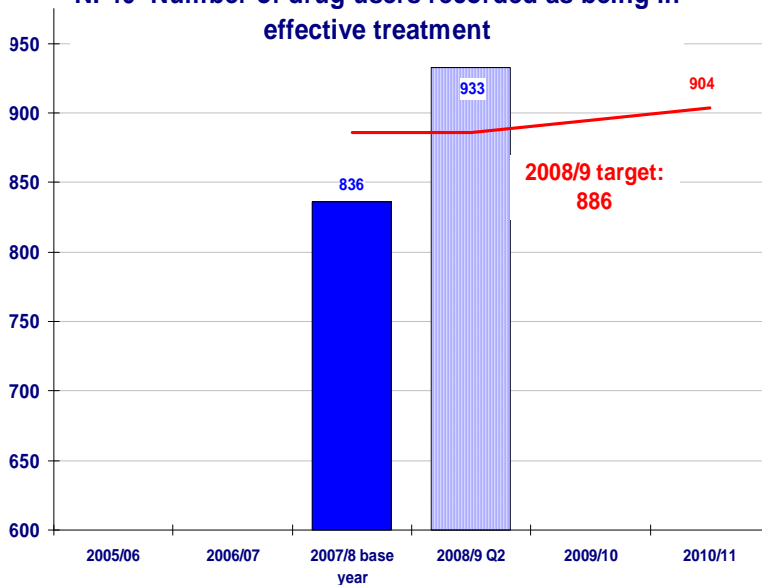
### What next

During November 2008 voluntary agencies who receive a grant to provide community based services to people within Coventry, have been asked to complete a data collection form based on a sample week's activity. These data collections forms will be collated together and submitted to the Information Centre in January, and data will be included in the calculation on NI 136 for quarter 4 reporting.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>2. People of Coventry living longer, healthier, independent lives</b>	
<b>NIS Performance Indicator:</b>	<b>40</b>	<b>Number of drug users recorded as being in effective treatment</b>

**NI 40 Number of drug users recorded as being in effective treatment**



### What we've achieved

Local figures, provisional to the end of September 2008 show 993 individuals in effective treatment.

Information from the National Drug Treatment Monitoring System (NDTMS) for the period June 2007 to May 2008 shows 941 in effective treatment. Due to the method of calculation of clients in effective treatment, actual performance against target for each quarter can only be calculated after a three-month delay.

↑ Good performance = high outturn figure

### What next

Based on current trends, it is estimated that 1120 problematic Drug Users (PDUs) will access treatment by the end of the year. There has been good progress with getting drug users into treatment but the strategic assessment of Coventry identifies a larger number of drug users than previously identified that will need to be targeted in the future.

The results of the current Adult drug needs assessment show that:

- 81% of drug users are unemployed
- 60% of the hidden drug using population may be involved with criminal justice services
- A number of wards of deprivation and have evidence of drug use, do not seem to yield high levels of drug referrals.

As a result of these findings there will be pieces of work over the next 18 months to increase drug users into treatment. These will include:

- Training of employment/benefit staff to identify and refer drug users into treatment
- Review Drug Intervention Programme/criminal justice services to increase numbers of drug using offenders into treatment
- Establish mechanisms to increase user/community involvement which will influence the future development of services
- Review and develop local rehabilitation and detox services
- Develop work to increase shared care and locality services.

# Theme Summary



## Sustainable Community Strategy Theme

### 3. A safer more confident Coventry

NI No.	LAA Indicator	Rating	
		Rate of progress	LAA Target
NI 15	Serious violent crime	Rate of progress	LAA Target
NI 32	Repeat incidents of Domestic Violence	To be introduced in 2009/10	
NI 16	Serious Acquisitive Crime Recorded incidents per 1,000 population	Rate of progress	LAA Target
NI 20	Assault with injury crime Recorded incidents per 1,000 population		
NI 19	Rate of proven re-offending by young offenders	Target to be agreed later in the year	
NI 24	Satisfaction with the way the police and local council deal with anti-social behaviour	Deleted was going to be introduced in 2009/10	
NI 111	First time entrants to the Youth Justice system aged 10 – 17	Target to be agreed later in the year	

<b>Overall Progress</b>	<p>Performance against the three indicators measurable in this financial year is mixed. However, it is important to contextualise these targets against historic performance as well as the overall theme area of Community Safety. During 2005/08, there was a significant reduction in British Crime Survey Comparator crimes which has put the city in a challenging position to be able to reduce these further. Increases in acquisitive crime are being experienced across the West Midlands and is an area of work monitored and managed closely through the fortnightly AIMS meetings.</p> <p>The number of people surveyed in the 2007/08 Household Survey who stated that they felt safe in and around their neighbourhood had increased when compared to the previous year, which demonstrates the work that is happening across the city is having an impact on both crime and the fear of crime.</p>
<b>Commentary context</b> (Including	In terms of the serious violent crime rate, it should be remembered that this represents a minority of overall violent crime. It has been identified as a key priority for the Community Safety Partnership and the Priority Crime Group regularly review performance and ensure activities are in place to address it.

qualitative data)

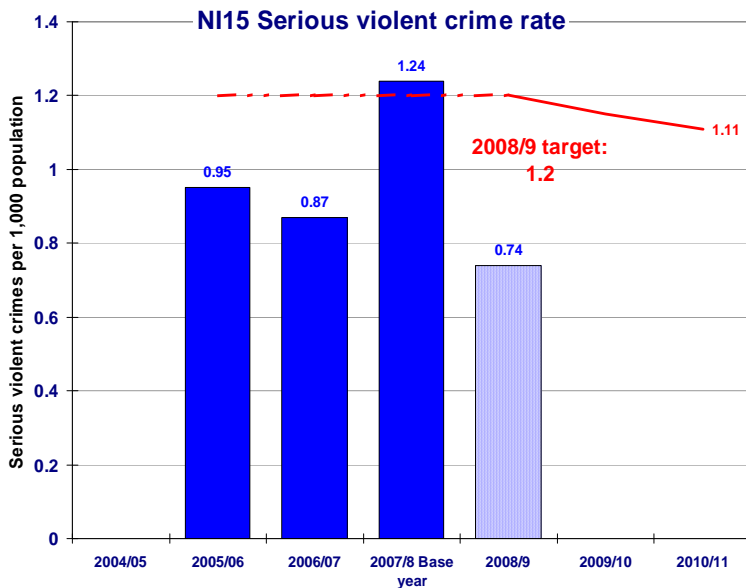
**Commentary  
context  
(continued)**

Assault with injury, accounts for the volume of Coventry's violent crime, (covering such offences as on street and drink related violence) has been demonstrating good reductions since the beginning of the financial year.

After three years of sustained reduction (over the course of the last LAA reporting period) serious acquisitive crime has for the first time shown signs of increasing. This is thought to be linked to the current economic climate that has a direct impact on both crime and drugs markets. Again, this has been flagged as a key priority and resources and interventions have been allocated as appropriate.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>3. A safer more confident Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>15</b>	<b>Serious violent crime rate (number of most serious violent crimes per 1000 population )</b>



## What we've achieved

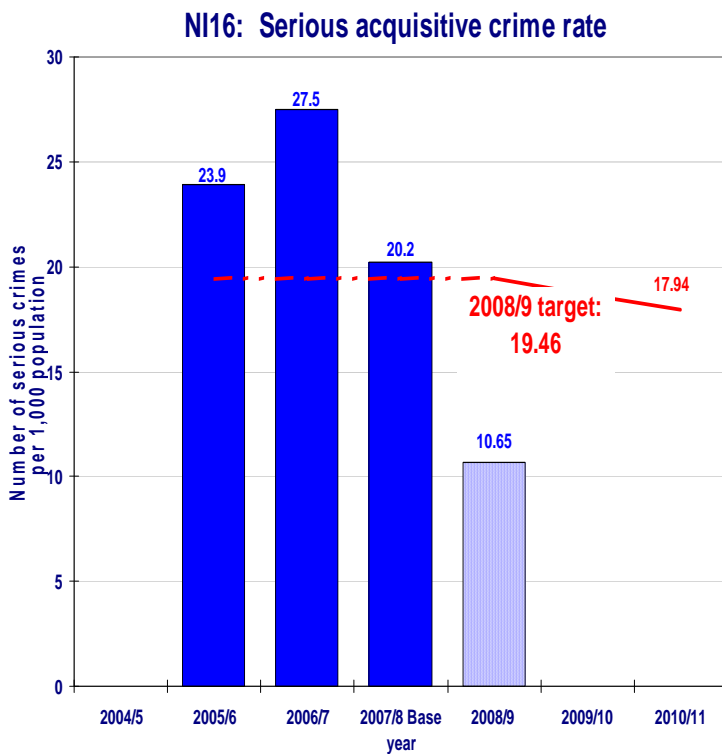
This indicator is not currently meeting its prescribed annual reduction target of -4%. At the end of quarter 2, there had been an increase in serious violent crimes of 28% when compared with the same period in the previous year. The main increases have been in offence categories S18 (Grievous Bodily Harm with intent) and S20 (Grievous Bodily Harm without intent, including racially and religiously aggravated).

↓ Good performance = low outturn figure

## What next

- The role and remit of the Priority Crime Group was reviewed and now focuses entirely on violent crime.
- A violent crime action plan has been produced which includes a range of multi-agency interventions focusing on the victims, offenders and locations where offences are taking place..
- A workshop on licensing has been held with a range of agencies in order to ensure the licensing process is robust and having a positive impact on reducing alcohol related violence.
- Funding application has been submitted to the Home Office for funding to support the action plan that came out of the licensing workshop.
- Additional funding has been secured from the Home Office to deliver a range of interventions to reduce violence over the Christmas period.
- Extensive communications campaign re violence, drug and alcohol misuse will be delivered.
- Potential event led by Fire service in January to reduce drink/drug driving with young people.
- Hate Crime Resource Pack has been produced and launched which will better equip front line services to identify and deal with victims of hate crime.
- Domestic Violence Action Plans are being delivered and include work focusing on early intervention and prevention, education/training/support and enforcement.

<b>Sustainable Community Strategy Theme:</b>	<b>3. A safer more confident Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>16</b>	<b>Serious acquisitive crime rate (number of serious crimes per 1000 population)</b>



↓ Good performance = low outturn figure

### What we've achieved

This indicator is not currently meeting its prescribed annual reduction target of -4%. At the end of quarter 2, there had been a 1.20% decrease when compared with the same period the previous year. It should be noted that 2007/08 was a particularly low crime year in terms of recording, thus increases in 2008/09 may appear exaggerated. However, focused prevention activity (such as target hardening through Coventry & Warwickshire Community Safety Scheme, and the promotion of self-help gating schemes, targeted leaflet drops and seasonally timed press articles tasked through the AIMS) process and enforcement actions (such as the Citywide Operation Serene 111 and specific operations in hotspot areas) are being developed to reduce levels of this cluster of offences.

### What next

**Drug Rehabilitation Requirements (DRR):** Acknowledging the links between drugs and serious acquisitive crime, Coventry has made excellent progress in improving the DRR scheme and now stands as the best performer in the West Midlands. Within the first six months Coventry has had 111 starts on the programme with a current 39% completion rate. Work will continue to ensure that more drug using offenders access this programme

**Drug Intervention Programme (DIP):** Coventry continues to engage with drug users arrested for acquisitive crime and has the highest level of converting such contacts into treatment caseload in the West Mids. There will be a focused piece of work in the next few months to increase the number of drug using offenders accessing treatment services.

**Prolific & Other Priority Offenders (PPOs):** Work is currently underway to review the ways in which PPOs are managed in the city with a view to improving and strengthening current partnership work. The work will include the management of both adults and young people and seek to include the management of offenders at risk of committing serious acquisitive crime.

**Continued on next page**

<b>Sustainable Community Strategy Theme:</b>	<b>3. A safer more confident Coventry</b>	
<b>NIS Performance Indicator:</b>	16	<b>Serious acquisitive crime rate (number of serious crimes per 1000 population)</b>

**What next continued**

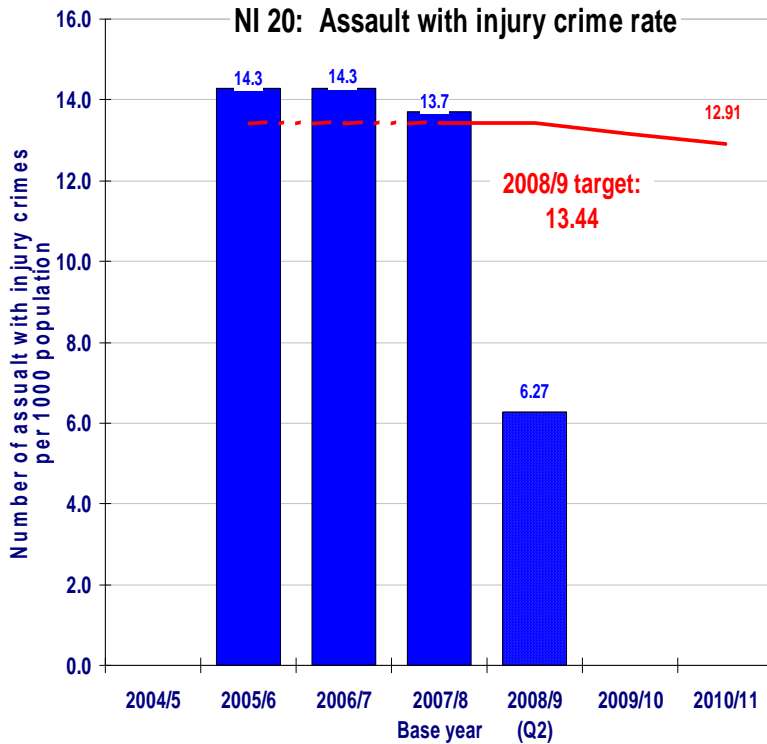
**Employment /prisons:** Release from prison and difficulties in accessing to benefits has been acknowledged as one of the reasons for re-offending. Work will take place with probation/DIP and employment services to address this.

**Prevention Activity:** Target hardening through Coventry & Warwickshire Community Safety Scheme and promotion of the self-help gating schemes, targeted leaflet drops and seasonally timed press articles tasked via the AIMS process.

**Enforcement Activity:** Operation Serene III is running citywide until November to tackle seasonal increases in these offences and Operation Cooker is currently aiming to reduce acquisitive crime in Hillfields. Increased patrols are deployed to tactical hotspots via the AIMS process.



<b>Sustainable Community Strategy Theme:</b>	<b>3. A safer more confident Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>20</b>	<b>Assault with injury crime rate</b>



### What we've achieved

This indicator is currently meeting its prescribed annual reduction target of -2%. At the end of quarter 2, there has been a reduction of 15.6% when compared with the same period the previous year. As with serious violent crime, a host of activity to tackle this group of offences is being channelled through the Priority Crime Group, which focuses specifically on violent crime. Actions and interventions to date include focused and tightened offender management, multi agency visits to repeat problem premises, conditional cautioning, Operation Phonetic and targeted communication campaigns to reduce seasonal peaks in offending.

↓ Good performance = low outturn figure

### What next

**Operation Phonetic** was launched in July of this year and ran for three months. This was a multi agency operation, spearheaded by the Police, to reduce night time violence within the main city centre drinking area. Using the evaluation of this operation a similar scheme will be developed and expanded across the city during the Christmas period. The scheme, funded from Home office money, will provide knife wands for police and door staff, additional police patrols and focus on enforcement with violent offenders and licensed premises not adhering to their conditions.

Additionally work has taken place to strengthen the licensing process, this will lead to the development of a co-located licensing team and jointly developed licensing policies and protocols that will be effective in addressing issues of violence and other criminal behaviours.

There will be public health campaigns to inform the general public of the risks of excessive drinking.

Funding has been made available by the PCT resulting in the establishment of Brief Interventions Training for professionals across the city to facilitate reductions in levels of alcohol consumed.

**Continued on next page**

<b>Sustainable Community Strategy Theme:</b>	<b>3. A safer more confident Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>20</b>	<b>Assault with injury crime rate</b>

**What next continued**

Bids have been submitted to the PCT to establish Alcohol Arrest Referral Schemes and Alcohol Treatment Order (ATO) Programmes in conjunction with Police, alcohol treatment services and Probation.

Process mapping groups have also been established to examine gaps that exist within the realms of violent crime and the criminal justice system generally, both for adults and young people, and work will be delivered to develop a full package of offender management work.



## Sustainable Community Strategy Theme:

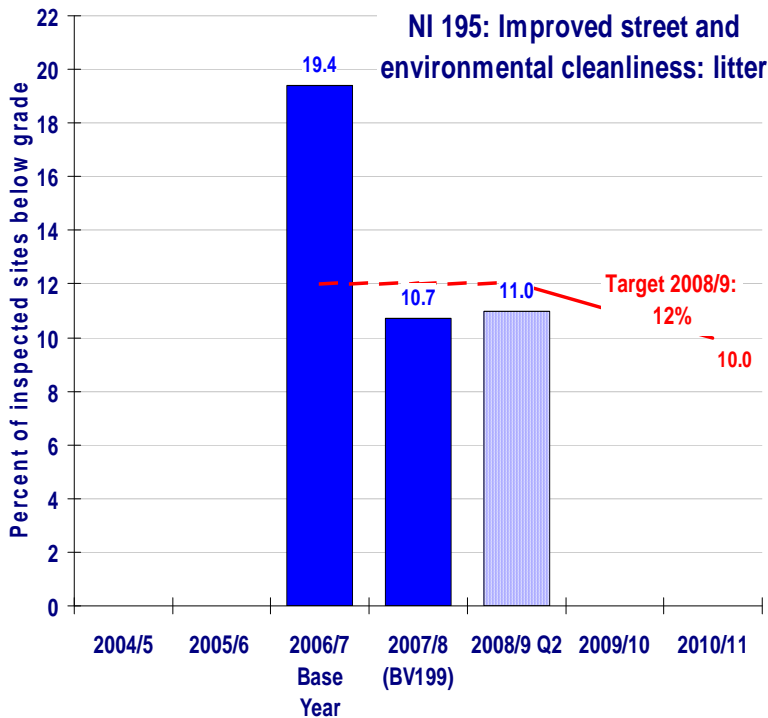
### 4. Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be

NI No.	LAA Indicator	Rating	
NI 195	Improved street and environmental cleanliness - level of litter		
NI 196	Improved street and environmental cleanliness – fly-tipping	Rate of Progress	LAA Target

<b>Overall Progress</b>	The first round of cleanliness surveys suggests that we are on track to achieve this year's target but an increase in the levels of household fly tipping is threatening achievement of the ambitious fly tipping target.
<b>Commentary context</b> (Including qualitative data)	A DEFRA workshop involving key stakeholders in November 2008 will produce a targeted action plan aimed at improving fly tipping performance, supported by a planned series of awareness raising initiatives. The new Environment Theme Group will extend existing partnerships and actions to improve local environmental quality.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>4. Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be</b>	
<b>NIS Performance Indicator:</b>	<b>195</b>	<b>Improved street and environmental cleanliness – levels of litter</b>



↓ Good performance = low outturn figure

## What next

The recent re-launch of the Environment Theme group has established a 'Cleaner, Greener' Sub Group which will extend existing partnerships and enable partners to agree a programme of actions to improve local environment quality.

A reorganisation of the cleansing organisation is planned in Quarter 3 & Quarter 4. This will consider the further establishment of rapid response teams and liaison with neighbourhood management.

Information obtained in the second tranche of NI195 surveys will form the basis of a cleansing action plan for the remainder of the year, to ensure that targets are met.

## What we've achieved

In accordance with data collection requirements, one third of the necessary survey data has been collated at the half-year stage. This suggests that the reduction in the level of litter reported in 2007/08 has been sustained, and that the 2008/09 target will be met.

Detailed analysis of data is difficult, as the transition from BV199 to NI 195 has included some re-categorisation of land classes within the data set. Improvements have been recorded in areas of high density housing, which may be attributed, in part, to the introduction of additional manual sweeping crews to hard to reach areas; and the extension of the NVQ training scheme to additional frontline staff.

The introduction of revised cleansing rounds has been delayed to allow further re-alignment of rounds following the autumn leafing period.

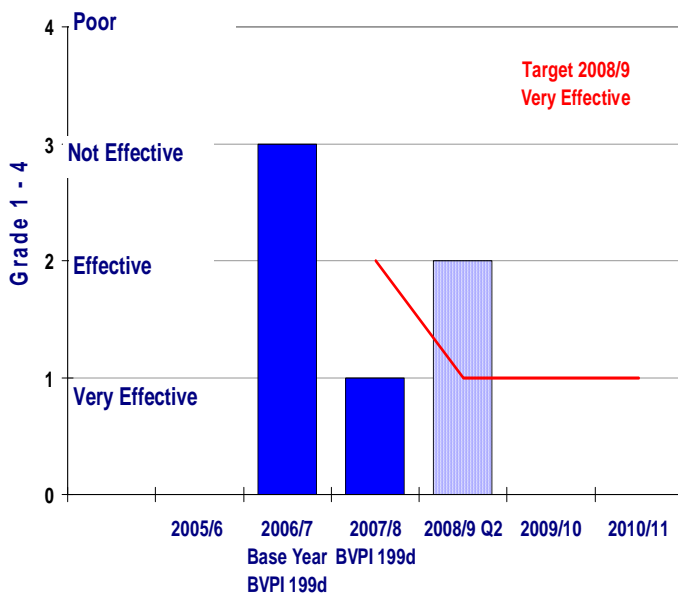
Revised operations and enhanced monitoring arrangements have been introduced to those areas where improvements have not been realised.

Relationships with key partners have been strengthened. A joint submission has been made with CV One and Whitefriars Housing Group to the 2009 Clean Britain Awards.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>4. Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be</b>	
<b>NIS Performance Indicator:</b>	<b>196</b>	<b>Improved street and environmental cleanliness – fly tipping</b>

**NI 196: Improved street and environmental cleanliness: Fly tipping**



↓ Good performance = low outturn figure

### What we've achieved

We are currently reporting 'effective' as there has been an increase in the level of household fly-tipping. In order to manage this a series of "roadshows" are planned during October in order to provide advice to members of the public who are buying new and how to dispose of old goods. A Defra sponsored workshop is being held in Coventry on 17 November. Representatives from Street Services and Public Protection, the wardens service, Whitefriars, and West Midlands Fire Service will examine the issues in Coventry and review waste management arrangements and enforcement activities.

### What next

A bespoke action plan will be produced at the end of the workshop to improve performance generally and for NI 196 specifically.



# Theme Summary

## Sustainable Community Strategy Theme

**5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution in Coventry. (16 Mandatory Early Years and LAA)**

NI No.	LAA Indicator	Rating	
NI 51	Effectiveness of child and adolescent mental health (CAMHS) service		
NI 59	Percentage of initial assessments of children's social care carried out within 7 working days of referral		
NI 63	Stability of placements of looked after children: length of placement		
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional development and Communication, Language and Literature	Rate of progress	National non LAA target
NI 73	Achievement at level 4 or above in both English and Maths at key stage 2	No target set for 2007/08 academic year	
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3	Will not be reported	
NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	Rate of progress	National non LAA target
NI 83	Achievement at level 5 or above in Science at Key Stage 3	Will not be reported	
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	No target set for 2007/08 academic year	
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	No target set for 2007/08 academic year	
NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	Will not be reported	
NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	Will not be reported	
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	Will not be reported	
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	Will not be reported	



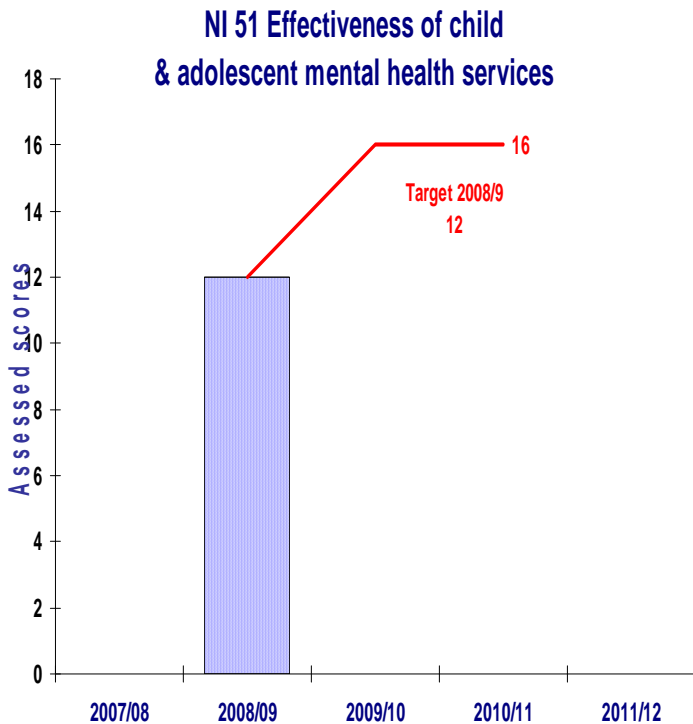
NI 87	Secondary school persistent absence rate	Rate of progress	No 2007/08 targets
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.	Rate of progress	National non LAA target
NI 99	Looked after Children reaching level 4 in English at Key Stage 2	Rate of progress	National non LAA target
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2	Rate of progress	National non LAA target
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	Rate of progress	No 2007/08 targets

Note: For attainment indicators the first target in the LAA is for the 2008/09 academic year which will not be reported until Autumn 2009. Where national targets exist for the 2007/08 academic year these have been used as a measure of progress.

<b>Overall Progress</b>	<p>The implementation of the Referral and Assessment Service (RAS) model in April 2008 has helped to significantly improve performance on initial assessments for children's social care. A number of initiatives including a review of residential placements and monitoring systems and an increased focus on sustaining placement decisions and minimising movements have helped to improve the stability of placements.</p> <p>Educational attainment data available for 2008 is indicating significant improvement in performance at the Early Years Foundation Stage, which is above national average. Provisional data for Key Stage 2 in 2008 is indicating an improvement in Maths and Science, also in Reading but not writing at L4+ and L5+. There have been significant improvements at Key stage 4 with a rise of 7.7% to 60.3% of students attaining 5 A*-C grades in GCSE and significantly reducing the gap with the national average which rose by 4.8%. The proportion of students gaining 5 A*-C grades including English and Maths rose by 2.4% which was above the national trend of 1.6%.</p> <p>Attendance improved in secondary schools and persistent absence has reduced in all phases of Education. There has been good progress in implementing the inclusion and SEN strategy with a first primary Broad Spectrum School opened in April 2008 with plans for two more at secondary school level as part of the Building Schools for the Future Programme.</p> <p>Attainment for all Looked After Children significantly improved in 2008 at both Key Stage 2 and 4 due to taking highly focused and personalised interventions in particular with year 11 students.</p>
<b>Commentary context</b> (Including qualitative data)	Attainment figures for Key Stage 3 are unreliable, with a number of schools having returned papers for remarking. As a result no report cards have been produced for Key Stage 3 related performance indicators. It has been confirmed that KS3 measures will be dropped for 2008/09.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>51</b>	<b>Effectiveness of child and adolescent mental health (CAMHS) services</b>



↑ Good performance = high outturn figure

### What we've achieved

There are no people waiting more than 13 weeks for services.

Access to services has been increased with weekend and evening appointments. A Triage system has been set up to avoid young people waiting unnecessarily for CAMHS appointments that in the event turn out to be inappropriate.

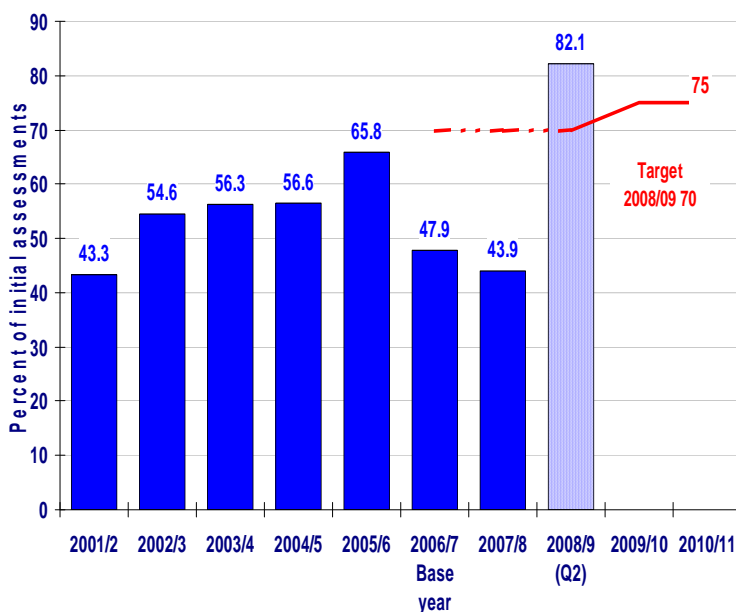
### What next

There has been a successful bid for Mental Health in Schools Project working to achieve clear pathways to different levels of service.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>59</b>	<b>Percentage of initial assessments of children's social care carried out within 7 working days of referral</b>

**NI 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral**



### What we've achieved

The Referral Assessment Service (RAS) model implemented in April 2008 enables RAS teams to concentrate their time in a more focussed and tightly managed way. This has resulted in a significant increase in the number of initial assessments completed within seven working days. 82.1% of initial assessments were completed within 7 working days, which is a significant improvement and exceeded the target for 2008/09 of 70%. Prior to the development of the RAS, less than 50% of referrals were completed within 7 working days. The RAS Development Plan has recently been reviewed at Leadership Team including the future timetable.

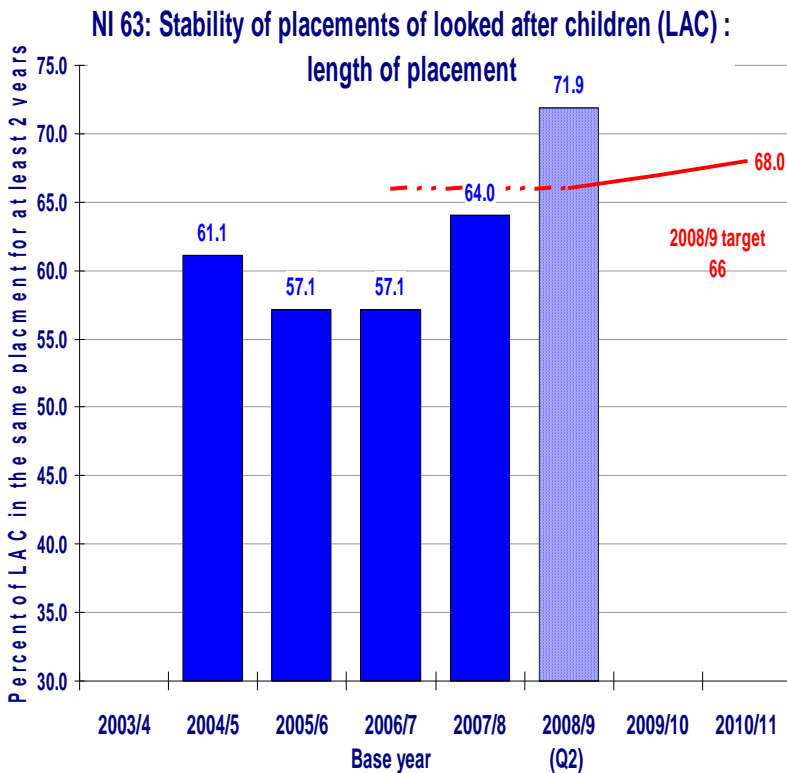
↑ Good performance = high outturn figure

### What next

A significant improvement has been achieved in measures of timeliness and quantity and the next six months will concentrate on achieving a similar improvement in quality. Professor Thorpe (Lancaster) is currently leading training sessions for the RAS teams to further develop the consistency of service and enhance engagement with multi-agency partners. The aim of this work is to improve multi-agency referral taking processes so that the child's needs are fully considered and then responded to by those agencies best placed to assist. Training is underway to engage staff further with Multi-Agency Development and the Common Assessment Framework system. Following a successful pilot scheme of two Multi-Agency panels with an emphasis on early intervention and integrated working; it is intended that three Multi-Agency teams will be developed over the coming months. Social Care Managers will attend the 'Panel meetings' to share decision making in respect of vulnerable children and families ensuring that support is offered at the earliest opportunity. A formal review of service with involvement of key stakeholders is planned.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>63</b>	<b>Stability of placements of looked after children: length of placement</b>



↑ Good performance = high outturn figure

### What we've achieved

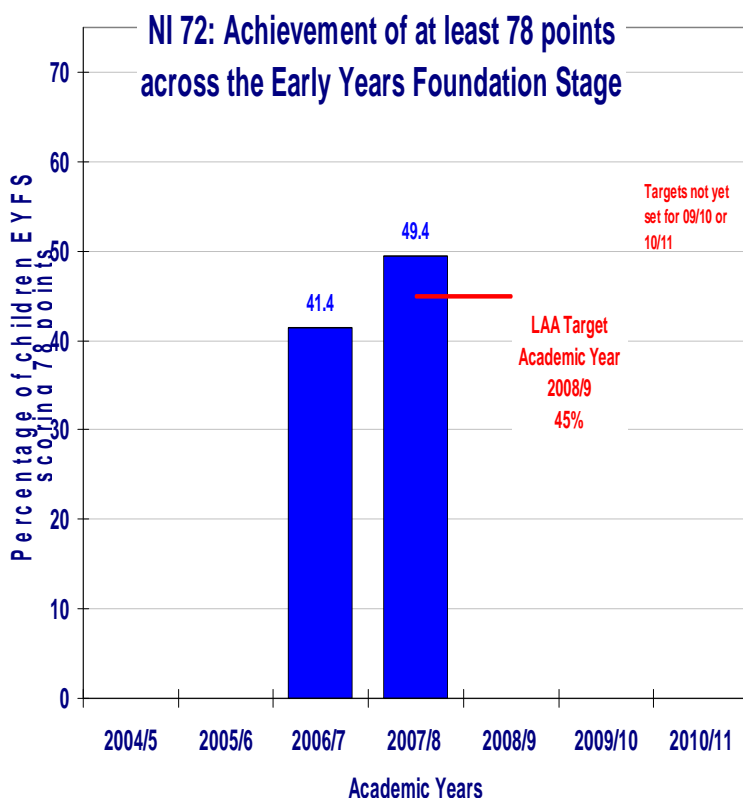
71.9% against the 2008/09 target of 66% of looked after children aged under 16 who have been looked after for 2.5 or more years and living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement last for at least 2 years. A Placements Officer has been appointed for 3 months to review residential placements and monitoring systems. A placement stability report is published monthly and circulated to team managers to ensure that the focus on planning for children in care is maintained. Monthly panels are held to sustain placement decision making for children in care and this addresses the need to minimise movement. The contract with an external provider for residential care is focussed on developing placements within 20 miles of Coventry.

### What next

The implementation of the Placement Stability project should help increase stability of placements of looked after children. The work on supporting long-term foster placements and adoption placements continues, in order to reduce breakdown and movement of children. We are also seeing an improvement in stability of residential placements as a part of the benefits from the contract with NorthernCare, which allows us to work closely with in-house provision to ensure young people are in the most appropriate placements from the beginning.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>72</b>	<b>Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy</b>



↑ Good performance = high outturn figure

### What we've achieved

In 2008, 49.4% of children achieved at least 78 points and at least 6+ in each scale. This is a significant improvement of 8% from the 2007 result and has exceeded the Local Authority target of 45% and the National target of 49%. A targeted intervention programme was successfully delivered and has been integrated into the training and development plan for 2008/09. This has made a significant impact on improving the quality of provision and outcomes, particularly in the lowest achieving schools. The Communication, Language and Literacy Development (CLLD) programme is having a positive impact on raising standards in Communication Language Literacy (CLL). As a result, the programme has been extended to 30 schools and their linked Private Voluntary Independent (PVI) settings. A focus on Personal Social Emotional Development (PSED) and CLL has had a demonstrable impact on outcomes in these areas in 2008, with good improvements on all scale points.

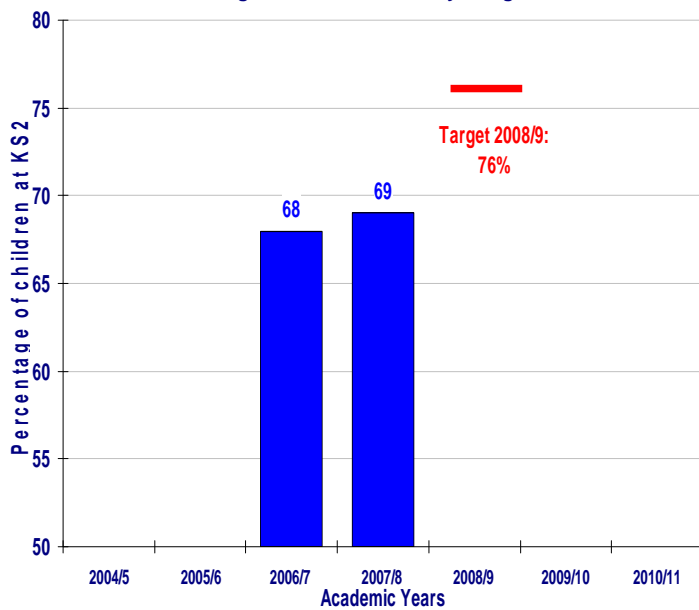
### What next

A detailed action plan is in place to maintain this improvement, with a continued focus on CLL and PSED through the annual integrated training and development programme. Intervention and support is accurately targeted to all settings, inverse in proportion to need. A City-wide programme of self-evaluation and review is identifying strengths and priorities for further improvement.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>73</b>	<b>Achievement at level 4 or above in both English and Maths at Key Stage 2</b>

**NI 73: Percentage of children at level 4 or above in both English & Maths at Key Stage 2**



↑ Good performance = high outturn figure

### What we've achieved

Attainment in Level 4+ maths improved by 3% to 77% and Level 4+ English maintained the 2007 position at 78%. 69% of pupils achieved a Level 4+ in both English and maths; a 1% improvement from 2007, the same as the national trend. There is a 3% gap between Coventry's performance and the national average of 72% in 2008. Initial analysis shows that underachieving groups, for example significant ethnic minority groups and Looked After Children have improved their performance.

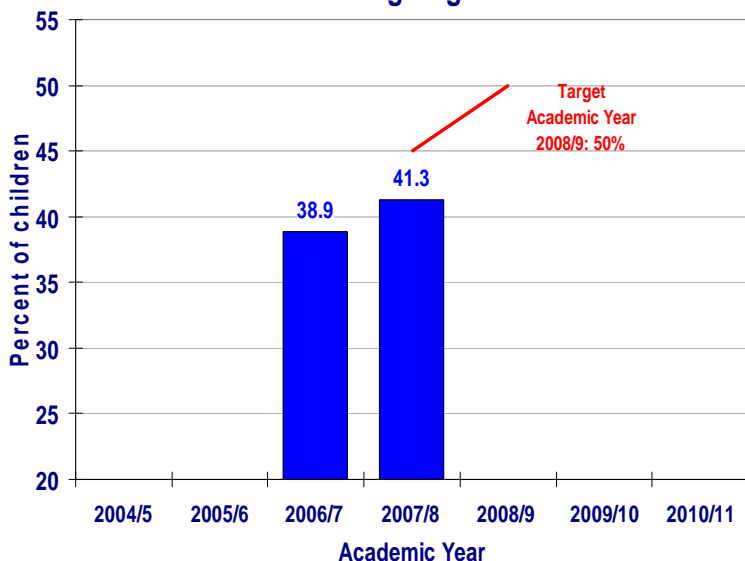
### What next

Pupils that may not achieve a Level 4+ in both English and maths have been identified at City and School level through the School Improvement Partner Programme. Targeted interventions and actions are in place to improve outcomes through the Local Authority Consultant and Adviser teams. There is a particular focus on tracking pupil progress and implementing intervention programmes that make the most difference to the rates of progress for these groups of pupils.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>75</b>	<b>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</b>

**NI 75 Achievement of 5 or more A\* - C grades at GCSE including English & Maths**



↑ Good performance = high outturn figure

### What we've achieved

Provisional performance indicators show that the proportion of students achieving 5 GCSE A\*-C (including English and maths) increased by 2.4% to 41.3% in 2008. The improvement exceeded the national trend of improvement by 0.8% and is above the statistical neighbour average of 39.47%.

Results in 2008 saw the greatest improvement in the last 10 years for students attaining higher grades in any five subjects with a rise of 7.7% to 60.3%

### What next

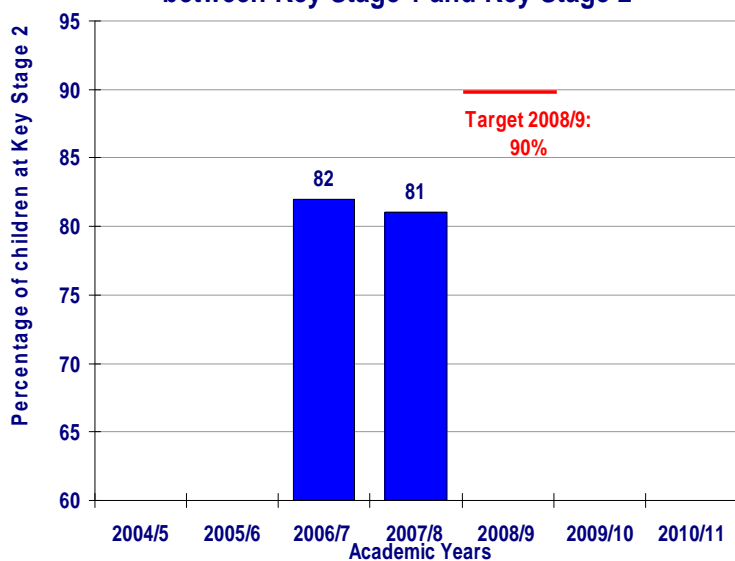
Targeted intervention and support for example, from Local Authority Consultants and Advanced Skills Teachers, is being provided to schools in order to improve performance in 5A\*-C, including English and Maths. This is particularly targeted at schools below 30% as part of the National Challenge Programme.

Detailed student level data analysis and tracking is undertaken by the School Improvement Partner in each school to monitor and challenge progress and support the delivery of appropriate interventions.

# REPORT CARD

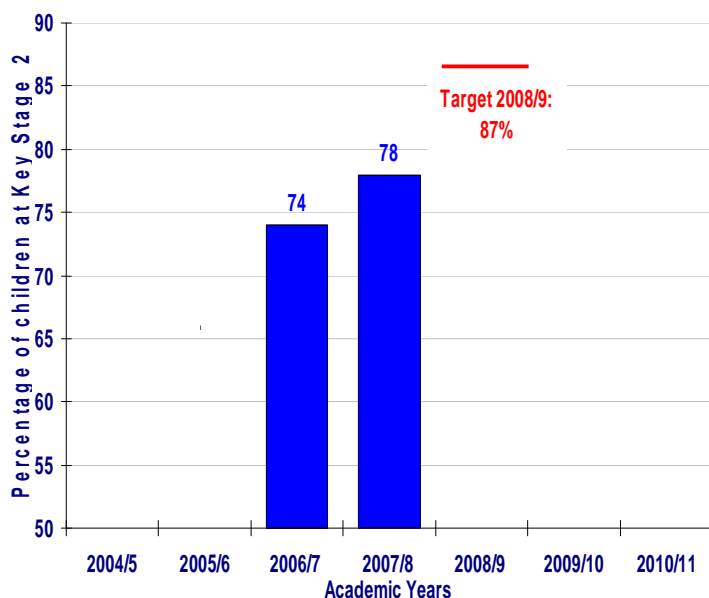
<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>93</b>	<b>Progression by 2 levels in English between Key Stage 1 and Key Stage 2</b>
<b>NIS Performance Indicator:</b>	<b>94</b>	<b>Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2</b>

**NI 93: Progression by 2 levels in English between Key Stage 1 and Key Stage 2**



↑ Good performance = high outturn figure

**NI 94: Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2**



## What we've achieved

81% of pupils made at least 2 levels progress in English between Key Stage 1 and to 2, which is a 1% drop from 2007. Performance is above expected progress given the pupils' prior attainment. Results at Level 4+ in reading have also improved.

Figures indicate 78% of pupils have progressed by at least 2 levels in Mathematics between Key Stage 1 and 2. Results at Level 4+ have improved in maths and the gap between Coventry's performance and the National has reduced. There was a 4% improvement in the proportion of children making at least 2 Levels of progress in KS1 and KS2 in maths.

Dialogue with all schools as part of the School Improvement Partner Programme focussed on monitoring standards and rates of pupil progress, including the collection and scrutiny of data on the progress of children in every year group and identification of intervention programmes to support any child under-achieving.

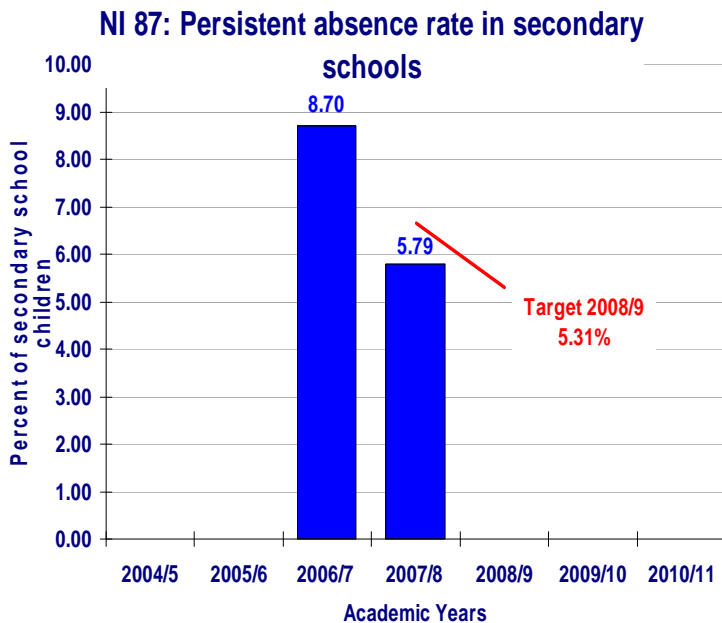
## What next:

The target for 2009 is 90% of children making at least 2 levels of progress in English and 87% in Maths between Key Stage 1 and 2. Continuing to improve standards in English and Mathematics is a priority for all primary schools across the City. Targeted intervention and support is provided to all schools that face challenges in meeting their statutory targets.



# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution</b>	
<b>NIS Performance Indicator:</b>	<b>87</b>	<b>Secondary School Persistent absence rate. (students with less than 80% attendance)</b>



↓ Good performance = low outturn figure

### What we've achieved

There has been a significant reduction in the persistent absent rate, which has exceeded our Local Authority target of 6.64%. Visits have been made and support programmes provided to each Secondary School with significant non-attendance and high rates of persistent absence. Monitoring shows a clear improvement in attendance in this group of schools, which has been confirmed by recent National Strategy monitoring.

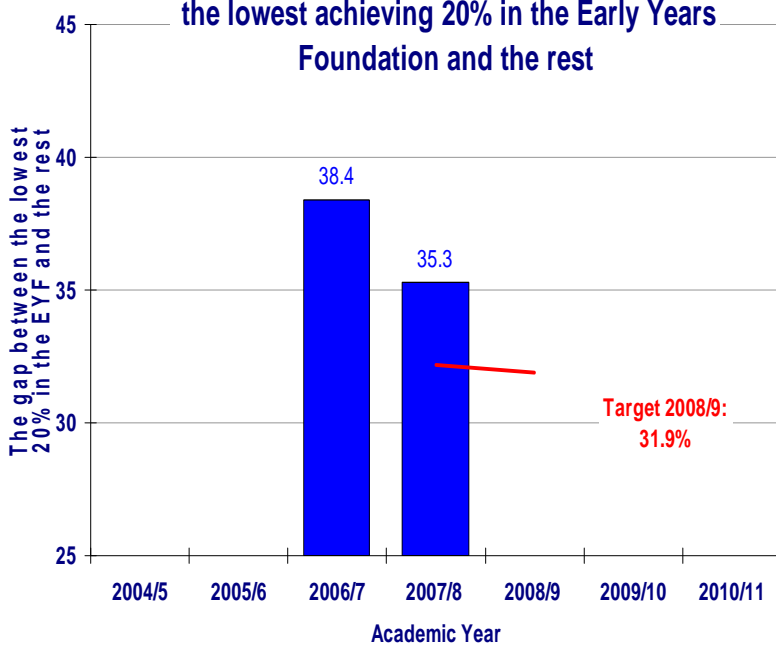
### What next

It is anticipated that the Secondary School persistent absence rate will be reduced to below 5% by 2011. Current actions for reducing persistent absence in secondary schools include auditing, challenging and advising all schools that are causing concern.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>92</b>	<b>Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest</b>

**NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation and the rest**



↓ Good performance = low outturn figure

### What we've achieved

Performance in 2008 shows good improvement, with a 3.1 % reduction from 2007. The position at Quarter 2 indicates a 35.3% gap between the average of the lowest achieving 20% in the City and the City average, as measured on the Early Years Foundation Stage profile at the end of Reception. Coventry's performance is currently better than the National average. A detailed analysis of the 2007 Foundation Stage Profile Results identified LA priorities and key actions in 2007-08. This has led to the review and implementation of a range of strategies, including over 70 full evaluations of Foundation Stage provision in schools. In June 2008, The National Strategies Monitoring evaluated the delivery of Early Years Outcome Duty (EYOD) action plan for 2007/08 as good, with outstanding features.

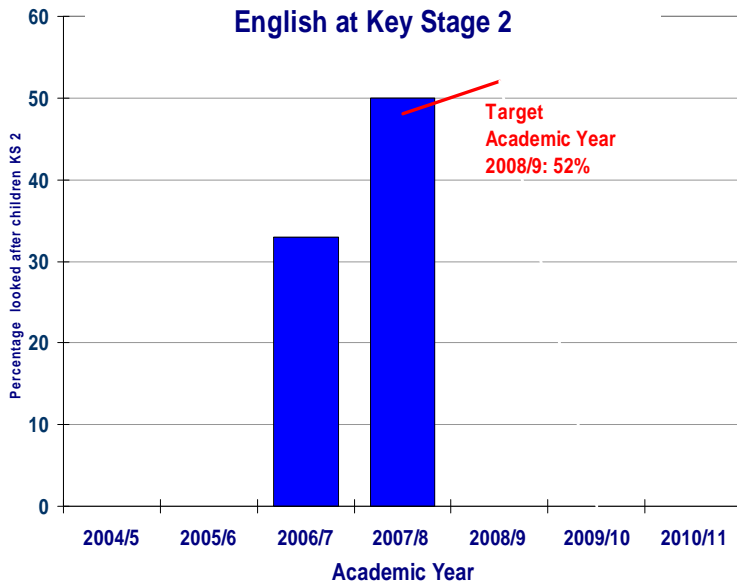
### What next

The effective implementation of the LA Early Years Action Plan will reinforce the focus of improving outcomes at the end of the Foundation Stage. A comprehensive cross-sector citywide training programme is being implemented, to support schools deliver the Early Years Foundation Stage (EYFS), from September 2008. The lowest achieving schools in the City have been identified and a targeted intervention programme put in place, to improve outcomes for children and therefore narrow the achievement gap further.

# REPORT CARD

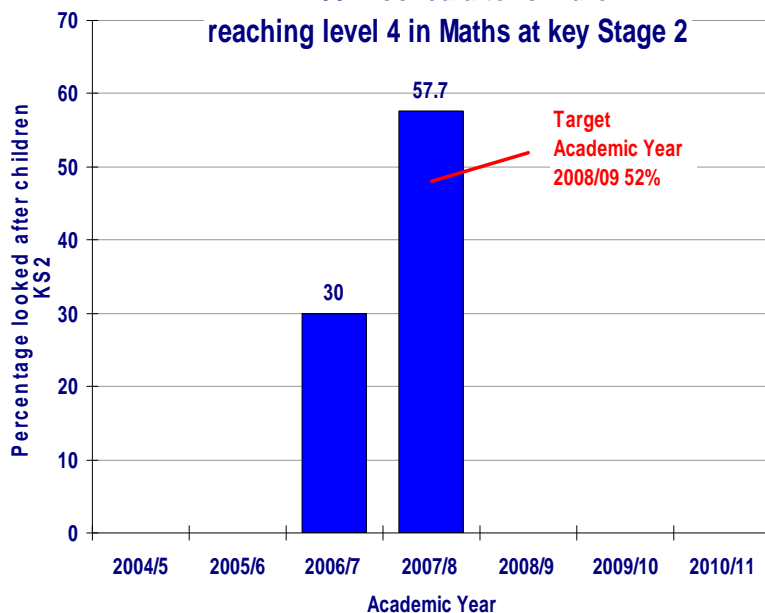
<b>Sustainable Community Strategy Theme:</b>		
<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution in Coventry.</b>		
<b>NIS Performance Indicator:</b>	<b>99</b>	<b>Looked after Children reaching level 4 in English at Key Stage 2</b>
<b>NIS Performance Indicator</b>	<b>100</b>	<b>Looked after Children reaching level 4 in Maths at Key Stage 2</b>

**NI 99 Looked after children reaching level 4 in English at Key Stage 2**



↑ Good performance = high outturn figure

**NI 100: Looked after children reaching level 4 in Maths at key Stage 2**



### What we've achieved

There has been a good improvement in performance, with 50% of Looked After Children reaching Level 4+ English. This has exceeded the Local Authority target of 48% and the National Target of 46%. The School Improvement Partner (SIP) dialogue with all schools as part of the School Performance Review process has had a strong emphasis on monitoring standards and rates of pupil progress of Looked After Children.

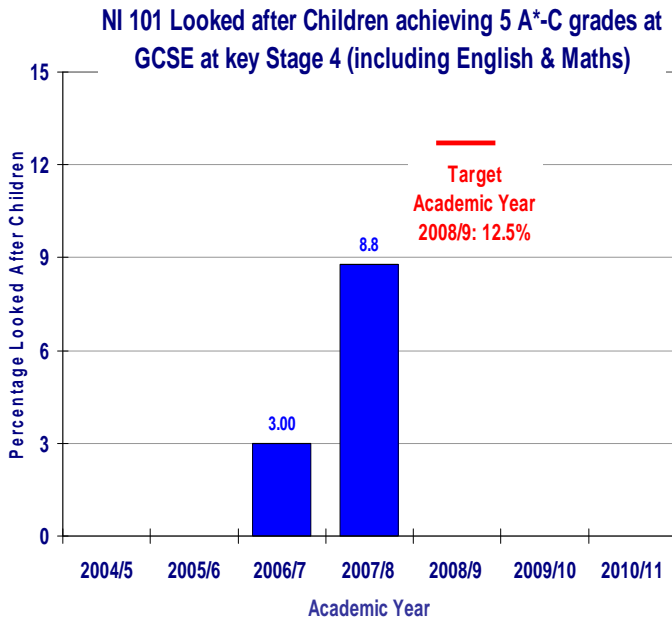
A total of 57.7% against the LA target of 48% of Looked After Children have reached Level 4+ Mathematics. This demonstrates significant improvement, and exceeded the National target of 43%. In 2008, a higher percentage of pupils attained Level 4+ or above in Maths, English and Science compared to the previous year.

### What next:

To continue to improve against the target that 52% of Looked After Children will achieve Level 4 in both English and Maths by 2009. Targeted tracking and monitoring of LAC progress, improved intervention and individual support for LAC is being provided through the School Improvement Partner and the re-structured LACES Services. Looked After Children are a high priority for the work of Education and Learning Service.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>5. Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>101</b>	<b>Looked after children achieving 5 A* - C GCSE's (or equivalent) at Key Stage 4 (including English and Maths)</b>



↑ Good performance = high outturn figure

### What we've achieved

8.8% of all Year 11 Looked After Children (LAC) achieved 5 or more A\*-C's GCSE's including English and maths in 2008. There has been significant improvement in performance through intensive personalised action for each LAC in the city in 2008, including significant improvement in higher rate passes at GCSE 5A\*-C or equivalent. A Learning Mentor has been working with individual pupils in danger of exclusion, to help maintain them in learning, through for example, engaging them in activities, which raise their self-esteem.

### What next

Improvement of Looked After Children's attainment at KS4 will continue to be a high priority with School Improvement Partners (SIPs) working with schools to set and monitor challenging targets for LAC. The LACES team is being restructured and re-organised in order to have a greater impact on improving attainment. It will continue to support schools in improving their processes for identifying the needs of LAC and will take appropriate, targeted action to improve LAC attainment.



# Theme Summary



## Sustainable Community Strategy Theme:

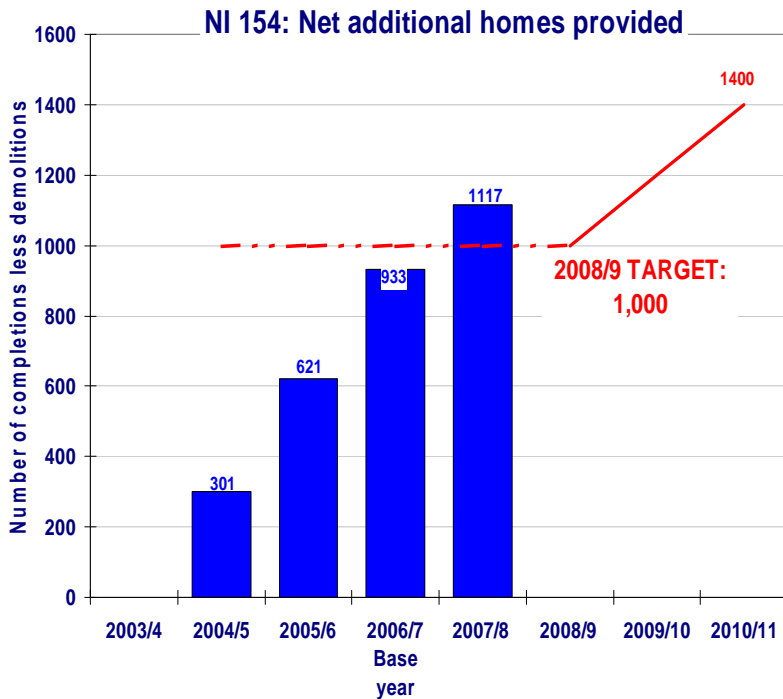
**6. A good choice of housing to meet the needs and aspirations of the people of Coventry**

NI No.	LAA Indicator	Rating	
NI 154	Net additional homes provided	Rate of progress	LAA Target
NI 155	Number of affordable homes gross		

<b>Overall Progress</b>	The recession has impacted negatively on the housing market and builders have held back from starting new developments, which will in turn reduce the number of completions. Good progress has been made with affordable homes.
<b>Commentary context</b> (Including qualitative data)	

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>6. A good choice of housing to meet the needs and aspirations of the people of Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>154</b>	<b>Net additional homes provided</b>



↑ Good performance = high outturn figure

### What we've achieved

Detailed data is available up to March 2008. Whilst the net increase in housing in the city has met its Regional Spatial Strategy targets in recent years, the slowdown in the housing market during 2008 is likely to result in the LAA target for 2008/09 not being achieved.

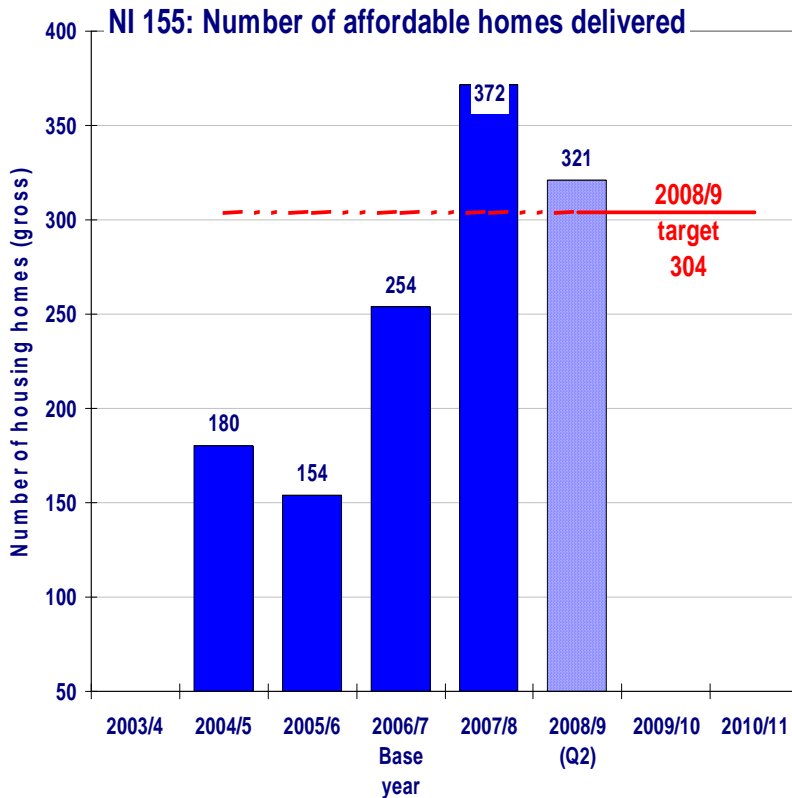
The total includes the number of additional affordable homes reported for NI 155.

### What next

Achievement of the overall target will very much depend on how quickly the housing market recovers. Given the likely length and depth of the recession, it is unlikely that the housing market will recover sufficiently quickly in order to achieve the overall target number of additional homes.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>6. A good choice of housing to meet the needs and aspirations of the people of Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>155</b>	<b>Number of affordable homes delivered (gross)</b>



↑ Good performance = high outturn figure

### What we've achieved

The 304 unit target for this year has been exceeded. To date 321 affordable housing units have been completed. This includes 277 units for general needs and 44 for special needs.

There are far fewer affordable housing completions forecasted to be completed in the second half of this year than the first. This is due to natural building development timescales which do not correspond to financial years.

### What next

We will further assist Registered Social Landlords (RSLs) in the delivery of the remainder of this year's programme.

We will continue working with RSL's, developers, planners and other stakeholders in developing subsequent years' programmes.

We will take advantage of any windfall opportunities that may arise from the house building recession.





## Sustainable Community Strategy Theme:

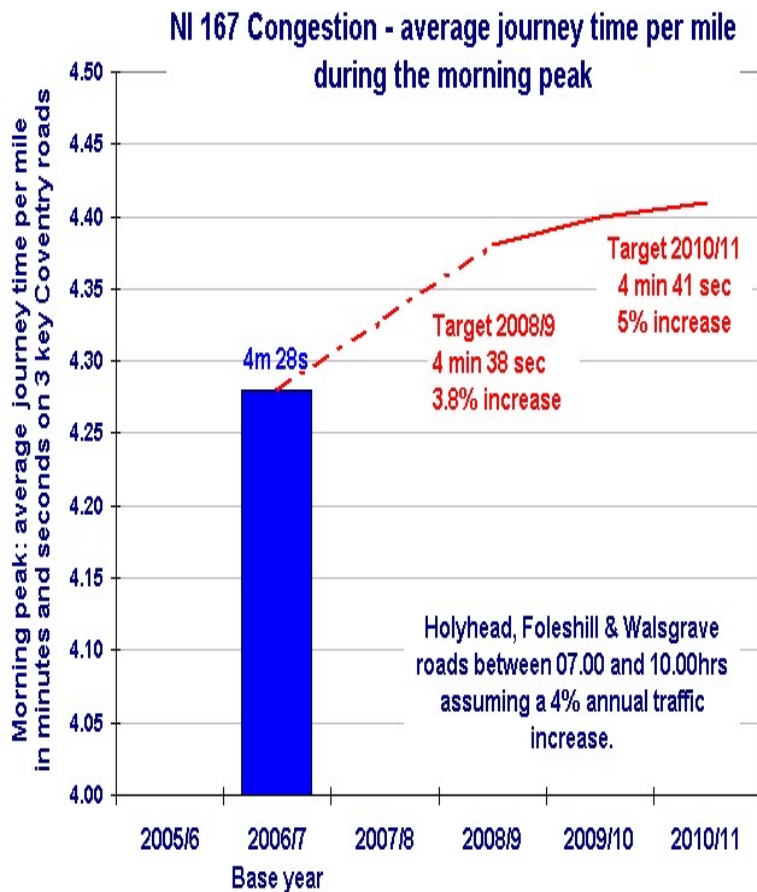
### 7. Making places and services easily accessible for Coventry people

NI No.	LAA Indicator	Rating
NI 167	Congestion - average journey time per mile during the morning peak	N/A Reported Annually
NI 198	Children travelling to school – mode of transport usually used	N/A Reported Annually

<b>Overall Progress</b>	A number of projects designed to speed up traffic flows and improve the experience of bus passengers have been completed and when the results of the survey carried out in October 2008 are available (due before end of year) it will be possible to judge whether these have made an impact on congestion. The number of children travelling alone to school by car or taxi reduced in 2007/08 when compared to the previous year, which should contribute to reducing congestion during morning peak.
<b>Commentary context</b> (Including qualitative data)	An annual increase in traffic of 4% per annum has been assumed in setting targets. A recession tends to reduce traffic volume.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>7. Making places and services easily accessible for Coventry people</b>	
<b>NIS Performance Indicator:</b>	<b>167</b>	<b>Congestion – average journey time per mile during the morning peak</b>



↓ Good performance = low outturn figure

## What we've achieved

Data for this indicator is collected biennially for cost reasons, however the possibility of an indicative intermediate/more frequent measure is being explored.

Work on completing the PrimeLines bus scheme has been ongoing with works to Walsgrave Road around the Forum, and the lower end of Foleshill Road near Cash's Lane.

Delivery of the Urban Traffic Management Control (UTMC) system has been progressing well and when completed will result in better management of traffic flows and real time information at bus stops.

The Variable Message Signing (VMS) project on key radial routes is complete.

The Ansty Road Red Route is complete and is being monitored. So far it is working well.

## What next

Data from latest survey due to be provided by Department of Transport before end of year.

Maintain work on review of the Red Routes package 2 which includes Foleshill and Holyhead Roads.

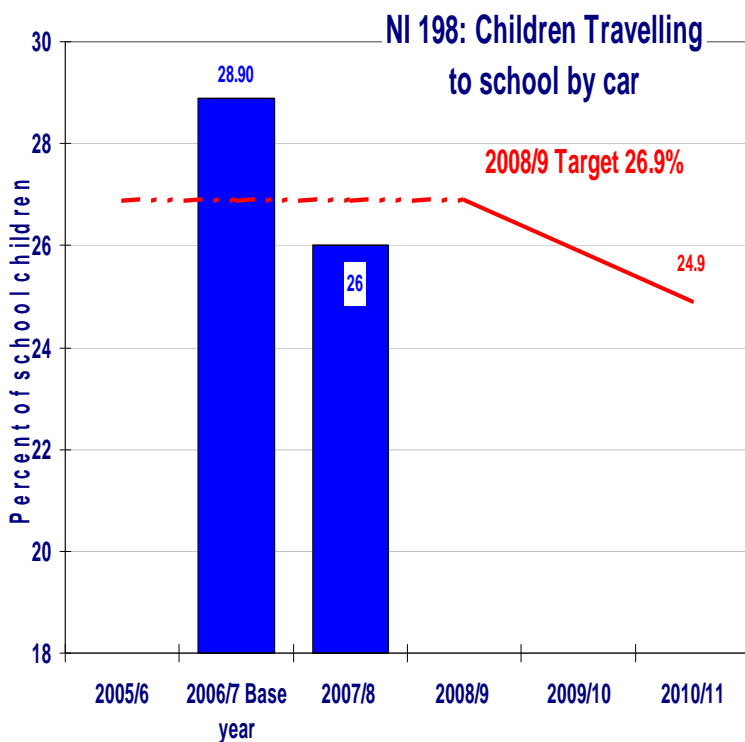
Construction of cycle routes on Allard Way and Broad Lane and more cycle parking at several city centre locations in early 2009.

Maintain work on school and work Travel Plans especially for new development e.g. Severn Trent headquarters and building schools of the future programme.

Progress work on SPRINT bus rapid transit business case and continue with programme of Local Transport Plan minor traffic management schemes.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>7. Making places and services easily accessible for Coventry people</b>	
<b>NIS Performance Indicator:</b>	<b>198</b>	<b>Children travelling to school – mode of transport usually used</b>



↓ Good performance = low outturn figure

### What we've achieved

Held a successful teachers' event to launch the new walking bus guide

Engaged with 10 schools currently without a Travel Plan.

Exceeding target for number of children receiving cycle training. Number doing Gold course (in own time) has increased by one third.

New interim Bike It Officer appointed.

Working with first independent school.

Cabinet Member approval received for Parkgate Road Safer Routes to School scheme.

### What next

Engage with more schools without Travel Plans.

Follow-up schools that attended launch of walking bus guide and contact those unable to attend.

Increase pool of casual cycle trainers.

Resume work with Bike It schools. Confirm Action Plan target/milestone with Bike It Officer.

Identify future Safer Routes to School schemes.



## Sustainable Community Strategy Theme:

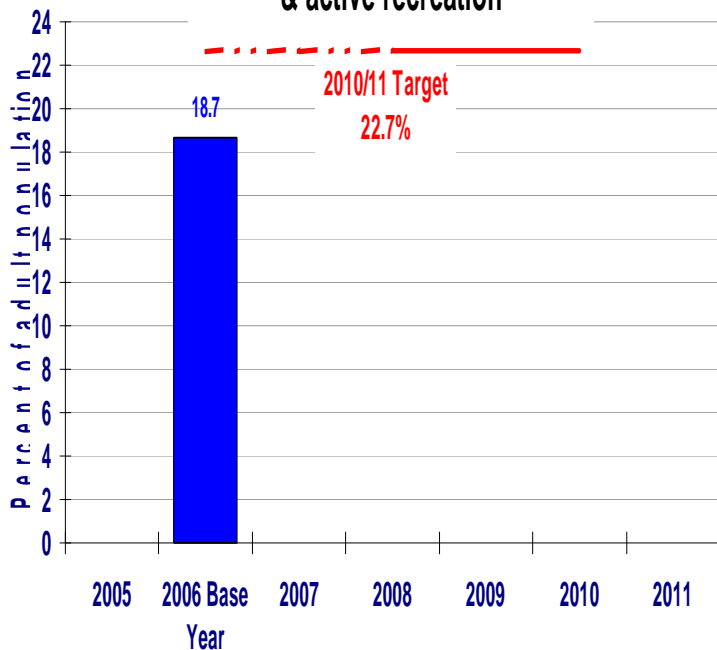
### 8. A creative, active and vibrant Coventry

NI No.	LAA Indicator	Rating
NI 8	Adult participation in sport and active recreation	N/A Awaiting Annual Survey Results
NI 110	Young people's participation in positive activities	To be introduced in 2009/10

<p><b>Overall Progress</b></p>	<p>In relation to the specific indicator NI 8 the last comparable survey was done in 2006, which showed an 18.7% level of participation and a target at the moment of 22.7% for 2010/11 has been set. However we are now awaiting survey data (December 2008) from Sports England's national survey to give a direction of travel figure.</p> <p>Indications from the Coventry Household Survey for 2007 showed that monthly participation in sport had risen 7% since 2005, (to 51%) which whilst not a direct comparator to the national survey indicates the right direction of travel.</p> <p>More generally:</p> <ul style="list-style-type: none"> <li>• An action plan in relation to N I8 drawn up.</li> <li>• Heritage Lottery Funding (HLF) application submitted by 30 September to improve the city's War Memorial Park</li> <li>• Physical Activity Strategy adopted and targeted interventions in place to address the priorities.</li> <li>• Green Space Strategy adopted and standards set for all types of green space to guide the development of the city</li> </ul>
<p><b>Commentary context</b> (Including qualitative data)</p>	<p>In overall terms, in relation to creating a creative, active and vibrant Coventry, various strategies that link with the Cultural Strategy have been put forward and approved in the last half year. These include the Physical Activity Strategy, Green Space Strategy and further work is also planned with the Sport and Physical Activity Network (SPAN) to produce a Sports Strategy.</p> <p>An example of participation is shown by the following figures for the half year of: The Belgrade has re-launched with 41,259 theatre audience for the half year, visits to Transport Museum of 173,986, the Midland Sports Centre of 116,975 Coventry Sports Centre 375,012.</p>

<b>Sustainable Community Strategy Theme:</b>	<b>8. A creative, active and vibrant Coventry</b>	
<b>NIS Performance Indicator:</b>	<b>8</b>	<b>Adult participation in sport and active recreation</b>

**NIS 8: Adult participation in sport & active recreation**



↑ Good performance = high turnout figure

### What next

- Progress work with SPAN Group on Sports Strategy
- Analysis of any information from the Sport England survey results when available.
- Continue to deliver targeted interventions from Physical Activity Strategy
- Report half marathon user update.
- Progress work on CIF sports projects.
- Follow up expressions of interest submitted for allocation of funding for Government's Free swimming Programme for Under 16s and over 60s for 2009/10 & 2010/11.

### What we've achieved

- The last comparable survey was done in 2006 we are now awaiting survey data (December 2008) from Sports England's national survey to give a direction of travel figure.
- Action plan for the NI8 LAA has been drawn up in conjunction with the Sport and Physical Activity Network (SPAN). SPAN have agreed to provide six monthly updates.
- Physical Activity Strategy for the City adopted
- SPAN have set up a task and finish group to produce a Sports Strategy. Two meetings have taken place to-date.
- The Community Investment Fund (CIF) is the National Lottery funding available from the nine regions of Sport England. Funding for 3 CIF projects has been secured to the value of £450k: these relate to NDC Capital build, and inclusion projects relating to Disability in Sport as well as Women and Girls.
- User figures supplied in the operational plan for Culture Leisure and Libraries which relate to current usage of facilities which are currently being used as an indicator in the absence of the survey data.
- Also information from the 2007 Coventry Household survey:  
Monthly participation in sport has risen 7% since 2005, (to 51%), and the Priority Neighbourhood/Rest of City gap reduced from 8.9% 2005 to .07% in 2007. Male participation higher Males 62%, Females 40%.

## Sustainable Community Strategy Theme:

### 9. A more equal Coventry with cohesive communities and neighbourhoods

NI No.	LAA Indicator	Rating
NI 4	% of people who feel they can influence decisions in their locality	To be introduced in 2009/10

<b>Overall Progress</b>	<p>The first Place Survey is underway with data collection fieldwork currently taking place. It is expected that results will be available in February and will provide an initial baseline figure for the percentage of people who feel they can influence decisions in their locality.</p> <p>The intention has been to embed equalities and community cohesion across the whole of the LAA. As part of the LAA Action Planning process, lead officers have identified specific groups in the population or geographical areas in the city where targeted action is required. Performance measures have been identified to track progress and will be reported upon in subsequent performance reports.</p>
<b>Commentary context</b> (Including qualitative data)	





## Sustainable Community Strategy Theme:

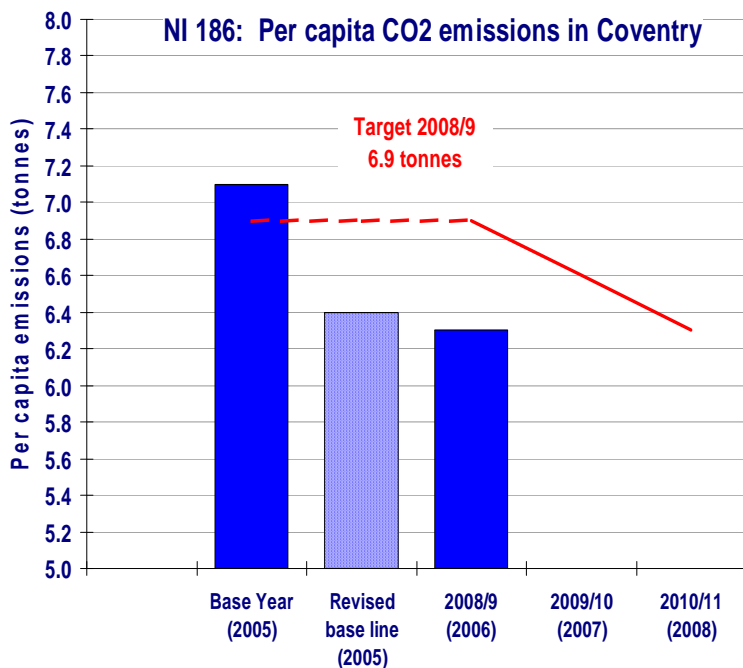
### 10. Improving Coventry's environment and tackling climate change

NI No.	LAA Indicator	Rating
NI 186	Per capita reduction in CO <sub>2</sub> emissions in the local authority area	N/A Target to be reviewed
NI 191	Residual household waste per household.	

<b>Overall Progress</b>	The target for reducing residual household waste is on track at the half-year stage and expected to be met at the end of the year. The national data on CO <sub>2</sub> emissions has a significant time lag and has recently been subject to major revision and while the latest data shows improvement pm the new baseline, this indicator will need to be reviewed as part of the refresh.
<b>Commentary context</b> (Including qualitative data)	Good progress has been made during the year to establish the frameworks required to ensure targets are met during the period of the LAA. Consultation on the Waste Management Strategy has been undertaken and plans to further expand kerbside recycling are being developed. Restructuring both of the Partnerships Environment Theme Group and the Council's Climate Change Team, together with the establishment of a series of initiatives such as the Council joining the Carbon Trust's Local Authority Carbon Management Programme will support future action.

# REPORT CARD

<b>Sustainable Community Strategy Theme:</b>	<b>10. Improving Coventry's environment and tackling climate change</b>	
<b>NIS Performance Indicator:</b>	<b>186</b>	<b>Per capita reduction in CO<sub>2</sub> emissions in the local authority area</b>



↓ Good performance = low outturn figure

## What next

Operating plans for each aspect (householders, businesses, schools, council operations, planning and policy, transport) of delivery are being developed and targeted campaigns for high impact will be set against a timeline. The new team will continue to support colleagues involved with regeneration schemes, policy and inward investment, to provide focus on the future 'greening' of the City.

The actions identified within the LACMP plan will start to be implemented – covering carbon reductions in public buildings (including schools). We will begin working with the Energy Saving Trust who will provide a critique of our operating plans for engaging communities in CO<sub>2</sub> reduction and support our implementation.

**Continued on next page**

## What we've achieved

*Note: This indicator is calculated on figures provided by Government. The baseline for 2005 has recently been significantly revised (downwards). The target reduction for this indicator is 12% over 3 years, using 2005 data as the baseline but will need to be reviewed at the refresh in the light of this change. Data is reported two years in arrears.*

We are very actively progressing a number of initiatives to tackle NI186. The Climate Change Strategy has been published. The existing Climate Change team has been expanded to include a Campaigns team and is being restructured to reflect the activities within the Strategy. The Environment Theme Group, a strand of the Coventry Partnership has been re-launched and five specific projects identified for implementation. The Council has joined the Carbon Trust's Local Authority Carbon Management Programme (LACMP) and is developing an action plan to reduce CO<sub>2</sub> emissions within the Council's assets and operations. In October, Coventry became the first UK City to sign up to the European Commission's Covenant of Mayors, which allows us to link with European wide carbon saving initiatives. The Council has joined the Energy Saving Trust's 1-to-1 programme for local authorities, which will further support our plans to engage with communities for NI186. A successful bid with the two universities to the CENEX scheme provides funding to trial the use of electric vehicles in the Council's fleet. An aerial thermal imaging project has been launched to gather detailed data of energy use across the City; data will be collected on a dry evening over the winter.

# REPORT CARD



<b>Sustainable Community Strategy Theme:</b>	<b>10. Improving Coventry's environment and tackling climate change</b>	
<b>NIS Performance Indicator:</b>	<b>186</b>	<b>Per capita reduction in CO<sub>2</sub> emissions in the local authority area</b>

## **What next continued**

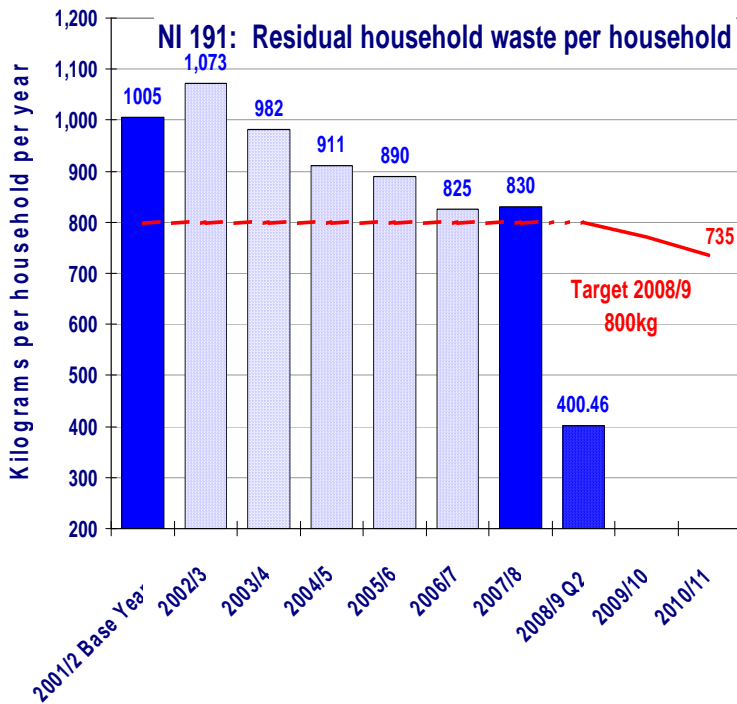
Specific campaigns are being planned for the European Union Sustainable Energy week in February and the UK's Energy Saving week in October.

The Environmental Theme Group will continue to drive forward projects in partnership including use of the aerial thermal data to target energy reduction efforts, developing the city as a centre of excellence for electric vehicles, creating low carbon zones or an eco-centre and a long term aim to provide a city wide hot water ring main heating system.

# REPORT CARD



<b>Sustainable Community Strategy Theme:</b>	<b>10. Improving Coventry's environment and tackling climate change</b>	
<b>NIS Performance Indicator:</b>	<b>191</b>	<b>Residual household waste per household</b>



### What we've achieved

During 2008/09 waste services has continued to reduce residual household waste through increased recycling activity.

Waste services have published and extensively consulted upon a Draft Municipal Waste Management Strategy for the city.

Work continues during the remainder of this year to improve the recycling performance of the Public Waste Recycling and Disposal Facility.

This work will ensure that the 800kg target is achieved by the year end.

### What next

In remainder of 2008/09 Waste Services will be working towards the formal adoption of the now consulted upon waste strategy, and producing an action plan for its delivery.

In 2009/10 Waste Services are planning a major expansion of kerbside recycling facilities. Whilst this is still subject to formal approval through the budget setting process this additional investment will see the authority achieve its 2010/11 target.

**Coventry City Council Corporate Plan  
2008 – 2011  
Half-Year Review of Management Objectives  
December 2008**



## Management Theme: Money

**Progress:** Overall, performance has been positive both in terms of balancing the budget and financial governance issues. However, in an uncertain financial climate there are pressures on both our capital and revenue spending programmes. We are taking all actions possible to achieve a balanced revenue position and to plan prudently for the medium-term in light of those pressures and the current uncertainty.

Management Objective	Progress
<p><b>Ensure sound management of the Council's financial resources.</b></p>	<p><b>What we have achieved:</b> The 2007/08 revenue and capital outturn positions were balanced within the overall budget and no material issues were raised in the annual audit of the Statement of Accounts. The Annual Governance Report confirms that the auditors propose to issue an unqualified opinion on our 2007/08 accounts and in relation to the Council's arrangements for the use of resources and value for money. There is pressure in both revenue and capital spend positions in 2008/09 with a projected overspend in revenue and a significant shortfall in capital receipts in the capital programme.</p> <p><b>Next steps:</b> Management Board and Cabinet have already approved restrictions on all non-essential revenue expenditure. The ongoing position will be monitored closely and more stringent action will be taken to reduce spending if the position does not improve quickly. Options are currently being considered to reschedule or stop capital expenditure although it is likely that some borrowing will be required to balance the programme. These options will be subject to Cabinet approval as part of the 2009/10 budget setting process.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
M 1	Annual Governance Report	Unqualified Report May 2008	Unqualified Report with all previous recommendations implemented	Annual Assessment	N/A
<b>Comment:</b>					



Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
M 2	CPA Use of resources judgement i) Financial Reporting ii) Financial Standing iii) Internal Control	i) - 3  ii) - 2  iii) - 3	i) - 3  ii) - 3  iii) - 3	Annual Assessment	N/A
<b>Comment:</b> The results of this year's assessment have not yet been published.					

Management Objective	Progress
<p><b>Deliver the Council's Medium Term Financial Strategy to meet corporate objectives and balance the budget.</b></p>	<p><b>What we have achieved:</b> The 2007/08 revenue and capital outturn positions were balanced within the overall budget and a balanced 2008/09 budget set within the policies framed within the Medium Term Financial Strategy (MTFS). We have strengthened our medium term financial position by integrating our work on value for money into our traditional proven processes for identifying savings and efficiencies to balance our revenue budget. As a result, the Council's MTFS to be approved by Council in December, demonstrates that we are moving towards a balanced medium term financial position at the same time as being able to deliver below average increases in Council Tax for the last 8 years.</p> <p><b>Next steps:</b> Elected Members will consider both the revised MTFS and Management Board proposals to balance the 2009/10 revenue and capital budgets in December 2008 prior to a period of public consultation on the proposals.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
M 3	CPA Use of Resources Judgement iv) Financial Management	iv) - 3	iv) - 3	Annual Assessment	N/A
<p><b>Comment:</b> The results of this year's assessment have not yet been published.</p>					

Management Objective	Progress
<b>Maximise Resources</b>	<p><b>What we have achieved:</b> We are currently predicting meeting our in year collection targets for Council tax and for Business Rates although the latter is more challenging as we do not know what impact the new empty property rates may have. The service has continued to promote direct debit take-up and E billing. Further work is also underway to review single persons discount.</p> <p><b>Next steps:</b> The introduction of revised recovery procedures are expected to have a positive impact on performance, targeting the "can pays" and providing support and payment arrangement options for the "can't pays". However, there is a risk that despite these new arrangements, the current financial climate will have a negative impact on the recovery rate. Further work is also underway to review single persons discounts and this may also have an impact on the Council tax base and the collection rate.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
M 4	Percentage of Council Tax collected in year (Previously BV9)	94.7%	96.0%	95.38%	Yes
<b>Comment:</b> On target for end of year					
M 5	Percentage of National Non Domestic Rates (Business Rates) collected in year (Previously BV10)	99.1%	99.3%	97.07%	Yes
<b>Comment:</b> On target for year end. However the new empty property rates may have an impact on the eventual target.					

## Management Theme: Improving the way we work and deliver Value for Money

**Progress:** The council continues to focus on improving services identified as priorities through its planning and performance management processes. Improvements in the Benefits Service have been maintained. Work in the second half of the year will focus on ensuring that planning targets are met and that actions arising from the Cultural Strategy and Audit Commission Review of Culture and Leisure are delivered.

Comprehensive progress is being made against the new management objective to continue improvements in safeguarding and sustaining this during the rest of the year will remain a priority. ICT Governance arrangements have been strengthened during the first part of the year and will support improved access to services as the Customer Services and ICT Strategies are agreed before the end of the year. The council expects to meet its annual efficiency target and the outcomes of the first value for money reviews conducted through the VfM Partnership will be progressed this year, when we will also need to take further opportunities to embed value for money and efficiency work into service and financial planning.

Management Objective	Progress
<p><b>Continue to improve the quality of our services.</b></p>	<p><b>What we have achieved:</b> Improvements to our Comprehensive Performance Assessment Rating depend on performance in key service areas including benefits, planning and culture. The Benefits service score increased from 2 to 3 in 2007 and this improvement is expected to be sustained. Performance on housing benefit processing at the half year was positive and the service was completely up to date with its work. Performance on processing planning applications has met its targets in recent years but given the importance of planning to regeneration, a watching brief is being maintained. Performance on processing major applications was below target at the half year but officers are confident the target will be achieved by the end of the year. The Culture service score has been 2 for the last 3 years and a concerted effort is being made to improve through the Culture Strategy and the CPA action plan, which is beginning to bear fruit.</p> <p><b>Next steps:</b> To maintain and improve the current position with regard to housing benefits and bring planning processing for major applications in on target through monitoring and timely action. Key priorities for Culture, Leisure and Libraries for the rest of the year are embedding the Coventry Heritage and Arts Trust; Public Leisure revised Grant Agreement implementation; Work on support to Sports strategy, links with Building Schools For Future, and undertaking the facilities review and bids for Government money regarding free swimming for certain age groups and Heritage Lottery Fund stage 2 bid further submission/answering queries.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 1	Annual Comprehensive Performance Assessment (CPA)	3 Stars and Improving Well February 2008	3 Stars and Improving Well February 2009	Annual Assessment	N/A
<b>Comment:</b>					
V 2	Housing Benefit				
V 2a NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	New Indicator	35,000	9,399	Yes
V 2b NI 181	Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events.	New Indicator	19 days	17.6 days	Yes
<p><b>Comment:</b> NI 180 measures the number of changes in benefit entitlement processed during the financial year to assess case accuracy. Based on the composition of the caseload, the DWP calculates the expected changes in benefit. The stated performance covers the period 1/06/08 to 15/09/08, however, the nature of this indicator means that accurate performance projections are difficult. Current projections to year end indicate this target will be met.</p> <p>NI 181 is on target for end of year.</p>					

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 3 NI 157	Planning Performance and Quality: Processing of Planning Applications: Percentage of Planning applications determined in a timely manner:				
V 3a	13 weeks – Major	60.00%	60.00%	51.85%	Yes
V 3b	8 weeks – Minor	65.00%	65.00%	79.52%	Yes
V 3c	8 weeks – Other	80%	80%	80.72%	Yes
<p><b>Comment:</b> The small number of major planning applications received and the complexity of major applications, requiring for example additional legal agreements between parties and longer consultation periods has meant that the target to date has not been achieved. However, managers will continue to closely monitor this performance indicator and are optimistic that, with the expected increase in major applications to be determined over the next few months, this target will be achieved by the end of the year. Minor and other planning applications are currently exceeding targets and it is expected that this trend will continue.</p>					
V 4	Culture, Leisure & Libraries – service improvement				N/A – qualitative
<p><b>Comment:</b> Good progress has been made on the “National Year of reading, Bookstart and equality issues. Green space strategy completed and approved at Cabinet. Planning for events managed by CCC such as Transplant Games, British Heart Foundation Cycling event at Coombe (postponed to November) and half marathon on target. The GP referral scheme continues to expand. Health inclusion now managed within Directorate Business Support from July 2008. Coventry Heritage and Arts Trust set up for the 1<sup>st</sup> July 2008. Delivering events programmes such as Godiva Festival, Willenhall festival and half marathon.</p> <p>Consultations on various Strategies such as - Green Space Strategy – Opening Hours Review of Community Libraries, War Memorial Park in support of Heritage Lottery Funding (HLF) bid. Continued good performance relating to Museums. Public Leisure tender evaluation undertaken and reported to Cabinet in July following report to Cabinet Heritage Lottery Fund stage 2 bid submitted for end of September. Restructure of Parks service is almost complete and includes the recent appointment to the Memorial Park Managers post.</p>					

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 5	Number of Ombudsman complaints where: i) the finding is of maladministration ii) we have accepted an element of fault and settled the complaint locally.	i) - 1 ii) - 10	i) - 0 ii) - 0	i) - 0 ii) - 3	Yes No
<p><b>Comment:</b> Target is set at 0 for both findings of maladministration and local settlements, as any such finding is considered unacceptable. At 3 local settlements, performance is slightly better than at the equivalent period last year.</p>					

Management Objective		Progress			
Continue to improve access to services		<p><b>What we have achieved:</b> Progress with development of ICT and Customer Access strategies: An evaluation report of the One Stop Shop pilot was taken to Cabinet on 21 October 2008, and recommended the following actions: continue with the Stoke Aldermoor neighbourhood Management model; cease the library One Stop Shops; continue with the Coventry Direct Express; develop a strategy for the City Centre one stop shop. ICT governance arrangements have been established, including a strategy board, which will approve ICT projects; a programme board, which will govern the delivery of projects and a user group, each of which has cross-directorate representation.</p> <p><b>Next steps:</b> Outcomes of the One Stop Shop pilot report will now inform the development of a Customer Services strategy, which is planned for February 2009. An ICT Strategy is currently in development and will be agreed by the end of the next financial year.</p>			
Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 6	Progress with development of ICT and Customer Access Strategies				N/A -qualitative
<p><b>Comment:</b> An evaluation report of the One Stop Shop pilot was taken to Cabinet on 21 October 2008, and recommended the following actions: continue with the Stoke Aldermoor neighbourhood Management model; cease the library One Stop Shops; continue with the Coventry Direct Express; develop a strategy for the City Centre one stop shop; develop a Customer Services strategy. This report will now inform the development of a Customer Services strategy, which is planned for February 2009.</p> <p>ICT governance arrangements have been established, including a strategy board, which will approve ICT projects; a programme board, which will govern the delivery of projects and a user group, each of which has cross-directorate representation. An ICT Strategy is currently in development and will be agreed by the end of the financial year.</p>					



Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 7 NI 14	Reducing avoidable contact. Minimising the proportion of customer contact that is of low or no value to the customer	New Indicator	N/A	40%	N/A – baseline
<p><b>Comment:</b> The expectation is that reporting will not take place against this measure until April 2009, however data is already being reported against published guidelines as an indicator of performance. The return is based on data being analysed through the contact centre alone (City Services). Government indications are that performance is expected to be between 40-60% of calls being classed as avoidable and therefore, indicative performance is at the lower end of expectations.</p>					

Management Objective	Progress
<p><b>Continue to improve the efficiency and effectiveness of services</b></p>	<p><b>What we have achieved:</b> The forward looking NI 179 return for 2008/09 has been returned to government. It demonstrates the scale and range of efficiency work being undertaken within the Council. The end of year final return is due in July 2009.</p> <p>The Value for Money Partnership Programme has seven projects in progress – the reviews of Services for Young People, Procurement and Operational/Support Services have already identified opportunities for service improvement and cost reduction which are being implemented.</p> <p><b>Next steps:</b> Efficiency and effectiveness improvements need to be more closely aligned to the Council's overall performance management arrangements – we need to further develop the overall coherence of our service planning, financial planning, value for money programme and service efficiency work.</p>

Indicator N	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 8	CPA Use of Resources Judgement v.) Value for Money	3	3	Annual Assessment	N/A
<p><b>Comment:</b> The results of this year's assessment have not yet been published.</p>					

Indicator N	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 9	<p>Implementation of Value for Money Strategy: - progress with VfM partnership programme</p> <p>Current VFM Projects:</p> <ul style="list-style-type: none"> <li>-Fees and charges</li> <li>-Procurement</li> <li>-Support services</li> <li>-VAT</li> <li>-Debt and income management</li> <li>-Services for young people</li> <li>-Children's transport</li> </ul>				N/A – qualitative – see next page
<p><b>Comment:</b> Given the number of dimensions to the VfM Partnership, a balanced scorecard approach has been established to assess performance, and was reported in the annual progress report to cabinet in October:</p> <ul style="list-style-type: none"> <li>a. Financial – We have not yet reached the point where the delivery of potential savings is certain, although there are a range of potential benefits identified for all reviews commissioned</li> <li>b. Customer – overall satisfaction with the Consultants is beginning to establish itself, and will be strengthened by the delivery and implementation of service improvements and savings</li> <li>c. Internal – Governance arrangements have been successfully implemented</li> <li>d. Learning – The skills transfer plan needs to be further developed</li> </ul>					
V 10 NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year.	New Indicator	£10m	£11m	Yes
<p><b>Comment:</b> The reported figure of £11m is a forecast of cumulative value for money gains for 2008/09 submitted to government.</p>					

Management Objective	Progress
<p><b>Continue to improve the "safeguarding" of adults, children and young people</b></p>	<p><b>What we have achieved:</b></p> <p>Adults: An action plan was implemented to address recommendations from CSCI inspection of safeguarding adults. Referrals have increased during the first half of 2008/9, with 164 being received. Although behind target regarding referrals representing the population profile and diversity of people, the difference between meeting this target is 3 additional referrals across adults and older people. Safeguarding Adults Co-ordinator has given presentation on safeguarding to the Black Minority Ethnic (BME) Carers group.</p> <p>Children: At the end of the second quarter performance on all three indicators has improved when compared to the previous year and are above targets. The implementation of the Referral and Assessment Service (RAS) model in April 2008 has helped improved performance on initial assessments. A number of initiatives including a review of residential placements and monitoring systems and an increased focus on sustaining placement decisions and minimising movements have helped to improve the stability of placements.</p> <p><b>Next steps:</b></p> <p>Adults: We are expecting to sustain the current good performance and exceed the target of 253 referrals for 2008/9. An article is due to go in 'Insight' and go out with payslips to provide safeguarding awareness to all 17,000 city council staff in November 2008. We will continue to monitor referrals regarding representation of the population profile and diversity of people, analyse reasons for under representation and take action as appropriate.</p> <p>Children: The Life Chances Service is using funding from the Care Matters initiative to recruit a small team of social workers. These will initially focus on re-engaging Care Leavers not engaged in positive life activities and to also ensure that young people moving on to independent living are in the very best position to do so. This will be achieved by ensuring that each young person is participating in education, training or employment.</p> <p>Sustaining and improving on the improved performance with initial assessments will be a priority for the next six months. Professor Thorpe (Lancaster) is currently leading training sessions for the RAS teams to further develop the consistency of service and enhance engagement with multi-agency partners. The aim of this work is to improve multi-agency referral taking processes so that the child's needs are fully considered and then responded to by those agencies best placed to assist. Training is underway to engage staff further with Multi-Agency Development and the Common Assessment Framework system. Following a successful pilot scheme of two Multi-Agency panels with an emphasis on early intervention and integrated working, it is</p>

Management Objective	Progress
	<p>intended that three Multi-Agency teams will be developed over the coming months. Social Care Managers will attend the 'Panel meetings' to share decision making in respect of vulnerable children and families ensuring that support is offered at the earliest opportunity. A formal review of the service with involvement of key stakeholders is planned.</p> <p>The implementation of the Placement Stability project should help increase stability of placements of looked after children. The work on supporting long-term foster placements and adoption placements continues, in order to reduce breakdown and movement of children. We are also seeing an improvement in stability of residential placements as a part of the benefits from the contract with NorthernCare, which allows us to work closely with in-house provision to ensure young people are in the most appropriate placements from the beginning.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 11	Number of safeguarding referrals. (adults and older people)	230	253	164	Yes
<b>Comment:</b> We are expecting to exceed the target.					
V 12	Increased awareness of safeguarding amongst all Council staff				N/A – qualitative
<b>Comment:</b> Article to go in 'Insight' and leaflet to go out with payslips to all 17,000 staff in November 2008. Safeguarding awareness now included in corporate induction.					

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
V 13	Percentage of safeguarding referrals that are from BME population - to be representative of the population profile and diversity of people living in Coventry.				
	Adults - BME	Adults 6.9%	Adults 16.4%	Adults 15.4%	No
	Older People - BME	Older People 7.3%	Older People 6.67%	Older People 4.8%	No
<p><b>Comment:</b> Behind target – however the difference between Older People meeting their target is 2 additional referrals from the BME community and Adults is 1 additional referral.</p>					
V 14 NI 147	Care leavers in suitable accommodation	81.6%	90.0%	93.2%	Yes
<p><b>Comment:</b> At the end of Q2, 93.2% of care leavers at age of 19 were living in suitable accommodation, which is a significant improvement on last year and exceeds this year's target of 90%.</p>					
V 15 NI 59 LAA	Percentage of initial assessments of children's social care carried out within 7 working days of referral	43.90%	70.00%	82.10%	Yes
<p><b>Comment:</b> The Referral and Assessment Service (RAS) model implemented in April 2008 enables RAS teams to concentrate their time in a more focussed and tightly managed way. This has resulted in a significant increase in the number of initial assessments completed within seven working days and performance is over target. Prior to the development of the RAS, less than 50% of referrals were completed within 7 working days. The RAS Development Plan has recently been reviewed at Leadership Team including the future timetable.</p>					
V 16 NI 63 LAA	Stability of placements of looked after children: length of placement	64.00%	66.00%	71.90%	Yes

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
<p><b>Comment:</b> Q 2 performance of 71.9% is better than the target of 66% of looked after children aged under 16 who have been looked after for 2.5 or more years and living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement last for at least 2 years. A Placements Officer has been appointed for 3 months to review residential placements and monitoring systems. A placement stability report is published monthly and circulated to team managers to ensure that the focus on planning for children in care is maintained. Monthly panels are held to sustain placement decision making for children in care and this addresses the need to minimise movement. The contract with an external provider for residential care is focussed on developing placements within 20 miles of Coventry.</p>					
<p><i>VI 15 NI 59 and V16NI 63 are also monitored under SCS Theme 5: Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry – priority 7</i></p>					

## Management Theme: People

**Progress:** The Council has progressed well against a number of its people objectives during the half year. However, changes to and implementation of new systems, processes and structures have meant that performance has not progressed as anticipated at the half year stage. We expect these issues to be redressed during the second half of the year, as new processes become embedded.

Amongst this extensive programme of change and improvement, a number of significant people achievements have been made, including the strengthening of member support and training; the continued roll out of Resourcelink; the achievement of Local Employment Partnership targets; the creation of one corporate Health and Safety team and proactive work on absence management.

Management Objective	Progress
<p><b>Ensure Councillors are well trained and well supported</b></p>	<p><b>What we have achieved:</b> Continued improvements to Member Support will be enhanced by the addition of a Member Services Manager who will be appointed in December 2008. A pilot arrangement for providing more effective support to Cabinet Members was made permanent. A new members' handbook has been produced, PDRs for members have been used more extensively and a comprehensive induction for new members was given in May 2008. Training will continue to be strengthened with the reassessment of the Members Charter in November.</p> <p><b>Next steps:</b> The council is about to be reassessed under the West Midlands LGA Member Development Charter to ensure we retain Charter status; the outcome will be known in December 2008. Further work will be done to develop the Member Support Framework in terms of service standards and performance measures. The annual Personal Development Plan will be carried out with all councillors on a one to one basis between November and February. Members and officers from the council have been participating in meetings of the West Midlands Member Development Regional Steering Group and Network and the council will be taking an active part in guiding and attending the member training and development events being funded by the Regional Improvement and Excellence Partnership due to take place in 2009 and 2010.</p>



Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
P 1	Support for Elected Members				
P 1a	Average number of training hours per councillor	40.4 hours	31 hours	21.2 hours	Yes
P 1b	Percentage of Members satisfied or very satisfied with training	88%	90%	Annual survey	N/A
P 1c	Percentage of Members satisfied or very satisfied with support provided to them	98%	85%	Annual survey	N/A
<p><b>Comment:</b> Performance is good at the half yearly stage in relation to average number of hours spent on member training, with performance significantly up on the previous half year figure (21.2 hours compared with 14.3 hours) and based upon this outturn, it is anticipated that the target will be met. Measures P1b and c are measured annually through the Member satisfaction survey, which will take place before the end of the year.</p>					

Management Objective	Progress
<p><b>Develop the skills, competencies and motivation of our workforce</b></p>	<p><b>What we have achieved:</b> New programmes for this year include a range of customer services training, using emotional intelligence at work, Neuro Linguistic Programming (NLP) and dealing with difficult behaviour. The senior manager's programme has become firmly embedded in the Council's training framework and most senior managers (almost 100) have now participated in the programme. The First Line Managers Programme with Coventry University has seen over 300 supervisory staff undertake a nationally recognised management qualification (achieving a Chartered Management Institute (CMI) Certificate in Management) along with almost 100 middle managers undertaking the CMI Diploma in Management. Mandatory training has also been introduced across core areas such as customer services, equalities, use of IT and health and safety, to further embed the core values of the council and consistency within service delivery.</p> <p><b>Next steps:</b> A new Training, Learning and Development strategy is in development and will be implemented in February 2009. Work on developing a joint Public Sector Academy across Coventry, Solihull and Warwick continues and a report will be submitted to Cabinet Member (Customer and Services) in November 2008.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/09	On target?
P 2	Percentage of individual appraisals carried out for employees in post for last 12 months	90%	100%	22.30%	No
P 3	Average no. of days per employee spent on training and development activity	3.29 days	3 days	1.21 days	Yes
<p><b>Comment:</b> Reported performance is lower than anticipated at the half year stage, largely due to the implementation of new systems (Resourcelink) and processes for the recording of training and PDR data. Work will take place during Q3 to ensure that systems become embedded and data is recorded appropriately. It is for this reason that we expect to achieve the training target.</p>					

Management Objective	Progress
<p><b>Build a workforce that is representative of the local community</b></p>	<p><b>What we have achieved:</b> Implementation of the Achieving Equalities in Employment programme has continued and a new plan was developed and implemented in October 2008. Closer working with Jobcentre Plus and the extension of creative recruitment initiatives have had a positive impact on entry into the workforce, demonstrated through the annual workforce profile report and targets of the Local Employment Partnership have already been exceeded.</p> <p>The Corporate Disability Group has been created to ensure that the Council is sharper on delivering its policies and improving access to services by disabled members of the public and our employees.</p> <p>The annual workforce profile report was produced in September 2008 and will continue to inform developments in this area.</p> <p><b>Next steps:</b> Discussions are taking place within the Corporate Disability Group to determine ways in which disabled employees could be encouraged to declare their disability – it is accepted, however, that not all disabled employees wish to declare themselves disabled.</p> <p>Work will take place over the next quarter to enhance reporting in this area, to ensure that statistics on our core workforce are extracted from whole workforce (including schools) figures, to enable us to better understand the performance picture and target intervention/support appropriately.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
P 4	Employment equality indicators				
P 4a	Percentage of grade 8 and above workforce who are female	67.7%	> 67.7%	69.5%	Yes
P 4b	Percentage of grade 8 and above workforce who are from a BME background	7.6%	> 7.6%	7.8%	Yes
P 4c	Percentage of grade 8 and above workforce who are disabled	5.1%	> 5.1%	4.6%	No

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
P 4d	Percentage of employees with a disability (Previously BV16a)	5.86%	5.86%	4.7%	No
P 4e	Percentage of employees who are from an ethnic minority (Previously BV17a)	12.42%	12.42%	12.3%	Yes
<p><b>Comment:</b> This is the first performance report against new equality indicators and performance is above baseline at the half yearly stage for indicators around gender and ethnicity. However, the half yearly outturn is lower than anticipated in relation to the disabled workforce who are grade 8 and above and for the number of staff who have declared a disability. It should be noted that the disability figures include only those disabled employees who choose to declare their disability. Discussions are taking place within the Corporate Disability Group to determine ways in which disabled employees could be encouraged to declare their disability – it is accepted, however, that not all disabled employees wish to declare themselves disabled. (NB percentage females in workforce is 77.62%). Future reporting will also extract out data relating to schools staff from core workforce statistics, to ensure fair and representative performance reporting.</p>					

Management Objective	Progress
<b>Maintain the health, safety and welfare of our workforce</b>	<p><b>What we have achieved:</b> Health and safety resources have been brought together into a newly created team within the HR Service, in order to provide a more consistent and effective service. A report to Management Board in September detailed further improvements to the council's health &amp; safety arrangements.</p> <p><b>Next steps:</b> The creation of a high level health and safety strategy group, chaired by the Chief Executive, with member representation, has been created and will meet twice yearly will improve reporting and communication of health &amp; safety issues.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
P 5	Incidents (Accidents & Assaults)				
P 5a	Number of RIDDOR reportable incidents (accidents & assaults) to the H&S Executive	86	85	54	No
P 5b	Number of incidents (accidents & assaults at work) resulting in time lost (per 100 employees)	0.80	1.00	0.50	Yes
<b>Comment:</b>					
P 6	Number of assaults on employees	945	1100	447	Yes
<b>Comment:</b> During 2008/09 reporting year, the Health and Safety Team will be launching an awareness campaign in relation to work place violence and associated reporting and therefore, an upturn in reporting is still projected.					

Management Objective	Progress
<b>Improve attendance at work</b>	<p><b>What we have achieved:</b> Additional Promoting Health at Work trigger points have been implemented, to ensure that we can capture and address a wider range of absences within the process.</p> <p><b>Next steps:</b> Work with Scrutiny Board 1 on addressing absence continues in order to determine if there are any other actions which can be taken to try to reduce absence – the possibility of an attendance incentive scheme is currently being investigated.</p>

Indicator No.	Indicator	Actual 2007/08	Target 2008/09	Q2 Performance 2008/08	On target?
P 7	Average number of working days lost due to sickness absence (Previously BV12)	12.04 days per FTE	10.58 days per FTE	5.18 days per FTE	No

**Comment:** Sickness at half year stage is 5.18 days per FTE, a reduction on the Q2 figure last year of 5.54. Although performance is promising at the half year stage, quarters 3 and 4 traditionally report higher sickness and this is likely to set performance off target.