

Cabinet
Scrutiny Co-ordination Committee

29 November 2011
20 December 2011

Name of Cabinet Member:

Cabinet Member (Strategic Finance and Resources) - Councillor Duggins

Director Approving Submission of the report:

Assistant Chief Executive

Ward(s) affected:

None

Title:

Progressing the Council vision and objectives – first half year performance report

Is this a key decision?

No

Executive Summary:

The new Council Plan, setting out a revised vision and objectives for 2011 – 2014 was approved by Council in June 2011. This is the first half year performance report which identifies baseline performance information for a key set of headline indicators and looks at the progress that is being made during the first year of the plan.

Recommendations:

Cabinet is asked to:-

- (i) Approve the first half year performance report.
- (ii) Provide feedback on the content and style of the new summary report so that further improvements can be made.

Scrutiny Co-ordination Committee is asked to:-

- (iii) Note the content of the first half year performance report and refer it to Scrutiny Boards as appropriate.
- (iv) Provide feedback on the content and style of the new summary report so that further improvements can be made.

List of Appendices included:

Appendix A – Council Plan, Half Year Performance Report 2011/12

Other useful background papers:

Council Plan 2011-2014 Council website

<http://cmis.coventry.gov.uk/CMISWebPublic/Binary.ashx?Document=19066>

Has it been or will it be considered by Scrutiny?

Yes

Scrutiny Co-ordination Committee 20 December 2011

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

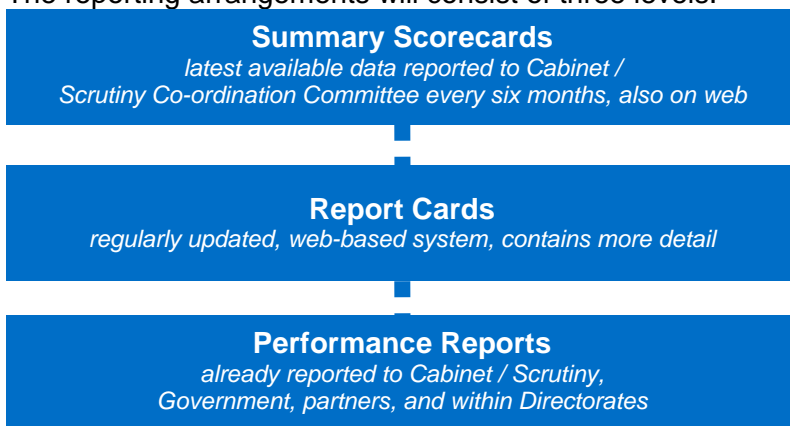
Report title: Progressing the Council vision and objectives – first half year performance report

1. Context (or background)

1.1 The new Council Plan, setting out a revised vision and objectives for 2011 – 2014 was approved by Council in June 2011. This is the first half year performance report which identifies baseline performance information for a key set of headline indicators and looks at the progress that is being made during the first year of the plan.

2. Options considered and recommended proposal

- 2.1 In October 2010 the Government announced changes to the national performance framework for local government, removing the requirement to monitor and produce Local Area Agreements and replacing the National Indicator Set with a single comprehensive list of all the data that it expects local government to provide to central government. This has meant that there is now more flexibility to select performance measures and to determine arrangements that meet the Council's priorities at a local level. This report sets out the proposed arrangements for reporting progress on the new Council Plan and for making performance information more accessible to a wider audience including public, partners and senior managers.
- 2.2 In determining proposals for the new reporting framework the principles applied were; to build upon the strengths of the previous LAA reporting arrangements; to make more effective use of the information that is already collected and reported across the organisation; and over time to use new freedoms to explore new ways of making information more visual and interactive for elected members, Council staff, and Coventry citizens alike.
- 2.3 The reporting arrangements will consist of three levels.



- 2.4 The half year report provides a high level summary of the key messages arising from the first review of the Council Plan. This information has been drawn from the summary scorecards and there is one for each of the following Council priorities; for jobs and growth; for better streets and pavements; to protect our most vulnerable residents; to support and celebrate our young people and we will transform the council to enable us to deliver our vision and objectives. The half year performance report is attached as appendix A.
- 2.5 The summary scorecards present the latest available performance data and also highlight anything that is new over the previous six months. Where previous year's data is available or comparisons with the national/ regional rate, this has been used to assess progress. Where the indicator is new this time round it will set the baseline for future comparison.

- 2.6 Further development of the performance management system will take place over the next six months. Underneath the summary scorecards will be report cards which will provide more detail on the performance of the headline indicators, as well as a wider basket of indicators that help to explain the story behind the headlines. There will also be links to other performance reports which are published for Cabinet Member, Scrutiny Boards and for Central Government; these will be made available through a Calendar of Performance Reports.
- 2.7 At the year end the report will also contain an assessment of progress relating to the Council's values. One of the values is that information will be readily available and easy to understand, the development of the performance reporting arrangements outlined in this report contribute to this objective.
- 2.8 Under the specific duty of the new regulations supporting the Equality Act approved in September 2011, the Council is required to identify equality objectives and set out how these will be reported. The equality objectives need to be specific and measurable. This is already consistent with the approach that the Council has taken over the last three years. The Council Plan aims to promote equality of opportunity through all four of its priorities and one of these priorities specifically aims to protect the city's most vulnerable residents.
- 2.9 The Council has twenty two objectives in its Council Plan and the majority of these have a significant impact on equality in the city so these will be the Council's equality objectives for the three years of the current Plan. In addition to the overall performance indicators that have been identified to track progress in these objectives the Council will develop additional measurements to show progress for relevant groups, including protected groups under the Act. This information will be published and reported regularly as part of the performance reporting of the Council's Plan and its performance management framework as set out in section 2.3 and a summary of progress will be reported at the year end.

3. Results of consultation undertaken

- 3.1 Development of the reporting framework responds to feedback from elected members, managers and employees as part of the Policy and Performance service improvement review. Interviews and workshops held between August 2010 and January 2011 have informed the emerging framework with the aim of making sure that performance information is available to the right people at the right level and that information is collected as effectively as possible.

4. Timetable for implementing this decision

- 4.1 This report provides the top level summary of the reporting framework. Feedback on the content and format will be welcomed so that improvements can be identified for future reports. The next phase including completion of the detailed report cards and development of a calendar of related performance reports will be developed over the next six months. An update will be provided in the end of year report June 2012.

5. Comments from Director of Finance and Legal Services

- 5.1 Financial implications

The proposed reporting arrangements will be developed around the existing performance management system. Whilst there will be some ICT changes needed to improve web access to performance information it is unlikely to be at additional cost.

5.2 Legal implications

The Council Plan forms part of the Council's Policy Framework which Cabinet are required to ensure that it is appropriately implemented and monitored. In October 2010 the Government announced changes to the national performance framework for local government, removing the requirement to monitor and produce Local Area Agreements and replacing the National Indicator Set with a single comprehensive list of all the data that it expects local government to provide to central government. This has meant that there is now more flexibility to select performance measures and to determine arrangements that meet the Council's priorities at a local level. This report sets out the arrangements for reporting on the new Council Plan. These arrangements will need to take account of any requirements that come out of the Government's recent Open Data Consultation Paper.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / council priorities (council plan/scorecard) / organisational blueprint / (or Coventry Sustainable Community Strategy)?

This report measures progress in relation to the Council Plan 2011- 2014 vision, objectives, values and ways of working.

6.2 How is risk being managed?

The performance management framework helps the Council to manage risk by systematically measuring progress in relation to the priorities of the Council Plan. This means that areas where good progress is being made can be identified, as well as those areas where progress is not as expected and where corrective action may be needed.

6.3 What is the impact on the organisation?

The Council Plan vision and objectives impact on all of the Council's Directorates. Effective performance management arrangements at all levels will help to ensure that the Council's priorities are delivered.

6.4 Equalities / EIA

Planning and reporting on the Council priorities and objectives will have due regard to the need to; eliminate unlawful discrimination, harassment, victimisation; meet the needs of people regardless of their background and encourage all people to participate in public life or in other activities where their participation is low. The equality objectives and reporting arrangements are described in paragraph 2.9.

6.5 Implications for (or impact on) the environment

The Council Plan includes the objective...we will make the best use of all our resources and the council's carbon footprint is reduced. Progress will be measured through energy use in council buildings and schools and the CO2 emissions over the Local Authority Operations.

6.6 Implications for partner organisations?

The reporting arrangements will also be developed to support the monitoring of progress of the Sustainable Community Strategy. Whilst this report reflects progress against the Council's priorities it also includes actions and measures where the contribution of partners

is key to their delivery. The contribution of partners is reflected in individual summary scorecards.

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This report is published on the council's website:

www.coventry.gov.uk/councilmeetings



Council Plan

Half-Year Performance Report





2011/12

Corporate Performance Team
Policy, Partnership and Performance
Chief Executive's Directorate
Coventry City Council

Key

A number of symbols are used in this Performance Report to illustrate the progress made by the Council, and the Council's performance towards the targets set against each of the headline indicators. The symbols and their meaning are set out in the Table of Definitions, below.

Table of Definitions

Symbol	Definitions	
	Progress	Target
	Indicator progressing in the right direction (towards target)	On-target
	Indicator moving in the wrong direction (away from target)	Off-target
	Indicator progress is similar or unchanged	
	Not available	No target set

Coventry, proud to be a city that works...

The new Council Plan, setting out a revised vision and objectives for 2011 to 2014, was approved by Council in June 2011. The half-year report provides a high level summary of the key messages arising from the first review of the Council Plan; while the summary scorecards present the latest available performance data, and highlight activity undertaken in the past six months. Where the previous year's data is available, or where a comparison with national/regional data can be made, this has been used to assess progress. Where the indicator is new this time around, this will set the baseline for future comparison.

... for jobs and growth

Increasing jobs and growth is one of the Council's four key priorities. Following the severe recession of 2008/09, the UK economy is now only experiencing slow growth, and this is reflected locally in higher unemployment. Despite the difficult economic climate, the Council and its partners are working to continue transforming the city and promoting economic growth. As Coventry is a London 2012 Olympic co-host city, the Council has attracted European Regional Development Funding to invest in public realm works in the city centre, demonstrating the city's ambition and confidence in the future. The Council's *'Jobs Strategy for Coventry'* was endorsed in March 2011. This sets out the Council's plan to create new jobs and grow the city. A new Apprenticeship Strategy 2011 to 2014 has also been launched, providing a firm commitment to increasing the number of apprenticeships within the Council.

... for better pavements, streets and roads

The Highway Maintenance Programme for 2011/12 was revised in June and the Council is on schedule to complete the programme. The latest performance indicates that street cleanliness, household waste collected and the levels of recycling are currently on schedule to achieve their 2011/12 targets.

However, this half-year has seen a 4.6% increase in fly-tipping in Coventry. Two projects designed to tackle 'domestic' fly-tipping, Care 4 Your Area and Environmental Grime Scenes, are currently being piloted in parts of the city. Although they have reduced fly-tipping in these areas, overall, the city has seen an increase in fly-tipping, compared to the same period last year. As these projects have been successful, the Council approved expanding these projects to other areas of the city.

... to support and celebrate our young people

Young people in Coventry have made good progress in their GCSEs. The Council is working with schools to narrow the gap in attainment between the city and the rest of the country. Provisional results for 2011 show that 54.6% of Coventry's young people achieved five good GCSEs, that is, 5 A*-Cs including English and Maths. The city's GCSE results have improved at a faster rate than the England average: between 2007 and 2011, the gap with the England average narrowed from 6.8% (38.9% in Coventry against 45.7% nationally) to 3.2% (54.6% against 57.8%). Coventry remains 3.4% off the local area target for 58% of young people to achieve five good GCSEs.

At the end of Key Stage 2 (last year of Primary school), 71% of children achieved Level 4 or above in both English and Maths, down from 73% last year when Coventry equalled the national average. At A-Level (taken at 18 years of age), Coventry's young people matched last year's pass rate of 97.4% (A* to E). 40.9% of young people taking A-levels were awarded the highest grades (A* to B), the city's best ever results. This is still below the national average of 52.6% and a priority for improvement.

Although Coventry is a small and compact city, there are variations between different neighbourhoods and communities. The city has a comparatively high proportion of children (27.5%) in poverty; which subsequently

Council Plan Half-Year Performance Report 2011/12

impacts on children's academic achievement, health and their well-being. Over the next few years, the Council and its partners will be addressing these issues, raising aspirations for our young people, and narrowing the gap for priority groups in the city.

... to protect our most vulnerable residents

The Council protects Coventry's most vulnerable residents through social care services, addressing inequalities in health, working with the police and others to reduce crime and violence, preventing people from becoming homeless and supporting those that do, and helping people recover from drug and alcohol misuse.

Many services in this area are currently being reviewed and redesigned to improve effectiveness and value for money. Performance in this area will be measured through the development of outcome focused indicators. Indicators are being developed to measure the effectiveness of the transition from children's to adult social care and the range of ways in which the Council and its partners are trying to reduce the harm caused by domestic violence and abuse. The Department of Health has developed the Adult Social Care Outcomes framework for 2011/12; although this is still a work in progress. The number of social care users benefiting from personal budgets continues to increase. This should improve service users' well-being by giving them opportunities to make their own choices and take control in their lives. Currently, 45.8% of service users take up personal budgets.

Overall crime figures are down by 13.8% compared to the same period the previous year, but the number of most serious violent crimes is only down 1.8%, compared to the target of 6%. Over the last 12 months, 21% of drug users in treatment successfully completed treatment, better than the national average of 14%. Further improvement is expected when the new contract to deliver all drug and alcohol treatment services in Coventry and Warwickshire commences in December. The housing options service is being redesigned to improve the customer experience and reduce costs. There is an increased emphasis on preventing homelessness; 834 cases were prevented in the first six months of this year, compared to 494 in the same period the previous year.

... to transform the Council to deliver our vision and objectives

The Council has to respond to a number of major challenges over the next three years. This includes the introduction of new government legislation which will impact on the way in which services are delivered in the future and the continuing need to make large financial savings in order to achieve a balanced budget in future years. Proposals for the 2012/13 budget have been developed and will be considered at the Cabinet Meeting on 29 November. The half-year budgetary reporting process is currently predicting a small revenue overspend, which is expected to be recovered at the year end, and a balanced capital position.

The abc Transformation Programme is an important part of the Council's plans to deliver better and more efficient services for our customers, at the same time as helping to make savings needed to deliver a balanced budget. The abc reviews in progress in 2011/12 are forecast to achieve savings of £12.5m this year. A second early retirement/voluntary redundancy programme was launched in 2011/12 to contribute to required corporate savings targets. Sickness levels have reduced and based upon performance during the first half year the Council is on track to achieve its target of no more than nine days for the full year. There has also been a reduction in the number of reportable incidents to the Health and Safety Executive.

Values

Progress towards the Council's values will be reported at year end.

We will...

- be honest, fair and transparent when we make decisions;
- work with residents, communities and partners to get things done; and
- celebrate all that is good about our city and its future.



Coventry, proud to be a city that works for...

Jobs and growth

Executive summary

This Scorecard is a high-level summary showing the Council's baseline performance on a range of headline indicators. The key messages section focuses on performance information released in April to September 2011.

Key messages at half year

Increasing jobs and growth is one of the Council's four key priorities. Following the severe recession of 2008/09, the UK economy is now only experiencing slow growth, and this is reflected locally in higher unemployment. Despite the difficult economic climate, the Council and its partners are working to continue transforming the city and promoting economic growth.

Jobs Strategy for Coventry

The Council's 'Jobs Strategy for Coventry' was endorsed in March 2011. This sets out the Council's plan to create new jobs and grow the city. Progress at the half-year stage shows that the Council is on track to achieve or exceed the targets set for:

- supporting unemployed people and assisting residents to gain sustainable employment;
- enabling young people into work through paid job placements and apprenticeship opportunities;
- attracting significant investment for the benefit of the city and creating local job opportunities; and
- supporting businesses to develop and grow, and become more environmentally sustainable.

As part of the focus on jobs and growth, a new *Apprenticeship Strategy 2011 to 2014* has been launched, providing a firm commitment to increasing the number of apprenticeships within the Council.

Coventry 2012 public realm works

As Coventry is a London 2012 Olympic co-host city, the Council has attracted European Regional Development Funding to invest in public realm works in the city centre, demonstrating the city's ambition and confidence in the future. By next summer, Coventry will have:

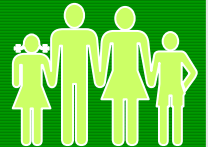
- a traffic-free Broadgate Square with associated green spaces at Trinity Street, outside Holy Trinity Church;
- widened pavements and narrowed carriageways at Gosford Street and Burges/Hales Street, creating pedestrian and traffic shared spaces;
- improvements to the route from the railway station to Bull Yard, including infilling of underpasses; and
- a city centre with less clutter and unnecessary signs.

Flash Facts



Coventry has a higher proportion of people with degrees than the West Midlands regional average

...and a lower number of young people not in education, employment or training (NEET)



Unemployment is higher in Coventry than regionally or nationally.

Key figures from the past six months

In the past six months, the Council has worked for jobs and growth in the following ways:

£45m investment secured

499 jobs supported / safeguarded in the city

32 apprentices working in the City Council

43 apprentices placed with local employers

172 affordable homes delivered

111 empty homes brought in use

Objective 1.1: To create jobs through the growth of business & investment in the city

The Council supports the creation of jobs by helping businesses to invest and by attracting businesses to locate in Coventry. In Apr – Sep, **£45,457,314** worth of investment was secured; over twice the 2011/12 target of £20m. The Council's target is to create 1,000 jobs in Coventry and Warwickshire in 2011/12. So far, the Council supported local businesses in creating or safeguarding **499** jobs in Coventry, and **115** in Warwickshire, giving a total of **614**. Through its sector strategy, the Council is helping businesses access and grow new markets; with a focus on developing low carbon vehicles, digital & ICT and environmental technologies. The Council is also working with partners through the Coventry & Warwickshire Local Enterprise Partnership (LEP); providing a new opportunity to deliver objectives through effective partnership working between the private and public sectors and the city's two universities. Coventry has traditionally had lower rates of new business registrations than the national average; improving this is a key ambition for the LEP.

Jobs supported or safeguarded with Council help



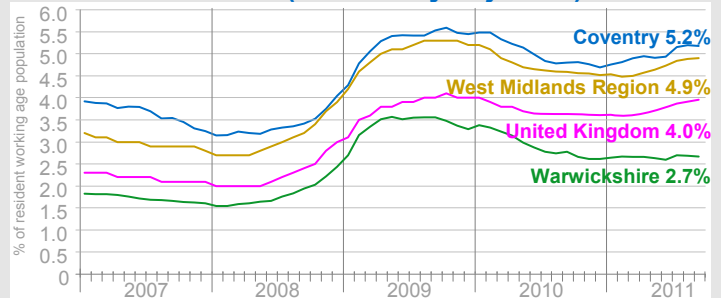
Indicator	Coventry	West Midlands Region	Progress &	
			Target	Actual
Business investment secured (£) (Apr to Sep 2011)	£45.5m	N/A	✓	✓
Jobs supported or safeguarded with Council help¹ (Apr to Sep 2011)	499 in Coventry	N/A	✓	✓
New business registrations per 10,000 aged 16+ (2009, annual)	33.8	47.6	✗	✗

¹ This figure are private-sector jobs supported or safeguarded by the Council, and excludes firms that have relocated within the city.

Objective 1.2: To help more residents get jobs

The financial crisis in 2008/09 reversed Coventry's long and sustained period of rising employment. The expected recovery of the economy is a lot slower than predicted; the public sector is contracting and the private sector is not growing quickly enough to replace those jobs being lost. The latest unemployment rate (September 2011), measured by Jobseeker's Allowance claimant count and seasonally adjusted, is 5.2%; higher than the West Midlands regional average (4.9%). The city's young people are finding it increasingly difficult to gain employment. The Council is helping its residents to secure jobs despite these difficult challenges. The Council is working with employers to bring job opportunities to workless households. In the past six months, this has resulted in 2,146 unemployed people supported (against the annual target of 1,200) and 449 people helped into employment (against the annual target of 500).

JSA claimant count (seasonally adjusted)



Indicator	Coventry	West Midlands Region	Progress &	
			Target	Actual
JSA claimant count (Sept 2011, monthly)	5.2%	4.9%	✗	N/A
Average employment rate (2010/11; annual)	66.2%	67.4%	✗	N/A
Unemployed people supported by Council	2,146	N/A	✓	✓
People helped into employment by Council	449	N/A	✓	✓

Objective 1.3: To help residents improve their skills

Nearly one-third of Coventry's workforce have a degree or equivalent (NVQ 4); over half are qualified to A-Level standard or above (NVQ 3); and over two-thirds are qualified to GCSE level or above (NVQ 2). By working with local colleges, the Council and its partners offer a full range of opportunities to help people improve their skills. The introduction of the Coventry and Warwickshire Local Enterprise Partnership (LEP) enables the Council and local businesses to co-operate more closely and better understand each other.

Percentage of working age population² qualified to National Vocational Qualification (NVQ) levels...

Indicator	Coventry	West Midlands Region	Progress &	
			Target	Actual
At least NVQ Level 2 (e.g. GCSE)	69.9%	67.8%	✗	✗
At least NVQ Level 3 (e.g. A-Level)	51.9%	47.4%	✓	✗
At least NVQ Level 4 (e.g. degree)	31.3%	28.2%	✓	✗

Annual Population Survey 2010, via the Data Service

² Men aged 19-64 and women aged 19-59.











Objective 1.4: Young people stay in education or find work or training

Although Coventry has a lower rate of young people not in employment, education, or training (NEET) than regionally, there are still too many young people in this position across the city.

16-18 year olds – according to the annual surveys conducted by CSWP, the careers company, there were **610** 16-18 year olds NEETs in December 2010. This is approximately 5.8% of the local 16-18 population. The city is doing better than the West Midlands regional average (6.2% NEET) and the England average (6.0%) – and it is an improvement from last year (740 16-18 year olds; or 6.9%).

18-24 year olds – in December 2010, there were **2,665** Jobseeker's Allowance (JSA) claimants aged 18-24; approximately 6.1% of the local population (2010 mid-year estimates). Coventry is performing better than the West Midlands region (8.5%) and the all England average (6.3%) – and it is also an improvement from last year (3,235; 7.6%). JSA claimants are now rising again: by Sep 2011, Coventry's rate has increased to 7.5%; compared to 10.4% in the West Midlands and 8.2% in England.

What we're doing – the Council and its partner agencies have set a target of reducing the number of young people who are NEET by 1,050 over the next three years. To do this, the Council's *Apprenticeship Strategy* sets out a plan to provide 120 positions by 2013/14, and to increase the range of apprenticeships, with a specific focus on skills shortages, looked after children, people from workless households and those not in education, employment and training. At the end of September 2011, the Council has 32 apprentices, on target to reach 60 by the end of March 2012.

Indicator	Coventry	West Midlands Region	Progress &	
			Target	Target
% of 16-18 year old NEET (based on survey; Dec 2010, annual data) Dept for Education, Dec 2010	5.8% 610 young people	6.2%		
18-24 year old NEET, as measured by JSA claimant count² (Dec 2010 data) NomisWeb, Dec 2010	6.1% 2,665 young people	8.5%		
Council's Corporate Apprenticeship Scheme³ (Apr to Sep 2011)	32			
Apprenticeships with local employers and placements made by City Services & Development⁴ (Apr to Sep 2011)	43			

² There is no direct information on NEETS aged 18+. The best approximation of this data comes from Jobseeker's Allowance (JSA) claimant data, as JSA is claimable only by those who are NEET.

³ There are currently 32 apprentices on register. The service will report on: number of people starting an apprenticeship, with a focus on Looked After Children and people with disabilities; as well as apprentices who subsequently secure a job.

⁴ 35 young people began job placements, and 8 NEETs started apprenticeships through the schemes run by the City Services & Development Directorate.

Flash Fact



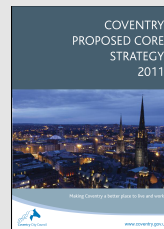
The Council's investment in apprenticeships has helped stimulate the LEP to commit to 100 new apprenticeships in 100 days. This campaign, supported by the *Coventry Telegraph*, will help reduce youth unemployment and improve skills.

Objective 1.5: The provision of housing to meet the needs of residents







While the Council does not directly develop housing, it influences the provision of housing by setting priorities for the spatial planning of the city; and the implementation of the local Housing Policy.

Overall Housing Provision

Coventry's *Strategic Housing Land Availability Assessment* sets out the land supply available for housing. This forms part of the evidence base for the Core Strategy. The Core Strategy consultation ended in October 2011; responses will help inform the Council whether residents feel the Council's overall strategy for new homes meets local needs; e.g. number of houses built, right mix of housing, including social housing. Further evidence is being developed to identify housing figures, based on the city's housing need; including working out the amount of dwellings that can be accommodated within the city over the next 15 years.



Local housing targets are currently being developed as part of the revised Core Strategy.

Indicator	Coventry	West Midlands Region	Progress &	
			Target	Target
Affordable housing delivered (Apr to Sep 2011, updated quarterly)	172			
Empty properties brought back into use (Apr to Sep 2011, updated quarterly)	111			

Public Safety and Housing Division, Oct 2011

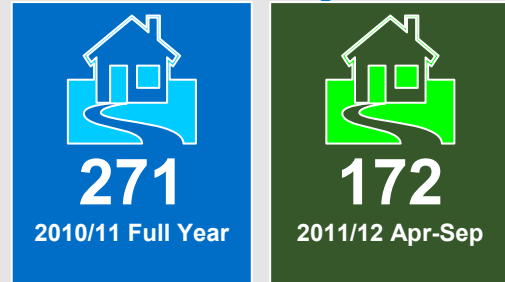
Lower Cost Housing

The Council sets targets for the delivery of lower cost homes, and for bringing back empty properties into use. For instance:

- using *Section 106 agreements* to make sure housing developers provide a proportion of lower cost housing within new developments; and
- taking action to bring empty properties back to use; e.g. those causing a nuisance to neighbours.

The target is to bring 120 homes back into use (including 50 that have been empty for 2+ years and attracting nuisance). So far this year, the Council has brought back 111 homes into use. This includes 38 properties causing nuisance to neighbours.

Increase in affordable housing



Public Safety and Housing Divisional Plan PI Data 2011/12, Oct 2011

Objective 1.6: To increase Coventry's share of the low carbon industry

Coventry is already recognised as a centre for low carbon activity and is beginning to see the economic advantages that such recognition can bring.

By supporting the development of low carbon vehicles and their associated fuelling systems, the city is creating the conditions for investment and jobs growth in this sector.

In the area of housing retrofit, the Council and its partners are exploring new models to supply the local market, thereby reducing fuel poverty.

In addition, the Heatline project will bring cheaper renewable energy to buildings and homes by using the heat from the waste to energy plant in the form of hot water or steam to heat city centre buildings.

Indicator	Coventry
Businesses supported in the low carbon sector	38
Pounds of investment in the low carbon sector	£6,020,215

Business Investment and Enterprise Team, Oct 2011

Living Labs – in partnership with Coventry University, the city became one of the UK's three sites granted *Living Labs* status by the European Network of Living Labs (ENoLL) in June. This will help attract investment from businesses seeking to trial their eco-friendly concepts and products in a new and purpose-built environment.

Objective 1.7: To produce a Core Strategy for the future spatial planning of Coventry

Every local authority has to produce a Core Strategy. This document guides all development for the next 15 years. The Core Strategy sets out a *hub and spokes plan*, with the city centre as the hub and the other areas as the spokes.

While the city could rely on the National Planning Policy Framework, this was rejected on the basis that developing a local plan offered us greater protection for the Green Belt and other green field land; and allows the city to manage its own development in a cogent rather than ad-hoc way.

The public consultation closed on 31st October, and responses will be fed into the Strategy, which is expected to be adopted by Spring 2013.

Hubs and spokes plan

The *hubs and spokes plan* will:

- stop the Green Belt being used for housing estates;
- encourage regeneration;
- support sustainable development;
- bring brown field land back in to use;
- support local shopping centres, health provision and other services;
- improve roads and public transport on key routes into the city;
- reduce the city's carbon footprint;
- use the land required for new homes efficiently;
- provide easy access to the jobs already available;
- focus on the city centre as a showcase for the whole city; and
- improve the health and well-being of Coventry citizens.



Coventry, proud to be a city that works for...

Better pavements, streets and roads

Executive summary

This Scorecard is a high-level summary showing the Council's baseline performance on a range of headline indicators. The key messages section focuses on performance information released in April to September 2011.

Key messages at half year

The Highway Maintenance Programme for 2011/12 was revised in June and the Council is on schedule to complete the programme as planned.

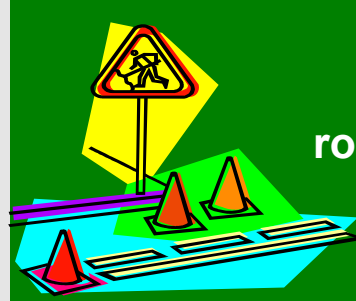
The first tranche of street cleanliness inspections have been completed: 93% of sites inspected were acceptable and 7% fell below the acceptable level of litter. There will be two further tranches of inspections before the end of the year.

This half year has seen a 4.6% increase in fly-tipping. We have had two projects being piloted in the city, which are designed to tackle 'domestic' fly-tipping by changing our residents' behaviour. Both of these initiatives have been shown to be successful and political approval to expand these initiatives was granted on 19 October. The two projects are:

- Care 4 Your Area – This project is designed to persuade residents through education and, if necessary, by using enforcement powers, to keep their wheelie bins off the pavements. The theory is that if the 'street scene' looked less cluttered, then this would deter fly-tipping. The project has been running in a number of streets in the Paradise area of Foleshill and has been successful in reducing fly-tipping by 100%.
- Environmental Grime Scenes – This project is designed to highlight fly-tipping in the street to local residents and to request information in helping us identify who has dumped the rubbish. This project has been running in a number of streets in Ball Hill and Hillfields. This project was successful in reducing fly-tipping in Ball Hill by 75% and in Hillfields by 55%. Furthermore, evidence has been secured enabling the enforcement team to pursue two separate offenders. Although it is early days, these results are encouraging and we are hopeful that this will turn the tide on fly-tipping in the city.

Household waste indicators are on target: provisional data shows that 41.7% of household waste has been reused, recycled or composted and residual household waste per household has reduced to 282kg.

Flash Facts



78 miles of roads in the city have been resurfaced this half-year

This half year the vast majority of the waste fly-tipped in Coventry proved to be from our own residents

(89%)

in areas near to where they live, whilst the remainder was commercial waste.



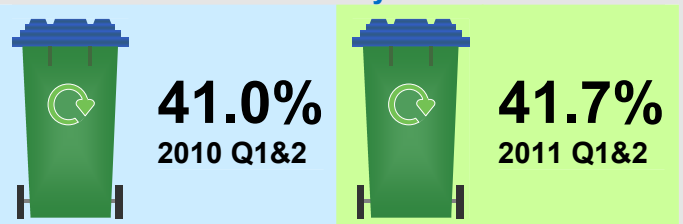
In April to September this year,

27,024 tonnes

of household waste was sent for reuse, recycling or composting.



% of household waste recycled has increased















Amount of residual household waste collected per household has reduced



Objective 2.1: Roads and pavements will be in good condition and be well maintained

Carriageway maintenance – The Highways Maintenance Programme for 2011/12 consists of both preventative and structural maintenance. The majority of the work was scheduled for the summer months, and 91% of carriageway maintenance approved this year has been completed.







Annual surveys on the network condition – 2011/12 data is only available for the % of roads in good or acceptable condition on principal and non-principal roads. Detailed inspection data for a large area of the city is due in January; when this data is in the system, indicators for footways and unclassified roads will be updated. On the principal and non-principal network, a number of surfacing schemes are on-site over the next few weeks, and when completed will have a positive effect on the indicator. Further resurfacing of the network is planned in 2012. This will be reflected in next year's indicators.

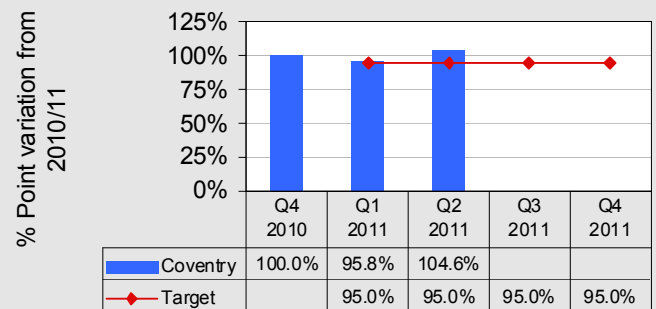
Indicator	Coventry	Progress & Target	
		Coventry	Target
Carriageway maintenance completed (Sep 2011, half year data)	91%		
Roads and footways which are in good or acceptable condition... (updated annually)			
... principal roads (Band A roads) (provisional 2011/12 data)	93%		
... non-principal roads (Band C roads) (provisional 2011/12 data)	85%		
... unclassified roads (2010/11, annually)	71%		
... footways (2010/11, annually)	53%		
Residents surveyed who are satisfied with roads and pavements (Sep 2011, quarterly telephone survey)	61%		

Objective 2.2: Streets will be cleaner and there will be less fly-tipping

Street cleanliness: litter – This indicator measures the percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level, and is based on surveys carried out over three four month periods. The target is to reduce the average score to 6% for 2011. The first tranche of 300 inspections has been completed. The results show a 1% improvement on the first tranche of inspections completed in 2010/11. Only 7% of the inspected sites fall below the acceptable level of litter.

Fly-tipping – The target is to deliver a proactive programme to reduce the number of fly-tips in the city by 5% of the number of fly-tips in 2010/11. In April to June, we achieved a reduction in the number of fly-tipping episodes of 4.2% compared to the same period last year. We traditionally suffer increased levels of fly-tipping in the summer and this year was no different. By the end of September there had been an increase of fly-tipping of 4.6%.











Indicator	Coventry	Progress & Target	
		Coventry	Target
Improved street cleanliness - litter (Sep 2011, 1 st tranche)	7%		
Reduction in fly-tipping in the city (Sep 2011, half-year position)	104.6%		
Residents surveyed satisfied that the Council keeps the land clear of litter and refuse (Sep 2011, telephone survey)	78%		

Fly-tipping 2011/12**Objective 2.3: Recycling levels will increase and the amount of waste will be reduced****Household waste recycled and composted**

At the half-year, performance had increased by 0.7% compared to 2010/11. In total, 41.7% of household waste was reused, recycled or composted against the 2011/12 target of 38%.

Residual household waste collected per household

The 2011/12 target is 617kg per household. At the half year, the amount collected reduced by 5.1% compared to the same period last year. In total, 282kg of residual household waste was collected. The baseline cost of collection for 2010/11 was £43.90 and the target for 2011/12 is £45.00.

Indicator	Coventry	Progress & Target	
		Coventry	Target
Household waste recycled & composted (Sep 2011, half-year data)	41.7% Provisional		
Residual household waste collected per household (Sep 2011, half-year data)	282kg Provisional		
Cost of household waste collection per household (2010-11 baseline; annual)	£43.90		
Residents surveyed satisfied with refuse collection & recycling (Sep 2011, telephone survey)	93% refuse collection 94% recycling		
			



Coventry, proud to be a city that works to...

Support and celebrate our young people

Executive summary

This Scorecard is a high-level summary showing the Council's baseline performance on a range of headline indicators. The key messages section focuses on performance information released in April to September 2011; and therefore, the focus is around attainment information and Ofsted inspection results.

Key messages at half year

Young people in Coventry have made good progress in their GCSEs. The Council is working with schools to narrow the gap in attainment between the city and the rest of the country. Provisional results for 2011 show that 54.6% of Coventry's young people achieved five good GCSEs, that is, 5 A*-Cs including English and Maths. The city's GCSE results have improved at a faster rate than the England average: between 2007 and 2011, the gap with the England average narrowed from 6.8% (38.9% in Coventry against 45.7% nationally) to 3.2% (54.6% in Coventry against 57.8% nationally). Coventry remains 3.4% off the local area target for 58% of young people to achieve five good GCSEs.

At the end of Key Stage 2 (last year of Primary school), 71% of children achieved Level 4 or above in both English and Maths, down from 73% last year when Coventry equalled the national average. At A-Level (taken at 18 years of age), Coventry's young people matched last year's pass rate of 97.4% (A* to E). 40.9% of young people taking A-levels were awarded the highest grades (A* to B), the city's best ever results. This is still below the national average of 52.6% and a priority for improvement.

School performance – all children should be able to attend a good school. Nationally, 65% of schools inspected by Ofsted are good or outstanding. The Council want to exceed this. At the moment, inspections were good / outstanding at: 61% of primary schools; 75% of secondary schools; 53% of post-16 provision; and 72% of special schools and pupil referral units.

Narrowing the gap – although Coventry is a small and compact city, there are variations between the city's neighbourhoods and communities. Coventry has a comparatively high proportion of children (27.5%) in poverty; which subsequently impacts on children's academic achievement, health and their well-being. Over the next few years, the Council and its partners will be addressing these issues, raising aspirations for young people, and narrowing the gap for priority groups in the city.

Demographics: Children in Coventry

Coventry		England
POPULATION		
21.6% (68,264)	AGED 0-17	21.1% (11.05m)
19.2% (60,558)	AGED 0-15	18.7% (9.77m)
27.5% (16,680)	CHILDREN IN POVERTY (based on % Aged 0-15)	20.7% (2.03m)
ETHNICITY		
66.0%	WHITE	79.1%
5.5%	MIXED	4.1%
18.6%	ASIAN	9.1%
7.9%	BLACK	4.9%
1.4%	CHINESE/OTHER	1.8%

Population are ONS mid-year estimates (2010). Ethnicity data are for children in school. Coventry data taken from DataWatch, January 2011. England data for all state-funded schools in England, taken from the Department for Education, January 2011. Percentages do not add up to 100% as not all ethnic origin is known or provided.

Flash Facts



150 languages are spoken in Coventry's schools, including 32 spoken by 50 or more pupils.

35% of children in Coventry's schools belong to an ethnic minority



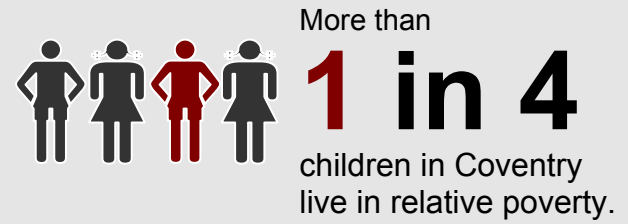
Children achieving 5 good GCSEs¹:



¹ 5 A*-C grades including English and Maths

Objective 3.1: The impact of poverty on children and their families is reduced

Children in poverty achieve less well; are more likely to be obese; have poor dental health; and have a substantially higher risk of teenage pregnancy. The Council is committed to reducing the *impact* of poverty on families to improve children's life chances. In 2010, 27.5% (16,680 children) in Coventry were in relative poverty; compared to 27.6% (16,610 children) in 2009 and 28% (17,360 children) in 2008. The proportion of children in poverty has declined from 2009 to 2010 across the West Midlands region (24% to 23.8%) and England (20.9% to 20.7%). Child poverty is now expected to rise. By 2013, an additional 600,000 children are expected to fall into poverty due to changes to the benefits system. (Institute for Fiscal Studies' projections) Coventry has a higher proportion of people on out-of-work benefits than nationally and it is expected changes to benefits will put more children at risk of poverty.



Indicator	Coventry	England	Progress & Target	
			Target	Actual
Children in relative poverty² (May 2010; annual)	27.5%	20.7%		

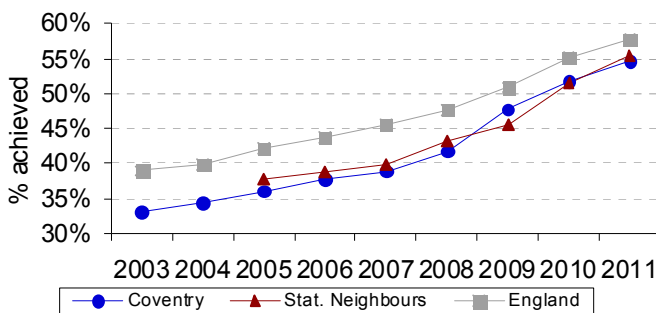
² Relative poverty, as defined in the Child Poverty Act, i.e. under 16s living in households where incomes are under 60% of the national median before housing costs.
 Department for Education and Office for National Statistics, July 2011

Objective 3.2: Children and young people's level of achievement improves

Key Stage 2: 71% achieved level 4+ in both English and Maths; down from 73% last year when the national average was equalled. The local target (80%) was missed.

GCSE: 85% achieved five good GCSEs (A*-C); up 3.2% from last year; and doubled in the last ten years. 54.6% got five good GCSEs including English and Maths; up 2.9%. Coventry has closed the gap to 3.2% points on the national average. However, the city dropped from 6th to 8th place against 11 statistical neighbours, as others improved more quickly, but remains close to their average of 55.4%.

GCSE 5+ A*-C (including English and Maths)



A-Levels: 97.4% pass rate (A* to E) compared with 97.8% nationally. 40.9% achieved A* to B, an improvement from 39% last year. This is lower than 52.6% nationally.

The Overcoming Barriers to Learning programme targets resources to narrow the gap in attainment for key under-achieving and vulnerable groups⁴. In 2009/10, Black African, transient and children in poverty narrowed the gap; but other groups did not keep pace with the increases in the city average. Multidisciplinary groups are now established to bring together schools, children's centres and social care to further support improvements.

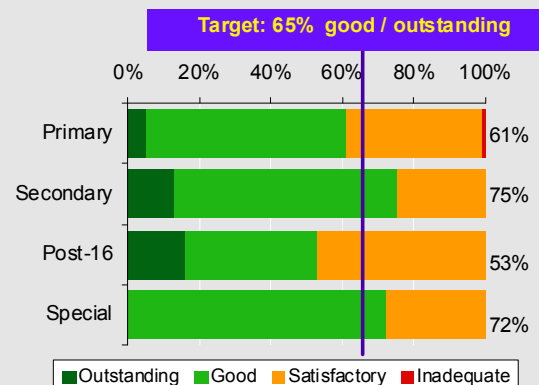
⁴ Key groups identified include Black African, Mixed White/Black African, Black Caribbean, Black Other, Transient, in receipt of Free School Meals, with Special Educational Needs, Looked After Children, and Gypsy/Roma communities.

Attainment – provisional 2011 results show:

Indicator	Coventry	England	Progress & Target	
			Target	Actual
% making expected progress between Key Stage 1 and 2 ³	84% English	N/A		
	82% Maths	N/A		
Level 4+ in both English and Maths	71%	74%		
Five good GCSEs (A*-C) including English and Maths	54.6%	57.8%		
Five good GCSEs (A*-C) all subjects	85.4%	80.0%		
% making expected progress between Key Stage 2 and 4	70.6% English	72.8% English		
	64.0% Maths	65.7% Maths		
A-Level pass rate (A*-E)	97.4%	97.8%		

Examination results are updated annually.
³ Two levels of progress from Key Stage 1 and 2.
 Children, Learning and Young People's Directorate, 21st October 2011.

Schools – at least 65% of schools inspected by Ofsted should be good or outstanding.



Objective 3.3: Children and young people's health and well-being improves

Immunisations

The percentage of Coventry's child population immunised by their second birthday is better than the national average:

- Coventry's Measles, Mumps and Rubella (MMR) uptake has increased from 94.2% last year. This is better than the West Midlands region (already the best of the English regions), and the England average of 89.1%. Indeed, Coventry met the World Health Organisation target of more than 95%.
- The percentage of Coventry's child population immunised against Diphtheria, Tetanus, Polio, Pertussis and Hib (DTaP/IPV/Hib) has increased from last year's 97.6%. Coventry's figure is better than the West Midlands region (97.3%) and England (96%).

NHS Immunisation Statistics, Department of Health, September 2011

Breastfeeding

Evidence demonstrates that breastfeeding has positive health benefits for both mother and baby. In April to June 2011, 39.7% of babies were partially or fully breastfed 6-8 weeks after birth; up from 38.4% in January to March 2011. However, this is below the England average of 45.6%.

Teenage Pregnancy

The rate of conceptions to girls aged 15-17 in 2009, at 59.7 per 1,000 people, has reduced from 62.8 in 2008. However, it is higher than 59.4 in 2007 and is virtually unchanged from 60.5 in 1998. In the period 1998-2009, the rate of teenage conception in Coventry has fallen by only 1.3%, compared to 17.4% across the West Midlands region, and 18.1% in England.

Under-18 and under-16 conception statistics, Department for Education, June 2011

Research evidence demonstrates that good relationship and sexual education and accessible contraception and sexual health advice helps reduce teenage pregnancies. Coventry has launched a "c-card" scheme, which allows anyone aged between 13 and 25 to get free condoms and advice.

Obesity

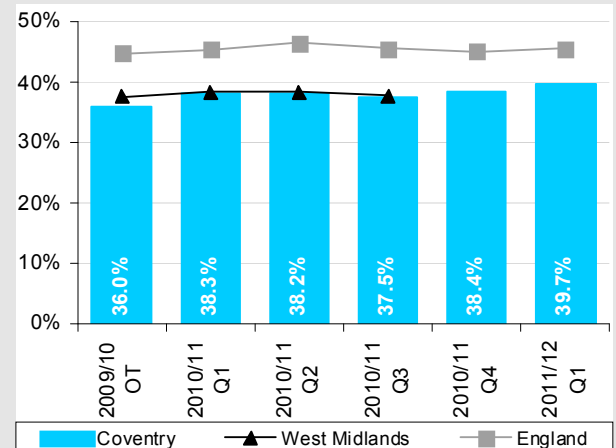
The rate of childhood obesity in Coventry is higher than the national average of 9.8% for children at reception and 18.7% for at Year 6. It is, however, broadly similar to the rates across the West Midlands region.

National Child Measurement Programme, Department of Health, December 2010

Research demonstrates a link between obesity and preventable illnesses, such as diabetes, heart disease and some cancers. The Council is working to reduce childhood obesity, by promoting healthier food choices, and encouraging physical activity by creating attractive play environments.

Indicator	Coventry	West Midlands Region	Progress & Target	
			✓	✗
Percentage immunised against MMR by their 2 nd birthday (2010/11; annual)	95.1%	91.5%	✓	✓
Percentage immunised against DTaP/IPV/Hib by their 2 nd birthday (2010/11; annual)	98.5%	97.3%	✓	✓
Prevalence of breastfeeding at 6-8 weeks (Apr to Jun 2011; quarterly)	39.7%	N/A	✓	N/A
Conceptions to girls aged under 18 per 1,000 population (2009; annual, lagged)	59.7	49.3	✓	✗
Obese children at Reception (2010; annual)	10.5%	10.5%	✗	✗
Obese children at Year 6 (2010; annual)	20.3%	20.5%	✗	✗

Breastfeeding initiation & prevalence at 6 to 8 weeks



Department of Health, August 2011

335 conceptions to girls aged 15 – 17 2009
171 pregnancies were aborted **164** resulted in live birth

 **1 in 10 children in Reception are obese**  **1 in 5 children in Year 6 are obese**

Objective 3.4: Families are given the early help and support they need

Coventry strives to support families through early intervention, as it helps keep families together, and represents better value for money. Official estimates from the Department for Education suggest that there are between 890 to 920 families with multiple problems in Coventry, with around 350 to 360 with a child with Special Educational Needs or behavioural problems.

In the year to September 2011, **1,003** Common Assessment Framework (CAF) assessments were completed. The CAF is a single assessment shared between social care, education and health. It helps ensure that children receive co-ordinated support from different services. By measuring the number of CAFs completed and comparing it to the number of children with multiple problems in the city, professionals can determine whether children and families are given the early help and support they need.

The Positive Parenting Programme offers a range of courses to help parents raise children. Parents' self-esteem is tracked before and after each course using the *Being A Parent Scale (BAPS)*. BAPS indicates parental self-esteem on two scales: *satisfaction* (frustration, anxiety, and motivation) and *efficacy* (competence, ability, and capability), with a top score of 96, representing the ideal parent. Data from the 2010/11 (academic group) indicate an increase of 12.59 point scores upon course completion (from 58.48 to 71.07).

Indicator	Coventry
Number of Common Assessment Framework referrals (year to Sep 2011)	1,003
Difference in point scores on the Being a Parent scale following completion of parenting course (2010/11 data for the Triple-P programme)	12.59

Parents completing a Positive Parenting Programme course in...



205



259

Objective 3.5: Children are supported to live safe from harm







Measuring performance helps us determine whether social care referrals and safeguarding thresholds are appropriate.

The Council is projecting a total of 3,574 social care referrals in 2011/12, a rate of 523.6 per 10,000 under-18s population. This is comparable to last year's total of 3,655 referrals.

Repeat referrals fell from 24.4% last year to 20.3% in the first half of this year. Looked After Children (LAC) remaining in the same placement for 2+ years were down from 66.3% in Apr-Jun 2010 to 61.3% in Apr-Jun 2011.

As of September 2011, there were 577 LAC, down from 589 in July and a record of 623 in July 2010. There are 379 children currently subject to a Child Protection Plan.

Coventry's LAC numbers are still higher than similar areas, so strategies are being put in place to help reduce the number of young people coming into care or custody and to support foster carers. This year, government funding of £300,000 was secured to help implement two programmes: *Multi Systemic Therapy* and *Keeping Foster and Kinship Carers Trained and Supported* by April 2012; thus helping to sustain families and reduce placement breakdowns.

Indicator	Coventry	Progress & Target	
Number of Looked After Children ⁴ (Sep 2011)	577		
Number of Children subject to a Child Protection Plan (Sep 2011)	379		
Social care referrals per 10,000 under-18 population (projected figure for 2011/12)	524		
Repeat referrals to social care (Apr to Sep 2011)	20.3%		
Stability of Looked After placements lasting 2+ years (Apr to Jun 2011)	61.3%		
Young people aged 10-17 receiving their first reprimand, warning or conviction ⁵ rate per 100,000 10-17 year olds (2010/11)	N/A		

⁴ Recognising that Coventry has a higher number of LAC than other similar areas, the target is to reduce the number of LAC.
⁵ In June 2011, the Youth Justice Board introduced three youth justice outcome measures. The first set of data will be published on 26 January 2012.



Coventry, proud to be a city that works to...

Protect our most vulnerable residents

Executive summary

This Scorecard is a high-level summary showing the Council's baseline performance on a range of headline indicators. The key messages section focuses on performance information released between April and September 2011.

Key messages at half year

Improving the experience of adults in social care – Research has shown that personal budgets have a positive effect on well-being, increased choice and control and improving outcomes. 45.8% of adults receiving social care services had a personal budget by the end of July 2011 against a provisional target of 58.2% for the year. Because certain types of service are not appropriate to be provided through a personal budget, take up will not reach 100%. A new measure of the effectiveness of safeguarding procedures has been developed which shows that 91.3% of people were satisfied that their desired outcomes were met.

Health inequality in the city – There was an increase in life expectancy for both males and females for 2008-10 compared to 2007-09 and the gap between males and females decreased; with females expected to live 4.4 years more. The rate of smoking obtained from the 2011 Household Survey was 24%, down from 27% for the previous survey in 2009.

Crime and antisocial behaviour – Latest data showed that the total number of crimes was down 13.8% when compared to the same period the previous year, but serious violent crimes only decreased by 1.8% against a target of 6%.

Homelessness – A key priority is to prevent people becoming homeless through a range of interventions, debt advice, resolving rent arrears, mortgage intervention, advice on illegal notices to quit, private rented tenancies and housing through Coventry Homefinder. In the first six months of the year, 834 cases of homelessness were prevented compared to 494 in the same period the previous year.

Treatment for drug and alcohol misuse – 21% of all Coventry drug users in treatment in the past 12 months have successfully completed treatment, well ahead of the 14% national average. Coventry and Warwickshire have jointly awarded a contract to the charity *Addaction* to provide all the drug and alcohol treatment services from December 2011, with the aim of improving capacity and improved outcomes.

Self-directed support



33.3%
2010/11



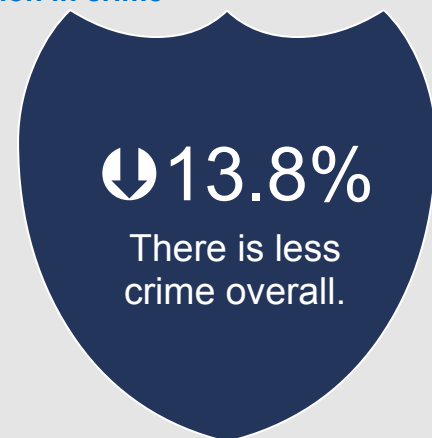
45.8%
2011/12
Apr-Jul

Almost **half** of adults in receipt of social care services have taken up self-directed support, giving them increased choice and control in the way they receive services.

Increased life expectancy

Life expectancy for people in Coventry has increased... and the gap between males and females has decreased.

Reduction in crime



Homelessness



494

homelessness cases prevented
April to end September 2010



834

homelessness cases prevented
April to end September 2011

Objective 4.1: Older people and disabled adults live independently and safely and have more control over their health and social care

The indicators relating to self-directed support and quality of life are taken from the 2011/12 Adult Social Care Outcomes Framework (ASCOF). The first measure, self-directed support, supports the drive towards personalisation. Research has shown that personal budgets have a positive effect in terms of impact on well-being, increased choice and control and improving outcomes. All new users of social care are given a personal budget and existing users transfer at their annual review. The provisional 2011/12 target is 58.2%. Certain types of service are not appropriate to be provided through a personal budget and therefore a 100% take up will not be achieved. The second measure, social care-related quality of life is an overarching measure of the eight domains identified in the ASCOF (control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation), which is collected through the annual Adult Social Care Survey.

The two safeguarding indicators are local measures. Safeguarding alerts are concerns raised where it is thought that abuse may have taken place. It is important that people are encouraged to report such concerns. A safeguarding alert becomes a referral when an adult safeguarding investigation is invoked. As part of the safeguarding investigation the desired outcomes are identified and at the end the person is asked whether these have been met.

Indicator	Coventry	Progress &	
		Progress	Target
People receiving self directed support April to end July 2011	45.8%		
Social care-related quality of life Annual	N/A	N/A	N/A
No. of safeguarding alerts April to end July 2011	265		
% satisfied that safeguarding outcome met¹ April to end July 2011	91.3%	N/A	

¹ This is a first attempt to draw up an outcome focused measure for safeguarding and as such will be kept under review.

Safeguarding alerts



Between April and July 2011, people in Coventry raised **265 alerts** highlighting concerns about vulnerable adults in the city.

Objective 4.2: Support those in transition from child to adult social care

Effective transition from child to adult social care is crucial to the well-being of the young people concerned. A new indicator is being developed, which is intended to measure the quality of the transition by counting the number of transitions with an identifiable transition plan, inclusive of employment options/training, with key outcomes identified at the point of transition.

Indicator	Coventry	Progress &	
		Progress	Target
Effective transition to adult social care²	N/A	N/A	N/A

² This indicator is currently being developed; 2011/12 will be identified as a baseline year and targets set from 2012/13.

Objective 4.3: Health inequality in the city is addressed

The aim is to narrow the gap between the life expectancy of males and females, as well as improving life expectancy overall and reducing the period of disability prior to death. There is a large disparity on both these indicators between the 10% most deprived areas and the 10% least deprived areas in Coventry and the aim is to reduce this gap. In comparison to life expectancy for 2007-09 (76.8 for males and 81.4 for females), there was an increase for both males and females for 2008-10 (77.2 for males and 81.6 for females) and the gap between males and females widened by 0.2 years, with females having a life expectancy of 4.4 more years.

Life expectancy at birth 2008-10



On the whole, there are now fewer smokers in Coventry than before.

















However, 1 in 4 adults in Coventry are obese... and fewer people are exercising at least five times a week.




Smoking is the greatest cause of preventable death and is one of the city's biggest causes of health inequality. The smoking rate in 2011 derived from the *Household Survey* was 24% overall (27% in 2009) but there was high variation between areas: Wood End, Henley and Manor Farm had a rate of 43%. There were 1035 4-week quitters in the first 4 months of the year. These are people who received support from the *NHS Stop Smoking Service* and who reported 4 weeks after the designated quit date that they had not smoked for 2 weeks. The aim is to achieve at least 1991 4-week smoking quitters over the year. This work on helping people to quit smoking is also supported by the work on tobacco control and promotional work to encourage commitment to giving up smoking.

Around 25% of Coventry adults are classed as obese. This affects the health of the individual and costs the NHS considerable sums of money. Participating in exercise and eating sensibly help in reaching and maintaining a healthy weight. Exercising at least 5 times a week dropped by 10% points and eating 5 a day dropped by 2% points since the 2009 Household Survey.

Indicator	Coventry	Progress &	
		Target	Target
Male life expectancy at birth in years 2008-10	77.2		
Female life expectancy at birth in years 2008-10	81.6		
Gap between male and female life expectancy	4.4		
4-week smoking quitters (per 100,000 people aged 16+) April to end July 2011	1035 (407)		
<i>Household survey 2011: Annual-significance test applied to assess progress</i>			
Rate of smoking	24%		
Eating 5+ portions of fruit & vegetables daily	25%		
Participating in physical activity 5+ times a week	33%		







Only one in four people eat the recommended portion of fruits and vegetables each day.



Objective 4.4: Harm caused by crime and antisocial behaviour is reduced




The total number of crimes recorded from 1 April to 3 October 2011 reduced by 13.8% but the most serious violent crimes only decreased by 1.8% against a target of 6%. Of the 216 crimes reported in this category, 37% were detected, against a milestone of 52%. A night time economy operation is taking place every Friday and Saturday night from 10pm to 4am in the city centre and other key areas, using dedicated officers with specific tasks such as static control visibility, engagement with door staff, help with vulnerable people, including helping females into taxis to help them get home safe. A swift response is made to any licensing issues which arise.

The Household Survey has sought residents' perceptions of safety in their area since the first survey was carried out. In 2003, 92% felt safe in the day and 71% at night. In 2011, 97% felt safe in the day and 79% at night; up from 96% and 75% in 2009.

Indicator	Coventry	Progress &	
		Target	Target
Total number of crimes 1 April to 3 October 2011	13,072		
<i>Household Survey 2011: Annual- significance test applied to assess progress</i>			
% households feeling safe in neighbourhood			
... in the day	97%		
... at night	79%		

Objective 4.5: Domestic violence is not tolerated; support and intervention is effective

Currently domestic violence and abuse accounts for around 30% of all violent crimes in Coventry. The Coventry Domestic Violence and Abuse Partnership is currently co-designing a new model and approach to domestic violence and abuse in the city. This will address low, medium and high risk domestic violence incidents. As part of this work, a range of indicators will be developed, which, when taken together, will enable the effectiveness of the various initiatives undertaken across the city to be assessed. The indicator previously included in the Local Area Agreement only covered victims at highest risk. There is a wide range of initiatives which are intended to reduce domestic violence and abuse.

Indicator	Coventry	Progress &	
		Target	Target
Range of indicators to be developed			

Work has been undertaken to identify up to 20 repeat domestic violence offenders who have offended against a number of partners, in order to adopt a case management approach to tackle this behaviour. In July 2011, a new website was launched to provide information, advice and support to members of the public and professional about domestic violence and abuse.

Objective 4.6: People are prevented from being homeless and supported if they do

As part of the fundamental service review of housing, the housing options team will be redesigned in order to improve the customer experience and make savings.

Crucial to achieving both objectives, will be an increased emphasis on preventing people becoming homeless as well as reducing the use of expensive Bed and Breakfast (B&B) accommodation. During the first six months of the year, 275 households had spent some time in B&B.

Homelessness can be prevented in a number of ways: debt advice, resolving rent arrears, mortgage intervention, advice regarding illegal notice to quit, private rented tenancies, housing people through Coventry Homefinder. The numbers helped in this way is up on the same period last year.

Schemes in the pipeline to provide alternatives to B&B include a scheme by Whitefriars consisting of 10 two bedroom social housing units to be used exclusively for homeless people and the development of a Bond Scheme to place potentially homeless people into private sector housing accommodation.

Indicator	Coventry	Progress &	
		Target	
No. of homelessness cases prevented April to end September 2011	834		
No. of households accepted as statutory homeless April to end September 2011	301		

Households accepted as statutory homeless







Objective 4.7: People receive the treatment they need to help them recover from drug and alcohol misuse

Data released at the end of June 2011 shows that currently 21% of all drug users in treatment in the past 12 months had successfully completed treatment, well ahead of 14% national average. The rate of re-presentation of relapsed clients to treatment is also better than the national average.

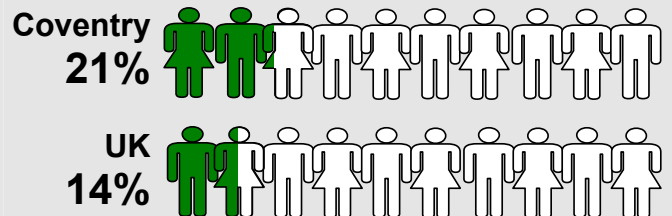
The number of alcohol clients in treatment continues to increase. A new diversion scheme to coerce perpetrators of low level alcohol-related crimes into treatment has begun.

Coventry and Warwickshire have jointly awarded a contract to the charity *Addaction* to provide specialist drug and alcohol treatment services from December 2011. This new service, called The Recovery Partnership, aims to:

- re-align treatment services to better promote recovery as an option for all clients;
- ensure value for money is achieved; and
- increase capacity for the treatment of alcohol users, to ensure 15% of the estimated alcohol-dependent population accesses treatment each year.

Indicator	Coventry	Progress &	
		Target	
Drugs: % exiting treatment successfully 12 month period July 2010 to June 2011	21%		
Alcohol: % completing care planned discharge April to end June 2011	64%		

Successfully completing drug treatment





Coventry, proud to be a city that works to...

Transform the Council to deliver our vision and objectives

Executive summary

This Scorecard is a high-level summary showing the Council's baseline performance on a range of headline indicators. The key messages section focuses on performance information released in April to September 2011.

Key messages at half year

The Council has to respond to a number of major challenges over the next three years. These include the introduction of new government legislation which will impact on the way in which services are delivered in the future and the continuing need to make large financial savings in order to achieve a balanced budget in future years.

Financial Resources

The Council's aim is to deliver a balanced capital and revenue budget each year. Proposals for the 2012/13 budget have been developed and will be considered at the Cabinet Meeting on 29 November.

The abc Transformation Programme

The abc Transformation Programme is an important part of the Council's plans to deliver better and more efficient services, at the same time as helping to make savings needed to deliver a balanced budget. The abc reviews in progress in 2011/12 are forecast to achieve savings of £12.5m this year. This is year three of the five year Fundamental Service Review programme, which has already resulted in significant changes to the way in which services are delivered. Further developments are in place to help track and measure the benefits to customers and the organisation throughout the review process.

ER/VR Programme

A second Early Retirement/Voluntary Redundancy programme was launched in 2011/12 to contribute to required corporate savings targets.

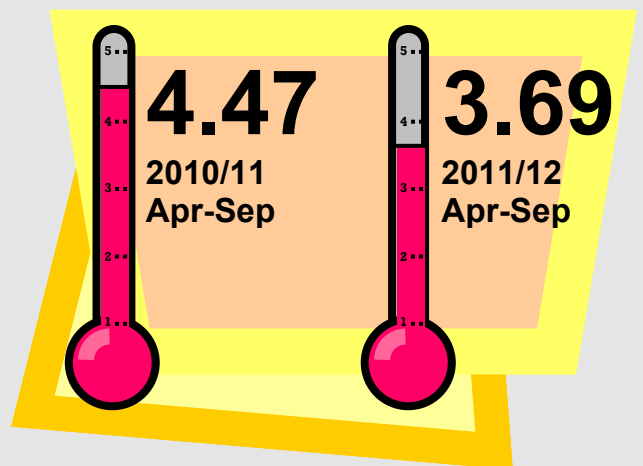
Health, safety and welfare of the workforce

The cumulative sickness figure for the City Council for the six months to 30 September 2011 was 3.69 days. This compares with 4.47 days for the same period in 2010. Good progress on sickness is therefore being made and currently on course to achieve the target of no more than 9.0 days for the full year.



£12.5 million
forecasted savings in 2011/12

Employee sickness: Average days of sickness per employee



Flash Fact: Carbon Trust Standard certification

Coventry City Council received Carbon Trust Standard certification in May 2011.








Awarded to:

Coventry City Council

Objective 8: Reviewing and improving services

8.1 It is easier for people to access the services they need







The programme of transferring services to the Council's Contact Centre has continued. The latest service to transfer during 2011 is Public Protection which has increased service levels to the public. As part of the review of customer management, services have collected information on how, why and where their customers contact the Council. This will inform the next phase of the review including the development of increased levels of self service and first point of contact resolution.

Indicator	Coventry	Progress & Target	
		Progress	Target
Residents surveyed who are satisfied with the way the Council runs things Telephone survey, Sept 2011	69%		
Number of self service transactions undertaken <i>Under development</i>			

8.2 We review what we do to ensure value for money




Savings – The abc Transformation Programme has a savings target of £12.5m for reviews in progress in 2011/12. Savings targets have been allocated to Directorate budgets and are being regularly monitored.

Avoidable Customer Contact – In 2010/11 the Contact Centre estimated that 30.4% of customer contact involving a service request was potentially 'avoidable'. Approximately 25% of these contacts were categorised as being due to customers "progress chasing" their initial service request and approximately 5% as requiring "further clarification." The Contact Centre will continue to monitor avoidable contacts during 2011/12, however there will be no improvement target set at this stage as information collected will continue to fluctuate as new services transfer to the Contact Centre. Instead the information will be used to drive local service improvements and to inform the customer services work programme.

Indicator	Coventry	Progress & Target	
		Progress	Target
Residents who agree that the Council delivers value for money Telephone survey, Sept 2011	54%		
Savings delivered during the year – abc Transformation Programme Sept 2011	£12.5m target		
Reduction in avoidable customer contact 2010/11	30.4%		

8.3 We find ways of doing things better, including working with partners across the city and beyond



The abc Transformation Programme is the means through which the Council will improve its services. The methodology for Fundamental Services Reviews (FSR) is being developed to make sure that the anticipated benefits are considered and tracked at each stage of the review process. Benefits and performance measures will be measured by better customer service, greater efficiency and sustainable delivery. These will be tracked against the Transformation Programme and the Council Plan.

Indicator	Coventry	Progress & Target	
		Progress	Target
Service improvements delivered through FSR processes <i>Under development</i>			

Objective 9: Using resources effectively





9.1 Our Medium Term Financial Strategy provides the resources to meet our priorities, delivers a balanced budget and equips us to face the future with confidence

The revised Medium Term Financial Strategy for 2012-15 was approved by Council on 18 October. The pre-budget report has been prepared and sets out proposals to achieve a balanced budget for 2012/13. The report is due to be considered by Cabinet on 29 November and the final budget will be set in February 2012. The half-year budgetary control report is currently predicting a small revenue overspend, which should be recovered at the year end, and a balanced capital position.

Indicator	Coventry	Progress & Target	
		Progress	Target
Balanced capital and revenue budget outturn for 2011/12			

9.2 We make best use of all our resources and the council's carbon footprint is reduced

The Carbon Management Plan approved in September 2009 set an aspirational target for the Council to reduce its carbon emissions by 30% over the next five years. The latest review of projects detailed in the Carbon Management Plan indicates that they are likely to deliver a 13% reduction of carbon emissions. The cancellation of the Building Schools for the Future programme has significantly impacted on the target. The Council is currently investigating other avenues that will deliver carbon benefits, subject to appropriate levels of funding. The performance of the Carbon Management Plan as well as a review of targets will be reported to Cabinet Member (Sustainability and Local Infrastructure) in December. In addition a Fundamental Service Review has been initiated to maximise carbon reduction opportunities for the Council. In 2010/11 the Council emitted approximately 60,000 tonnes of CO₂, a decrease of 0.8% on the 2009/10 reported emissions. There was also an overall 0.7% decrease in energy consumption. A range of projects is underway to make the best use of resources available, for example the installation of more energy efficient lighting in Council buildings.

Indicator	Coventry	Progress & Target	
Total energy use in Council buildings and schools 2010/11	162,170,019 kWh		
CO ₂ emissions from Local Authority operations 2010/11	60,028 tonnes		




The Council (including schools) received **Carbon Trust Standard certification** in May 2011; this National Accreditation was awarded in recognition of the Council's commitment to carbon management and evidence of measuring and achieving a carbon reduction over the last three years. Coventry is one of only thirty local authorities to have achieved accreditation under the Standard, and one of nearly five hundred in total across all sectors. In addition, the Council is ranked in the top 13% of all UK organisations participating in the government led **CRC Energy Efficiency Scheme** which aims to help reduce carbon emissions and help the environment.

9.3 Performance is well managed

This will ensure that the Council's resources are used effectively, targeted towards achieving the Council's objectives and improving services.

Performance Management Framework

The Council's Performance Management Framework was revised in April 2011. The principles were to make sure that performance is managed at the right levels in the organisation and that the right information is available, to the right people and at the right time. Other intended benefits were to improve effectiveness by simplifying processes and avoiding duplication in the collection of information. An evaluation of the new arrangements is planned for January – March 2012.

Indicator	Coventry	Progress & Target	
Performance is well managed Under development			








Managing Performance – Competencies

In April 2011 a new competency framework for employees was implemented as part of a revised appraisal process. The scheme will encourage individual behaviours, including managing performance, at all levels in the organisation.

Objective 10: Supporting Councillors and staff

10.1 Councillors and employees develop the skills, and access the training and support they need

The new competency based appraisal scheme was implemented in April 2011. This is the first year of the new scheme and reports are still being defined: as a result the percentage of appraisals carried out will be reported at the year end. A large amount of employee training has been delivered as part of the Fundamental Services Reviews and the Council is on track to achieve the target of an average of 3 days per employee. The take up of e-learning is low, however this is being promoted through senior manager briefings as a cost effective means of completing mandatory training. Individual learning and development needs are identified in discussion with Councillors and funding approved. To date, 64% of the identified needs have been met.



Indicator	Coventry	Progress & Target	
Percentage of individual appraisals carried out April to end September 2011			
Average no. of days per employee spent on training and development April to end September 2011	1.63		
% of Councillors learning and development needs identified that have been met. April to end September 2011	64%		

10.2 Our employees feel valued for their contribution to the organisation and the culture of the organisation is changed

Warwick Business School conducted a two part survey in November 2010 and February 2011 into employees' views on working for the Council. The Council will use these findings to plan improvements and to inform the Cultural Change and Leadership Programme. There will be a follow up survey although the timescale for this has not yet been determined.

Workforce Diversity

At the end-year position for 2010/11, the percentage of employees with a disability was 4.16% and from an ethnic minority 12.65%. At the 2011/12 half-year position, the percentage difference is minimal. This appears to indicate that the Early Retirement/Voluntary Redundancy programme has not had a negative impact on ethnicity and disability factors. There is still the potential for under reporting on disability which could hinder the Council's ability to meaningfully address issues for disabled staff.

Indicator	Coventry	Progress & Target	
		Progress	Target
Employee satisfaction with Council and job Under development	N/A	N/A	N/A
Percentage of employees with - a disability	4.15%		N/A
- from an ethnic minority September 2011	12.47%		N/A

Although no target set for ethnic minority employees within our workforce we do compare with the percentage in the local employed population which is currently estimated as 18%.

10.3 Our managers are excellent leaders







Work is currently underway to develop a new Leadership Framework which will be underpinned by the work already carried out earlier in the year around the launch of the "Coventry Manager", a new appraisal process and a new competency framework. The findings of the Warwick Business School survey will help and inform the Leadership Framework. Briefings have already taken place with senior managers and employees on the importance of everyday leadership, acknowledging and listening to employees and explaining issues.

Indicator	Coventry	Progress & Target	
		Progress	Target
Employee attitude to change Under development	N/A	N/A	N/A

10.4 The health, safety and welfare of the workforce is maintained

The cumulative sickness figure for the City Council for the six months to 30 September 2011 was 3.69 days per full time equivalent. This compares with 4.47 days for the same period in 2010, a reduction of 0.78 of a day. The half year position is also 0.71 of a day below the mid-year cumulative target of 4.4 days. Good progress on sickness is therefore being made, however the winter period is still to be managed, which traditionally has a higher level of sickness. Currently we remain on course to achieve the target of 9.0 days for the full year.

































The total number of RIDDOR accident and assaults reported to the Health and Safety Executive during the first six months of the year has fallen and this is reflected in the time lost per 100 employees.

Indicator	Coventry	Progress & Target	
		Progress	Target
Average no. of working days lost to sickness absence April to end September 2011	3.69		
RIDDOR Incidents (accidents and assaults)			
i. Number reported to Health and Safety Executive April to end September 2011	27		
ii. Number resulting in time lost (per 100 employees) April to end September 2011	0.24		

RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences.

Indicator Summary

Number	Indicator	Q2 2011/12 / Latest Performance	Target 2011/12	Progress	Target Status	Details on...
Our Vision						
Coventry, proud to be a city that works for...						
Jobs and growth						
CP 1.1a	Business investment secured (£)	£45.5m	£20m			Page 6
CP 1.1b	Jobs supported or safeguarded with Council help	499 Cov 115 Warks 614 C&W	1,000 C&W			Page 6
CP 1.1c	New business registration per 10,000 people aged 16+	33.8 2009	50.7 2009			Page 6
CP 1.2a	Jobseekers' Allowance (JSA) claimant count (seasonally adjusted) unemployment	5.2% Sep 2011	N/A		N/A	Page 6
CP 1.2b	Average employment rate	66.2% 2010/11	N/A		N/A	Page 6
CP 1.2c	Unemployed people supported by Council	2,146	1,200			Page 6
CP 1.2d	People helped into employment by Council	449	500			Page 6
CP 1.3	Percentage of working age population (men aged 19-64 and women aged 19-59) qualified to National Vocational Qualification (NVQ) levels...					Page 6
CP 1.3(i)	- At least NVQ Level 2 (e.g. GCSE)	69.9% 2010	77.2% 2010/11			Page 6
CP 1.3(ii)	- At least NVQ Level 3 (e.g. A-Level)	51.9% 2010	57.2% 2010/11			Page 6
CP 1.3(iii)	- At least NVQ Level 4 (e.g. degree)	31.3% 2010	33.6% 2010/11			Page 6
CP 1.4a	Percentage of 16-18 year olds not in education employment or training (NEET) (based on survey)	5.8% Dec 2010	N/A		N/A	Page 7
CP 1.4b	Percentage of 18-24 year olds NEET, as measured by Jobseekers' Allowance claimant count	6.1% Dec 2010	N/A		N/A	Page 7
CP 1.4c	Council's Corporate Apprenticeship Scheme	32	60			Page 7
CP 1.4d	Apprenticeships with local employers and placements made by City Services & Development	43	N/A	N/A	N/A	Page 7
CP 1.5a	Affordable housing delivered	172	304			Page 7
CP 1.5b	Empty properties brought back into use	111	120			Page 7
CP 1.6a	Number of businesses supported in the low carbon sector	38	N/A	N/A	N/A	Page 8
CP 1.6b	Pounds of investment in the low carbon sector	£ 6,020,215	N/A	N/A	N/A	Page 8

Number	Indicator	Q2 2011/12 / Latest Performance	Target 2011/12	Progress	Target Status	Details on...
Coventry, proud to be a city that works for... Better pavements, streets and roads						
CP 2.1a	Percentage of carriageway maintenance completed	91%	100%			Page 10
CP 2.1b(i)	Roads which are in good or acceptable condition... principal roads (Band A roads) (Annual Survey)	93% Provisional	Baseline Year			Page 10
CP 2.1b(ii)	Roads which are in good or acceptable condition...non-principal roads (Band C roads) (Annual Survey)	85% Provisional	Baseline Year			Page 10
CP 2.1c	Roads which are in good or acceptable condition... unclassified roads (Annual Survey)	71% 2010/11	Baseline Year			Page 10
CP 2.1d	Footways which are in good or acceptable condition (Annual Survey)	53% 2010/11	Baseline Year			Page 10
CP 2.1e	Percentage of residents surveyed who are satisfied with roads and pavements (Quarterly Telephone survey)	61%				Page 10
CP 2.2a	Improve street cleanliness - litter	7% Tranche 1	6%			Page 10
CP 2.2b	Reduction in fly-tipping in the city	104.60%	95%			Page 10
CP 2.2c	Percentage of residents surveyed who are satisfied that Coventry City Council are keeping the land clear of litter and refuse (Quarterly Telephone Survey)	78%				Page 10
CP 2.3a	Household waste recycled and composted	41.7% Provisional	38%			Page 10
CP 2.3b	Residual household waste collected per household	282kg Provisional	617kg			Page 10
CP 2.3c	Cost of household waste collection per household	£43.90 2010/11	£45.00			Page 10
CP 2.3d(i)	Percentage of residents surveyed who are satisfied with refuse collection (Quarterly Telephone Survey)	93%				Page 10
CP 2.3d(ii)	Percentage of residents surveyed who are satisfied with recycling (Quarterly Telephone Survey)	94%				Page 10

Number	Indicator	Q2 2011/12 / Latest Performance	Target 2011/12	Progress	Target Status	Details on...
Coventry, proud to be a city that works to... Support and celebrate our young people						
CP 3.1	Children in relative poverty (as defined in the Child Poverty Act, i.e. under 16s living in households where incomes are under 60% of the national median before housing costs)	27.5% 2010	N/A	=	N/A	Page 12
CP 3.2a(i)	Percentage making expected progress between Key Stage 1 and 2 - English	84% Provisional	91%	✗	✗	Page 12
CP 3.2a(ii)	Percentage making expected progress between Key Stage 1 and 2 - Maths	82% Provisional	89%	✗	✗	Page 12
CP 3.2b	Level 4+ in both English and Maths	71% Provisional	80%	✗	✗	Page 12
CP 3.2c	Five good GCSEs (A* to C) including English and Maths	54.6% Provisional	58%	✓	✗	Page 12
CP 3.2d	Five good GCSEs (A* to C) all subjects	85.4% Provisional	80.0%	✓	N/A	Page 12
CP 3.2e(i)	Percentage making expected progress between Key Stage 2 and 4 - English	70.6% Provisional	N/A	✓	N/A	Page 12
CP 3.2e(ii)	Percentage making expected progress between Key Stage 2 and 4 - Maths	64% Provisional	N/A	✓	N/A	Page 12
CP 3.2f	A-Level pass rate (A* to E)	97.4% Provisional	N/A	✓	N/A	Page 12
CP 3.2g(i)	Percentage of schools inspected by Ofsted rated as good or outstanding - Primary schools	61%	65%	N/A	✗	Page 12
CP 3.2g(ii)	Percentage of schools inspected by Ofsted rated as good or outstanding - Secondary schools	75%	65%	N/A	✓	Page 12
CP 3.2g(i)	Percentage of schools inspected by Ofsted rated as good or outstanding - Post-16 provision	53%	65%	N/A	✗	Page 12
CP 3.2g(i)	Percentage of schools inspected by Ofsted rated as good or outstanding - Special schools	73%	65%	N/A	✓	Page 12
CP 3.3a(i)	Percentage of children immunised against Measles, Mumps and Rubella (MMR) by their 2nd birthday	95.1% 2010/11	95%	✓	✓	Page 13
CP 3.3a(ii)	Percentage of children immunised against Diphtheria, Tetanus Polio, Pertussis & Hib (DTaP/IPV/Hib) by their 2nd birthday	98.5% 2010/11	95%	✓	✓	Page 13
CP 3.3c	Prevalence of breastfeeding at 6-8 weeks	39.7% Q1	N/A	✓	N/A	Page 13
CP 3.3d	Under 18 conception rate per 1,000 population	59.7 2009	45.38 by 2010	✓	✗	Page 13
CP 3.3e	Obese children at Reception	10.5% 2010	10.9%	✗	✗	Page 13

Number	Indicator	Q2 2011/12 / Latest Performance	Target 2011/12	Progress	Target Status	Details on...
CP 3.3f	Obese children at Year 6	20.3% 2010	19%			Page 13
CP 3.4a	Number of Common Assessment Framework (CAF) referrals	1003 Oct 2010 to Sept 2011				Page 14
CP 3.4b	Difference in point scores on the Being a Parent scale following completion of parenting course	12.59 2010/11				Page 14
CP 3.5a	Number of Looked After Children (LAC) (updated monthly)	577				Page 14
CP 3.5b	Number of children subject to a Child Protection Plan (updated monthly)	379				Page 14
CP 3.5c	Social care referrals per 10,000 under-18 population	524 Projected for 2011/12				Page 14
CP 3.5d	Repeat referrals to social care	20.30%				Page 14
CP 3.5e	Stability of Looked After placements (lasting 2+ years)	61.3% 2011/12 Q1	68% 2010/11			Page 14
CP 3.5f	Young people aged 10-17 receiving their first reprimand, warning or conviction - rate per 100,000 population aged 10-17					Page 14

Coventry, proud to be a city that works to...

Protect our most vulnerable residents

CP 4.1a	People receiving self directed support	45.8% Apr-Jul 11	58.2% Provisional			Page 16
CP 4.1b	Social care-related quality of life (Annual Survey)					Page 16
CP 4.1c	Number of safeguarding alerts	265 Apr-Jul 11	800			Page 16
CP 4.1d	Percentage satisfied that safeguarding outcome met	91.3% Apr-Jul 11	88%			Page 16
CP 4.2	Effective transition from child to adult social care	This indicator is currently being developed. 2011/12 will be baseline year, targets set for 2012/13 onward				Page 16
CP 4.3a(i)	Male life expectancy at birth in years	77.2 2008-10				Page 17
CP 4.3a(ii)	Female life expectancy at birth in years	81.6 2008-10				Page 17
CP 4.3a(iii)	Gap between male and female life expectancy in years	4.4 2008-10				Page 17
CP 4.3b	4-week smoking quitters (per 100,000 people aged 16+)	1035 (407) July 2011	1991 2011/12			Page 17
CP 4.3c(i)	Household Survey 2011: Rate of smoking	24%				Page 17
CP 4.3c(ii)	Eating 5+ portions of fruit and vegetables daily	25%				Page 17
CP 4.3c(iii)	Participating in physical activity 5+ times a week	33%				Page 17

Number	Indicator	Q2 2011/12 / Latest Performance	Target 2011/12	Progress	Target Status	Details on...
CP 4.4a	Total number of crimes	13072	Reduction of 6%			Page 17
CP 4.4b	Household survey 2011 % households feeling safe in neighbourhood in day	97%				Page 17
CP 4.4c	% households feeling safe in neighbourhood at night	79%				Page 17
CP 4.5a	Range of indicators to be developed around assessing effectiveness of initiatives to reduce domestic violence and abuse					Page 17
CP 4.6a	Number of homelessness cases prevented	834	1500			Page 18
CP 4.6b	Number of households accepted as statutory homeless	301				Page 18
CP 4.7a	Drugs: percentage exiting treatment successfully (rolling 12 months)	21% Q1				Page 18
CP 4.7b	Alcohol: percentage completing care planned discharge	64% Q1				Page 18

Our Values

Honest, fair and transparent when we make decisions

CP 5 Indicators under development and will be reported at year end.

Working with residents, communities and partners to get things done

CP 6 Indicators under development and will be reported at year end.

Celebrating all that's good about our city and its future

CP 7 Indicators under development and will be reported at year end.

Improving how we work

Reviewing and improving services

CP 8.1a	Residents surveyed who are satisfied with the way the Council runs things	69.0%				Page 20
CP 8.1b	Number of self service transactions undertaken	Indicator under development				Page 20
CP 8.2a	Residents who agree that the Council delivers value for money	54.0%				Page 20
CP 8.2b	Savings delivered during the year -abc Transformation Programme	£12.5m Estimate for 2011/12	£12.5m			Page 20
CP 8.2c	Reduction in avoidable customer contact	30.4% 2010/11				Page 20
CP 8.3	Service improvements delivered through Fundamental Service Review (FSR) processes	Indicator under development				Page 20

Number	Indicator	Q2 2011/12 / Latest Performance	Target 2011/12	Progress	Target Status	Details on...
Using resources effectively						
CP 9.1	Balanced capital and revenue budget outturn for 2011/12	On Target	Balanced capital & revenue budget outturn			Page 20
CP 9.2a	Total energy use in Council buildings and schools	162,170,019 kWh	N/A		N/A	Page 21
CP 9.2b	CO ₂ emissions from Local Authority operations	60,028 tonnes 0.8% reduction 2010/12	13% reduction by 2014/15			Page 21
CP 9.3	Performance is well managed	<i>Indicator under development</i>				Page 21
Supporting councillors and staff						
CP 10.1a	Percentage of individual appraisals carried out for employees who have been in post for 12 months	New scheme reports being developed	100%	N/A	N/A	Page 21
CP 10.1b	Average number of days per employee spent on training and development	1.63 days	3 days			Page 21
CP 10.1c	Percentage of Councillors' learning and development needs identified that have been met	64%	100%			Page 21
CP 10.2a	Employee satisfaction with Council and job	<i>Indicator under development</i>				Page 22
CP 10.2b i	Percentage of employees with a disability	4.15%	N/A		N/A	Page 22
CP 10.2b ii	Percentage of employees from an ethnic minority	12.47%	N/A		N/A	Page 22
CP 10.3	Employee attitude to change	<i>Indicator under development</i>				Page 22
CP 10.4a	Average number of working days lost to sickness absence per full time equivalent	3.69	9			Page 22
CP 10.4b(i)	Number of RIDDOR reportable incidents (accidents & assaults) to the H & S Executive	27	<90			Page 22
CP 10.4b(ii)	Number of RIDDOR reportable incidents (accidents & assaults) resulting in time lost (per 100 employees)	0.24	<0.82			Page 22