

**Time and Date**

2.00 pm on Tuesday, 5th July, 2016

Place

Committee Rooms 2 and 3 - Council House

Public business**1. Apologies****2. Declarations of Interest****3. Minutes** (Pages 3 - 8)

- (a) To agree the minutes from the meeting of Cabinet on 31st May 2016
- (b) Matters arising

4. Exclusion of Press And Public

To consider whether to exclude the press and public for the item(s) of private business for the reasons shown in the report.

5. Revenue and Capital Outturn 2015/16 (Pages 9 - 38)

Report of the Executive Director of Resources

6. Coventry's Bid for UK City of Culture 2021 - Progress Update (June 2016)
(Pages 39 - 48)

Report of the Executive Director of Place

7. Council Plan Performance Report 2015/16 (Pages 49 - 84)

Report of the Executive Director of People

8. Development of Whitley South (Pages 85 - 98)

Report of the Executive Director of Place

9. Authority for Attendance at Conference (Pages 99 - 102)

To approve the attendance of Councillor Blundell, Chris West (Executive Director of Resources) and Barry Hastie (Assistant Director, Finance) at the CIPFA Annual Conference to be held on 12th to 14th July 2016 in Manchester.

10. **Outstanding Issues** (Pages 103 - 106)
Report of the Executive Director, Resources
11. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Private business

12. **Development of Whitley South** (Pages 107 - 124)
Report of the Executive Director of Place

(Listing Officer: R Moon, tel: 024 7683 2350)
13. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Chris West, Executive Director, Resources, Council House Coventry

Monday, 27 June 2016

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7683 3237 / 3065, Email: lara.knight@coventry.gov.uk / michelle.salmon@coventry.gov.uk

Membership: Councillors L Bigham, P Akhtar (Deputy Cabinet Member), R Ali (Deputy Cabinet Member), F Abbott, K Caan, G Duggins (Chair), J Innes, A Khan (Deputy Chair), R Lakha (Deputy Cabinet Member), K Maton, J Mutton, J O'Boyle, E Ruane, P Seaman (Deputy Cabinet Member), C Thomas (Deputy Cabinet Member) and D Welsh (Deputy Cabinet Member)

By invitation Councillors J Blundell and G Crookes (non-voting Opposition representatives)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting
OR if you would like this information in another format or language please contact us.

**Lara Knight / Michelle Salmon, Governance Services,
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Public Document Pack Agenda Item 3

Coventry City Council

Minutes of the Meeting of Cabinet held at 1.00 pm on Tuesday, 31 May 2016

Present:

Cabinet Members: Councillor G Duggins (Chair)
Councillor A Khan (Deputy Chair)
Councillor F Abbott
Councillor L Bigham
Councillor K Caan
Councillor K Maton
Councillor J O'Boyle
Councillor E Ruane

Deputy Cabinet Members: Councillor P Akhtar
Councillor R Ali
Councillor R Lakha
Councillor P Seaman
Councillor D Welsh

Non-voting Opposition Members: Councillor J Blundell
Councillor G Crookes

Other Members: Councillor S Bains
Councillor M Lapsa
Councillor P Male
Councillor T Mayer
Councillor D Skinner
Councillor S Walsh

Employees (by Directorate):

Chief Executive's: M Reeves (Chief Executive)

Place: N Clews

People: G Quinton (Executive Director)

Resources: C West (Executive Director), L Knight,
J Newman

Apologies: Councillors J Innes, R Lancaster, J Mutton,
M Mutton, C Thomas

Public Business

143. Declarations of Interest

There were no declarations of interest.

144. **Minutes**

The minutes of the meeting held on 19th April 2016 were agreed and signed as a true record.

There were no matters arising

145. **Implementing the Devolution Agreement - Provision for Mayoral West Midlands Combined Authority**

The Cabinet considered a report of the Chief Executive, which set out the proposals for implementing the Devolution Agreement and provisions for Mayoral West Midlands Combined Authority.

The seven Metropolitan Councils of the West Midlands (Birmingham City Council, City of Wolverhampton Council, Coventry City Council, Dudley Metropolitan Borough Council, Sandwell Metropolitan Borough Council, Solihull Metropolitan Borough Council and Walsall Metropolitan Borough Council) conducted a Review of Strategic Governance in 2014 to assess whether the arrangements for economic development, regeneration and transport as they stood should continue or would benefit from improvements. This review highlighted the positive joint working to date that has been in place through informal arrangements, and then considered the options for the future.

The Cabinet noted that this concluded that the establishment of a combined authority for the West Midlands was best placed to support business, to further growth, and to create jobs to secure an improvement in the region's economic conditions. The Combined Authority would draw together strategic work across transport, economic development, employment and skills, improving outcomes and providing opportunity for the region.

A Scheme was then drafted to form the legal basis for the creation of the new body, containing the membership, powers, functions and voting arrangements. On the 13th October 2015, the Council endorsed these proposals and agreed that Coventry City Council should formally become a constituent member. In addition, it resolved that the Devolution Deal should come back before Cabinet and Council for full consideration and debate. Following this agreement, the Scheme was submitted to Government and a Draft Order ("The Establishment Order") based on the Scheme was created by the Secretary of State.

On 23rd February 2016 the Council consented to a Draft Order being laid before Parliament to allow for the creation of the West Midlands Combined Authority (WMCA). The Cabinet noted that this "Establishment Order" was currently before parliament and was anticipated to come into force on 10th June 2016, on which date the WMCA would be established.

Negotiations with Government had continued to ensure that the WMCA created the right economic development incentives for the people of Coventry. In November 2015, a proposed "Devolution Deal" was signed by the Leaders of the seven Constituent Councils and the three Local Enterprise Partnership Chairs. The "Devolution Deal" was the basis of the agreement and underpinned the first stage of devolution. Assurance work around the Devolution Deal was also

undertaken by PricewaterhouseCoopers (PWC) and Grant Thornton and were appended to the report submitted.

The Cabinet were advised that the Devolution Deal stipulated that the Chair of the WMCA would be a newly, directly elected Mayor, holding specific powers and functions. A draft order, the “Mayoral Election Order” was also appended to the report for consideration. Subject to consent by all of the constituent authorities, it was anticipated that the Order would be laid before Parliament in June 2016 providing for the Election of a Mayor for the WMCA on 4th May 2017. The Cabinet noted however that the Order did not deal with the functions and powers of the Mayor and that this would be dealt with by a further Order.

In conjunction with the “Mayoral Election Order” a draft Scheme had been prepared, which dealt with the proposed functions and powers of the WMCA and the Mayor in line with the Devolution Deal. In particular the Scheme outlined those functions which would be a Mayoral Function, a Joint WMCA and Mayoral Function or a WMCA (non-Mayoral) Function. The scheme operated on the principle that devolution was not about taking powers away from Constituent Councils, but was about drawing down powers from central government or government agencies.

The Cabinet were advised that additional governance arrangements in the Mayoral WMCA ‘functions’ Scheme would include additional members, in pursuit of the WMCA’s ambition to collaborate across the West Midlands geography. A deadline of 10th June 2016 had been given for consideration by the WMCA Shadow/WMCA Board of additional membership.

Subject to the agreement of Council, the Scheme would be subject to public consultation and the report submitted set out the approach to this consultation. Following consultation, the Secretary of State must consider the proposed scheme and the consultation responses. The scheme would form the basis of a third order, the “Functions Order”. It was anticipated that this would be considered by Council in September 2016 before being laid before Parliament.

In line with the “Establishment Order” it was anticipated that the WMCA would come into being as a statutory body on the 10th June 2016. It was noted that Councillor and Officer support from all member authorities was key, both to ensure the collaborative model for the benefit of the West Midlands continued, and also that the citizens of Coventry continued to benefit from the opportunities arising from the Devolution Deal.

Coventry’s elected member representatives to the WMCA were considered and resolved at the Council’s Annual Meeting on 19th May 2016. Alongside the democratically elected Leaders of each local authority, the Chief Executives from the constituent authorities made up the senior leadership team of the WMCA. The constituent CEO’s would, aside from their day-to-day council responsibilities, also have strategic roles within the WMCA.

Strong public feedback during the engagement programme about the creation of the WMCA was that it should not mean extra layers of bureaucracy or new jobs created at an extra cost to the taxpayer and political leaders had been very clear to officers working on the development of the WMCA that wherever possible,

resources should be absorbed by member Councils at no extra cost to the tax payer. As a result, it was proposed that the Senior Management Team of the Combined Authority be made up by Senior Officers from the constituent Councils. This arrangement would include the Head of Paid Service of Coventry City Council (Martin Reeves) taking on the additional responsibility of Head of Paid Service for WMCA on a temporary and part-time basis. This provided a unique opportunity for Coventry to maintain a key strategic position in the new authority. Arrangements had therefore been put in place to delegate responsibility to the Executive Director of Place and members of the Senior Management Board for those areas of responsibility held by the City Council's Chief Executive to exercise on his behalf on the rare occasions that he was not available.

The report indicated that a 'Collective Investment Fund' (CIF) had been an identified priority for the WMCA, with the aim of providing investment for commercial land and property developments, where these were viable but unable to secure all of the required investment to progress. The CIF's focus would be to secure economic return across the region at nil net cost to the WMCA at worst, operating as a revolving fund, for at least a 10-year period with the initial capital being repaid in full at the time the CIF was wound up.

The CIF would be a fund of investments made by the WMCA itself, funded from WMCA prudential borrowing capped at £70 million, as soon as the WMCA had the necessary borrowing powers. Until such time as the WMCA had the power to borrow, Birmingham City Council had agreed to act as Accountable Body for the CIF, and would therefore undertake any borrowing relating to the CIF in the short to medium term.

It was anticipated that the WMCA Board would approve that Finance Birmingham be appointed as the Fund Manager for the CIF. Ownership of the CIF funds would however remain with the WMCA, or Accountable Body, and would only be released when loans are fully approved and all necessary paperwork had been completed. The investment strategy and parameters for the CIF would be set by the WMCA. Finance Birmingham will work closely with WMCA member Councils and Local Enterprise Partnerships on the pipeline of investment opportunities.

It was therefore proposed that the Council enter into a legal agreement with Birmingham City Council to confirm that they would share the risks associated with the CIF and therefore any losses, in equal proportions with the other West Midlands councils. The Cabinet noted that this would only be triggered in the event that the WMCA was unable to fund any losses from its own financial resources.

RESOLVED that the Cabinet:-

- 1. Having considered the Devolution Deal and the due diligence work surrounding it, recommend that the City Council agree the Devolution Deal.**
- 2. Consent to the Draft Order ("The Mayoral Election Order") providing for the election of a directly elected Mayoral for the West Midlands Combined Authority and request the confirmation of the City Council.**

- 3. Delegate approval of any minor drafting amendments of the Order (“The Mayoral Election Order”) to the Chief Executive, following consultation with the Leader of the Council, this delegation is to include approval of the term of the elected Mayor as this is still under ministerial discussion; and request the confirmation of the City Council.**
 - 4. Approve the draft Mayoral West Midlands Combined Authority “functions” Scheme for public consultation and request the confirmation of the City Council.**
 - 5. Delegate approval of any minor drafting amendments to the draft Mayoral WMCA “functions” Scheme to the Chief Executive, following consultation with the Leader of the Council, this delegation is to include the approval of additional members of the Combined Authority, as per paragraph 2.3.9 of the report submitted, and request the confirmation of the City Council.**
 - 6. Having considered the arrangements for the Head of Paid Service of the Council taking on additional responsibility as Head of Paid Service for the West Midlands Combined Authority, the City Council be recommended to approve these arrangements.**
 - 7. Approve that the Council enter into a legal agreement with Birmingham City Council to share the risks associated with the West Midlands Combined Authority Collective Investment fund and therefore any losses in equal proportion with the other West Midlands Metropolitan District Councils, i.e. one seventh each.**
 - 8. Delegate authority to the Executive Director of Resources (Section 151 officer), following consultation with the Leader of the Council, to finalise the West Midlands Combined Authority Collective Investment Fund risk sharing legal agreement with Birmingham City Council.**
- 146. Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of public business

(Meeting closed at 1.10 pm)

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Cabinet
Council
Audit and Procurement Committee

5th July 2016
12th July 2016
25th July 2016

Name of Cabinet Member:

Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected: All

Title:

Revenue and Capital Outturn 2015/16

Is this a key decision?

Yes

The Council's final outturn position for the year relates to financial matters in excess of £1.0m in one financial year.

Executive Summary:

This report outlines the final revenue and capital outturn position for 2015/16 and reviews treasury management activity and 2015/16 Prudential Indicators reported under the Prudential Code for Capital Finance.

The overall financial position includes the following headline items:

- Revenue overspending of £1.3m which will be balanced to nil by a contribution from the General Fund Balance.
- £5.8m of costs incurred as a result of early retirement and voluntary redundancy decisions. This follows and is consistent with approval of the programme of staffing reductions agreed by Cabinet in November 2015.
- Headline variations including an over-spend of £5.4m within the People Directorate and an under-spend of £5.6m within the Asset Management Revenue Account.
- Capital Programme expenditure of £104m and capital spending of £10.9m rescheduled into 2016/17.
- Revenue reserve balances reducing from £84m to £83m. After taking into account capital grants received and capital receipts generated ahead of the need to spend, overall reserve balances have increased by £10m to £95m.

The report includes a recommendation to approve the project costs of bringing forward the current relocation of staff from Christchurch and Spire Houses to allow early commencement of the new destination water-park, swimming pool and leisure centre. The £1.3m project costs will be self-financing and deliver a £0.1m saving.

Recommendations:

Cabinet is requested to:

1. Approve the final revenue outturn position of a £1.3m overspend, balanced to nil by a £1.3m contribution from the General Fund Balance.
2. Recommend to Council that it approves £3.4m in-year funding of redundancy and retirement costs.
3. Approve the final capital expenditure and resourcing position, incorporating expenditure of £104.1m against a final budget of £113.7m; £10.9m expenditure rescheduled into 2016/17 and an over-spend of £1.3m.
4. Approve additional costs of £1.3m in 2015/16 and 2016/17 financed by associated savings, of relocating staff earlier than planned from Christchurch House/Spire House (CRH/SH) to allow accelerated development of the new water-park, swimming pool and leisure centre.
5. Approve the outturn Prudential Indicators position in section 2.4.4 and Appendix 3.

Council is requested to:

1. Approve £3.4m in-year funding of redundancy and retirement costs.

Audit and Procurement Committee is recommended to:

1. Consider the contents of the report and determine whether there are any issues which it wants to refer to the Cabinet Member for Strategic Finance and Resources.

List of Appendices included:

Appendix 1	Detailed breakdown of Directorate Revenue Variations
Appendix 2	Capital Programme Changes and Analysis of Rescheduling
Appendix 3	Prudential Indicators

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

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

Yes - Audit and Procurement Committee 25th July 2016

Will this report go to Council?

Yes – 12th July 2016

Report title: Revenue and Capital Outturn 2015/16

1. Context (or background)

1.1 This report sets out the Council's revenue and capital outturn position in 2015/16 and performance against its Prudential Indicators for the year. The City Council set a revenue budget for the year of £238m and a Directorate Capital Programme of £124m.

1.2 The reported figures show the Council's financial position in relation to management accounts used to monitor performance through the year. The Audit and Procurement Committee will consider separately the Council's statutory Statement of Accounts.

2. Options considered and recommended proposal

2.1 Revenue Outturn

2.1.1 Table 1 below summarises the outturn position - an overspend of £1.3m prior to a planned contribution from the General Fund Balance which brings the overall position to a nil variation.

Table 1 Summary Outturn Position

Directorate	Net Budget £m	Outturn £m	Variance £m	Variance %
Chief Executives	1.6	1.6	0.0	0.0%
Place	29.5	29.6	0.1	0.0%
People	162.5	167.9	5.4	3.3%
Resources	10.1	8.8	(1.3)	12.9%
	203.7	207.9	4.2	2.1%
Contingency & Central Budgets	34.7	31.8	(2.9)	(8.4%)
Resourcing of Net Budget	(238.4)	(238.4)	0.0	0%
Bottom Line Variance	0.0	1.3	1.3	0.5%
General Fund Balance Contribution	0.0	(1.3)	(1.3)	
Final Outturn	0.0	0.0	0.0	

2.1.2 A projected over-spend of £3.3m was reported at quarter 3. The underlying movements between quarter 3 and outturn are as follows:

- Contingency and Central - £3.0m over-spend
- People Directorate - £3.1m under-spend
- Resources - £1.3m under-spend
- Place Directorate - £0.6m under-spend

This results in an overall underlying net under-spend of £2.0 in the final quarter and an overall over-spend of £1.3m.

Further detail is set out below.

2.1.3 Directorate Positions

Contingency and Central

Central budgets reflect an under-spend of £5.6m within the Asset Management Revenue Account. A projected position of £4.4m had been forecast at quarter 3 as a result of rescheduled capital expenditure leading to lower capital financing costs. The further under-spend at outturn relates to further dividends of £0.5m released from the Coventry & Solihull Waste Disposal Company plus £0.6m lower than expected debt repayment costs to the Public Works Loans Board. Remaining central budgets have over-spent by £2.7m. This relates primarily to an additional contribution of £3.4m to fund redundancy and early retirement costs that were not in the original budget but which are recommended in this report.

People

The People Directorate is reporting a net overspend of £5.4m. This is made up of a significant overspend on Community Purchasing of £7.0m, an overspend on Children's Placements of £1.0m (made up from non-delivery of internal fostering target £0.4m, Staying Put £0.2m, and increased cost activity, and an overspend on supported accommodation for 17 and 18 years olds of £0.7m). This is offset by some other underspends across the directorate, including a one-off underspend within Education and additional support for core activity from the Public Health grant.

Within Adult Social Care Community Purchasing budgets, an increase in demand for externally commissioned packages of care as well as increasing needs of existing service users is both adding to the existing underlying overspend as well as preventing the savings expected from managing cost and activity.

The position includes the additional £10m of resource for Children's Services as approved in the budget report; and £2m of the £3m reserve which is for 2015/16 only. The reserve is being used to offset further overspend in Children's Placements and a £1.2m pressure across children's permanency allowances. A fundamental review of all People Directorate budgets and activity is being carried out to ensure that the underlying budget variance can be reduced and managed over the medium term. nb

Resources

Resources has an underspend of £1.3m at Outturn. This is largely as a result of some non-delivery of turnover targets, offset against an overachievement of income on the agency rebate, and underspends on talent and skills; ICT, and the external advisor budget within Transformation. There are also a number of areas that have underspends as a result of early achievement of budget savings where the budget will be removed in 2016/17.

Place

The Place Directorate's overall £0.1m over-spend includes the following variations. The major review of Parks & Street Cleansing to remove £1.5m from the service costs is now complete. This was unfortunately delayed due to process and challenge, resulting in a part year effect saving of £0.9m, and a £0.6m pressure. There has been a c1% growth in waste disposal tonnages in 2015/16, resulting in a Waste Disposal pressure of £0.7m. This is caused by both existing household 'normal' growth, and also the some additional new households that are materialising as a result of the successful growth of the city. Assumed future growth is now budgeted for from 2016/17.

Whilst some income pressures still exist, net additional income across the directorate of c£0.2m has been received. Other net underspends totalling £0.9m include £0.3m relating to the rescheduling of fleet related debt costs, and deferred works of c£0.5m in relation to parks, street lighting and corporate property.

2.1.4 The need for the Council to manage very large cuts in government resources in recent years has required wide-ranging measures to reduce the Council's cost base with the most important element of this being large-scale reductions in the Council's employee numbers. A resourcing package for Council staffing reductions was approved by Cabinet in November 2015 and nearly 300 individuals have agreed to leave the Council as a result of redundancy and early retirement decisions within 2015/16. The Council has incurred costs of £5.8m following this compared with £10.3m in 2014/15. A budget of £2.4m exists to part fund these costs and this report recommends funding the remaining £3.4m from within the overall revenue bottom line. This will ensure that the £12.5m reserve balance established as part of the November report will be available to support future redundancy and early retirement programmes.

2.1.5 Relocation of staff from Christchurch House/Spire House (CRH/SH)

The Council has identified that it needs to deliver the new city centre water-park, swimming pool and leisure centre as soon as possible. The facility will be a visible symbol of growth and regeneration and is part of the city centre transformation vision along with Friargate (FG). It will support the city centre south development and demonstrate physical change in the city centre, use redundant sites in the city centre and have a positive impact on the people of Coventry in terms of better sports provision.

In order to do this it has been necessary to accelerate vacant possession of CRH/SH and relocate the relevant staff to other accommodation on a temporary basis ahead of the completion date for Friargate. It makes sense to vacate CRH/SH earlier in order to guarantee a date for the sports facility and to avoid the potential of any additional costs (construction inflation and on-going running costs for Fairfax Street sports centre) for the sports project as a result of any delays at FG. The delivery of FG is largely in the hands of Friargate LLP and not the Council so this is the best way to safeguard the delivery of the new sports centre. The sports project is advanced enough to give confidence that if the CRH/SH site could be available earlier, the sports facility will be open in early November 2018, rather than the original date of August 2019 almost 10 months earlier than the original plan. Total costs of £1.3m will arise from ICT and building works and leased building costs to accommodate relocated staff. Savings from vacating CRH/SH and the Fairfax Street site will fund the relocation costs, and produce an overall saving of £0.1m. Approximately £0.1m of the total costs have been incurred in 2015/16 with the majority of the remainder likely to be incurred in 2016/17.

2.2 Reserves

2.2.1 The total reserve balance at the end of 2015/16 is £95.4m, compared with £84.6m at the end of 2014/15. The main reason for this overall increase of £10.8m is the setting aside of capital receipts and capital grants that will be used to fund the 2016/17 Capital Programme. The position excluding these items shows a reduction in revenue reserves of £1.2m. The total reserve movement in 2015/16 is summarised in the table below.

Table 2 Summary of Reserve Movements in 2015/16

Reserves	Balance at 31st March 2015 £000	Increase/ (Decrease) £000	Balance at 31st March 2016 £000
General Fund Balance	(5,160)	1,336	(3,824)
Non-Schools Revenue Reserves:			
Private Finance Initiatives	(11,061)	(710)	(11,771)
Potential Loss of Business Rates Income	(7,100)	4,430	(2,670)
Early Retirement and Voluntary Redundancy	(5,109)	(7,391)	(12,500)
Achievement of Future Savings	(3,424)	2,532	(892)
Birmingham Airport Dividend	0	(4,400)	(4,400)
Children's Social Care	(3,000)	1,000	(2,000)
Leisure Development	(1,459)	583	(876)
Public Health	(1,402)	365	(1,037)
Health and Social Care Schemes	(1,417)	1,137	(280)
Vehicle Purchase Programme	(1,547)	1,547	0
Troubled Families	(710)	9	(701)
Insurance Fund	(2,912)	510	(2,402)
Management of Capital	(2,112)	(225)	(2,337)
Other Corporate	(2,369)	920	(1,449)
Other Directorate	(6,434)	(487)	(6,921)
Other Directorate funded by Grant	(4,478)	1,377	(3,101)
Non-Schools Revenue Reserves	(54,534)	1,197	(53,337)
Schools Reserves:			
Schools (specific to individual schools)	(18,050)	(1,933)	(19,983)
Schools (for centrally retained expenditure)	(6,471)	630	(5,841)
Total Schools Reserves	(24,521)	(1,303)	(25,824)
Capital Reserves:			
Useable Capital Receipts Reserve	0	(6,660)	(6,660)
Capital Grant Unapplied Account	(384)	(5,352)	(5,736)
Total Other Reserves	(384)	(12,012)	(12,396)
Total Reserves	(84,599)	(10,782)	(95,381)

2.2.2 In overall terms the level of reserve balances incorporates balances held by and on behalf of schools of £25.8m, £12.5m set aside for future early retirement and voluntary redundancy costs and a Special Dividend of £4.4m from Birmingham Airport.

2.3 Capital Outturn

2.3.1 The capital outturn position for 2015/16 is shown in summary form below and in greater detail in Appendix 2:

Table 3: Capital Outturn Summary

Final Budget £m	Final Spend £m	Net Rescheduling Now Reported £m	Over- spends £m	Total Variance £m
113.7	104.1	(10.9)	1.3	(9.6)

The period 8 monitoring report to Cabinet on 9th February 2016 approved a revised capital budget of £114.6m for 2015/16. Since then there has been a net programme reduction of c£1.0m giving a final budget for the year of £113.7m. Since February, a total of £10.9m net rescheduled spending has arisen on directorate capital programmes. A scheme by scheme analysis is included in Appendix 2 and this is summarised in the table below.

Table 4: Summary of Rescheduling and Accelerated Spend

Project	(Rescheduling)/ Accelerated Spend £m	Explanations
Coventry Station Masterplan/NUCKLE	(1.9)	£1.3m of this rescheduling is a month's delay for the Access Tunnel due to the technical approval timescales required by Network Rail (NR). £0.3m relates to the additional works for the Footbridge and Canopy for the redesigned to a glazed option and additional highway modelling works, and the signing of the Direct Service Award for NUCKLE Phase 2 with NR taking longer than anticipated.
Friargate Building	1.0	A slight betterment on current programme in respect of the main lift/stair core and connecting steelwork.
Public Realm and Highways	(2.0)	This rescheduling cover a multiple of projects covering the investment in public realm and meeting the timescales in the use of ERDF monies. This demand has meant that some reforecasting works have been put back until 16/17. Other schemes include small delay on works on the Swanswell Viaduct and delayed Plaza lightning at South West Junction Road Improvements
Sports	(0.2)	This incorporate the new City Centre Sports facility which is slightly behind programme and £0.1m relates to deferred professional fees, and a further £0.1m is for the ongoing maintenance at the existing (Baths) sports centre savings generated this year while officers only spend on essential items
Growth 2	(0.7)	£3m of Growth Deal 2 was included in the programme and £0.7m of this was not required and has been slipped back into 2016-17.

CIF Schemes	(0.8)	This relates to two CIF Schemes - Cathedral Lanes who have not required to take up the further £0.7m loan in year and £0.1m for Lythalls Lane which is nearing completion and will be used to finalise the account.
Vehicle & Plant Replacement	(1.30)	Vehicles not replaced due to reductions in service requirements or identification of alternatives.
Schools	(2.6)	Efficiencies in Project Procurement, late starts in construction on 3 schools sites, in addition to the poor take up of the Early Years Grant
ICT	(1.2)	Re-organisation of the ICT Team and the reprioritisation of workload towards the development of Unified Comms has delayed other ICT Projects going forward.
Other	(1.2)	Slow take up of Grants covering Disabled Facilities Grant and Business Grants
TOTAL	(10.9)	

2.3.2 The 2015/16 Programme continues to maintain a significant investment in the City's Capital investment incorporating expenditure on the following key programmes and schemes:

- Highways and Public Realm. The City Council has made significant investment in specific Public Realm schemes including the Gosford Gate, Belgrade Plaza, Lidice Place improving accessibility to the City Centre, pedestrianized links, car parking and have improved the attractiveness of the City Centre and its future aspirations for business growth. In addition works continues on the resurfacing of roads, A45 Ring Road, and Whitley Junction. New works started on the Swanswell Viaduct.
- Schools - The 2014 Increasing Primary School Places Programme agreed by Cabinet in 2012 has now been completed together with the rebuild of Edgewick Primary School. The provision of primary places however remains under on-going review as pressures remain in some parts of the city. The remainder of the programme was focused on addressing urgent condition needs which if not addressed could potentially result in the closure of a school. These primarily were re-roofing and boiler replacement schemes. With a significant reduction in available capital funding between 2016/17 and 2017/18, funding priority will continue to be given to addressing condition issues as well as delivering a new SEN Broad Spectrum Special School co-located with Whitley Abbey Primary School at an estimated cost of £10.5 million. From 2017/18 priorities will then begin to shift to addressing a projected shortfall of secondary places and the Local Authority has secured a basic need allocation of £7million in 2018/19 to help fund delivery of these places.
- Regeneration – The regeneration of Far Gosford Street is nearing completion developing the sites at FARGO Village and the links with Gosford Gate utilising external and Coventry Investment Fund funding.
- NUCKLE Phase 1 is complete with stations open at Coventry Arena, Bedworth and Bermuda Park. Work now progressing into Phase 2 to build a new bay platform at Coventry Station and develop the extra train service. Works commenced on the first stage of the Coventry Station Masterplan on the Warwick Road station access

tunnel in Q4, while GRIP 3 design is progressing for the other schemes under the programme including a new footbridge and canopies, multi-storey car park, new station building and bus interchange to improve capacity at Coventry Station to support future growth.

- Friargate Bridgedeck £1.3m overspend since quarter 3 outturn report. The £18.2M Friargate final account outturn figure includes for the bridge deck, station forecourt works, station access early works and enabling works, along with Early Contractor Involvement costs which were included within the Cabinet report but accounted for in third party rather than construction costs as these were pre-construction activities. The projected costs for construction under the contract have increased by £2.2M since the figures submitted in July 2015 for the September Cabinet Report. The key areas where costs have risen is principally due to two Compensation Events namely Earthworks and Structural Concrete which have increased significantly in cost compared to the best case planning figure available in July 2015. Further to this assumptions were made back in July regarding Disallowed Costs under the contract which have largely not been realised, resulting in further costs increases, and resultant changes to the Estimated Forecast Revised Target Cost and Estimated Forecast Defined Costs have impacted on the Pain/Gain share calculation, resulting in a net increase. It's important to highlight that the costs are not agreed and the contract is being administered robustly, the commercial process for agreeing the final account is on-going and having challenged all costs we believe it is necessary to be prudent and make provision for this cost. Nevertheless we will continue to challenge to ensure the final account is representative of value for money and is based upon defined costs.

2.3.3 The funding in respect of this capital expenditure of £104.1m is summarised below:

Table 5: Capital Funding

	£m
Prudential Borrowing	0.0
Grants and Other Contributions	
- Growth Deal 1/2	18.8
- Sub-regional & Government funding for the NUCKLE rail project and Highways	11.3
- European Regional Development Fund	18.2
- Education Funding Agency	3.5
- Regional Growth Fund/Growing Places	5.4
- S106	2.7
- All Other Grants/Contributions	13.5
Revenue Contributions	1.1
Capital Receipts	29.6
Total Resourcing	104.1

2.4 Treasury Management Activity

2.4.1 Economic Activity and Interest Rates - Annual economic growth has slowed to 2.3% during 2015 compared to 3% at the end of 2014. Inflation has been as low as 0.0% during the year, mainly attributable to the continued collapse of the price of oil. This has risen to 0.3%

although this is still well below the Bank of England's 2% target. The employment rate has given good news though standing at 74.1% which is the highest rate since record began in 1971. The unemployment rate is also at a 12 year low of 5.1%. Very low inflation rates and modest wage growth of 2.2% has meant real earnings growth was positive, boosting consumers spending power. There is uncertainty in global markets surrounding the outcome of the US presidential election & the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3% due to this uncertainty.

The UK base rate has remained at 0.5% since 2009. The evidence suggests that any rise in rates has been pushed back even further, with current estimates projecting a rate rise around March 2018. The Bank of England has also stressed that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles. Linked to this, market investment and borrowing rates for up to 12 month periods stood at less than 1% through the year.

Longer term rates, at which local authorities borrow from the Public Works Loans Board (PWLB), were:-

Table 6: PWLB Interest Rates

PWLB Loan Duration (standard rates)	Minimum in 2015/16	Maximum in 2015/16	Average in 2015/16
5 year	1.67%	2.55%	2.20%
20 year	3.06%	3.79%	3.46%
50 year	3.01%	3.78%	3.42%

Given the above rates it has continued to be cheaper for local authorities to use short rather than long term funds for financing.

2.4.2 Long Term Funding - At outturn, the Capital Financing Requirement (CFR), which indicates the authority's underlying need to borrow for capital purposes, has reduced by £8.5m:-

Table 7: 2015/16 Capital Financing Requirement (CFR)

	£m
Capital Financing Requirement at 1 st April 2015	400.4
Borrowing to finance 2014/15 Capital Programme	0.0
PFI & Finance Leases liabilities	6.0
Provision to Repay Debt (Minimum Revenue Provision)	(13.6)
Provision to Repay Debt (Capital Receipts Set Aside)	0.0
Repayment of Transferred Debt	(0.8)
Reduction of Provision and other restatements	(0.1)
Capital Financing Requirement at 1 st April 2016	391.9

No new long term borrowing was taken out during 2015/16, but £11.9m PWLB loans were repaid on maturity. However, some borrowing will be required in the future to support current capital expenditure plans and the need for any such borrowing will be kept under review in 2016/17. Within 2015/16, the movements in long-term borrowing and other liabilities were:-

Table 8: Long Term Liabilities (debt outstanding)

Source of Borrowing	Balance at 31st March 2015 £m	Repaid in Year £m	Raised in Year £m	Balance at 31st March 2016 £m
PWLB	221.3	(11.9)	0	209.4
Money Market	59.0	0	0	59.0
Stock Issue	12.0	0	0	12.0
Other	0.5	0	0	0.5
sub total ~ long term borrowing	292.8	(11.9)	0	280.9
Other Local Authority Debt	17.4	(0.9)	0	16.5
PFI & Finance Leasing Liabilities	70.7	(1.8)	6.0	74.9
Total	380.9	(14.6)	6.0	372.3

This long term borrowing is repayable over the following periods:-

Table 9: Long Term Borrowing Maturity Profile (excluding PFI & transferred debt)

Period	Long Term Borrowing £m	Short Term Borrowing £m
Under 12 Months	31.5	0
1 – 2 years	5.5	0
2 – 5 years	41.5	0
5 – 10 years	21.7	0
Over 10 years	180.7	0
Total	280.9	0

In line with CIPFA Treasury Management Code requirements, Lenders Option, Borrowers Option Loans (LOBOs) with banks are included in the maturity profile based on the earliest date on which the lender can require repayment. The Council has £58m of such loans, £30m of which the lender can effectively require to be paid at 6 monthly or annual intervals, and £28m at 5 yearly intervals

2.4.3 Short Term In House Borrowing and Investments - The Treasury Management Team acts on a daily basis to manage the City Council's day to day cash-flow, by borrowing or investing for short periods. By holding short term investments, such as money in call accounts, authorities help ensure that they have an adequate source of liquid funds.

No short term borrowing was taken out during the year as the Council's cashflow requirements were met from its own cash and short term investment balances.

During the year the Council held significant short term investments, as set out in Table 10. The average short term investment rate in 2015/16 was 0.6334%.

Table 10: In House Investments at 31st March 2016

	At 30th June 2015 £m	At 30th Sept 2015 £m	At 31st Dec 2015 £m	At 31st Mar 2016 £m
Banks and Building Societies	76.9	69.3	63.0	46.0
Local Authorities	0.0	0.0	0.0	3.0
Money Market Funds	10.7	6.9	10.6	8.3
Corporate Bonds	21.8	15.6	8.4	6.5
Total	109.4	91.8	82.0	63.8

In addition to the above in house investments, a mix of Collective Investment Schemes or “pooled funds” is used, where investment is in the form of sterling fund units and not specific individual investments with financial institutions or organisations. These funds are generally AAA rated, are highly liquid, as cash can be withdrawn within two to four days, and short average duration of the intrinsic investments. The intrinsic Sterling investments include Certificates of Deposits, Commercial Paper, Corporate Bonds, Floating Rate Notes and Call Account Deposits. However, they are designed to be held for longer durations allowing any short term fluctuations in return due to volatility to be smoothed out.

Table 11: External, Pooled Investments as at 31st March 2016

	Date Invested	Cost £m	Value £m	Annualised Return %
CCLA	Nov 2013	8.0	8.58	5.90%
Payden Sterling Reserve	Feb 2012	7.5	7.83	1.01%
Federated Prime Rate Cash Plus	Mar 2013	5.0	5.09	0.61%
Ignis Sterling Short Duration Fund	Mar 2015	7.8	7.84	0.52%
Total		28.3	29.34	0.96%

In placing investments the authority manages credit risk within the parameters set out in the investment strategy, approved as part of the budget setting report. Central to this is the assessment of credit quality based on a number of factors including credit ratings, credit default swaps (insurance cost) and sovereign support mechanisms. Limits are set to manage exposure to individual institutions or groups. Whilst the fears of systemic banking failures may have receded, the development of “bail-in” make it almost certain that unsecured and corporate investors would suffer losses in the event of a bank default. Credit risk remains an issue for local authorities.

2.4.4 Prudential and Treasury Indicators - The Local Government Act 2003 and associated CIPFA Prudential and Treasury Management Codes set the framework for the local government capital finance system. Authorities are able to borrow whatever sums they see fit to support their capital programmes, subject to them being able to afford the revenue costs. The framework requires that authorities set and monitor against a number of prudential and treasury indicators relating to capital, treasury management and revenue

issues. These indicators are designed to ensure that borrowing entered into for capital purposes was affordable, sustainable and prudent. The purpose of the indicators is to support decision making and financial management, rather than illustrate comparative performance.

Revenue Related Prudential Indicators

Within Appendix 3 the Ratio of Financing costs to Net Revenue Stream (Ref 1) highlights the revenue impact of the capital programme. This shows that the revenue costs of financing our capital expenditure as a proportion of our income from government grant and Council Tax. The actual is 13.91%, as against a 14.83% as forecast in the Treasury Management Strategy. This reflects a lower level of borrowing than anticipated to fund the Capital Programme and higher levels of investment balances.

Capital and Treasury Management Related Prudential Indicators

These indicators, set out in Appendix 3, include:

- **Authorised Limit for External Debt** (Ref 5) ~ This represents the level of gross borrowing which could be afforded in the short term, but is not sustainable. It is the forecast maximum borrowing need, with some headroom for unexpected movements and potential debt restructuring. This is a statutory limit. Borrowing plus PFI and finance lease liabilities at £371.9m was within the limit of £494.3m.
- **Operational Boundary for External Debt** (Ref 6) ~ This indicator is based on the probable level of gross borrowing during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. It should act as an indicator to ensure the authorised limit is not breached. Borrowing plus PFI and finance lease liabilities at £371.9m was within the boundary of £454.3m.
- **Gross Debt v "Year 3" Capital Financing Requirement** (Ref 2) ~ The Council needs to be certain that net external borrowing does not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) in the current year plus the estimates of any additional capital financing requirement for the next two financial years. The CFR is defined as the Council's underlying need to borrow, after taking into account other resources available to fund the Capital Programme. This indicator is designed to ensure that over the medium term, net borrowing will only be for a capital purpose. Gross debt is within the "year 3" or 2017/18 CFR limit of £491.6m.
- **Debt Maturity Structure, Interest Rate Exposure and Investments Longer than 364 Days** (Ref 8 - 10) ~ The purpose of these prudential indicators is to contain the activity of the treasury function within certain limits, thereby reducing the risk or likelihood of an adverse movement in interest rates or borrowing decisions impacting negatively on the Councils overall financial position. Treasury Management activity was within these limits. The Debt Maturity PI (Ref 9) indicates that there is a potential 11.2% of total debt that needs to be refinanced in 2016/17, compared to the PI limit of 40% in the 2015/16 Treasury Management Strategy. The potential refinancing need includes LOBO loans for which the lender effectively has a call option, which if exercised would require the Council to repay the loan. If these loans were required to be repaid, the City Council would look to refinance these at lower borrowing costs or through the use of investment balances in the first instance.

3. Results of consultation undertaken

3.1 None.

4. Timetable for implementing this decision

4.1 There is no implementation timetable as this is a financial monitoring report.

5. Comments from Executive Director for Resources

5.1 Financial implications

The final revenue outturn picture for 2015/16 is an over-spend of £1.3 balanced to nil by a contribution from the General Fund Balance.

Large overspends have occurred within individual service areas, most notably adults social care. Although very significant additional funding has been approved for this area within the 2016/17 Budget Setting process this, and the wider People Directorate budget, will remain a key area of budgetary focus in the new financial year.

The Asset Management Revenue Account has delivered a significant saving compared to previous estimates. This saving is the result of unplanned later than anticipated capital spending profiles plus intentional efforts to minimise the level of Council borrowing through the application of capital receipts and revenue contributions (over several years). The underlying and on-going flexibility in this area of the Council's budget has been approved as a £3m saving in the 2016/17 budget reducing in subsequent years. The measures that have helped to generate this saving will continue to be taken to help strengthen the financial position of the Council as a whole and will continue to be a very important feature of the Council's medium term financial planning. Further slippage of the 2015/16 Capital Programme will have a further beneficial impact in the new year although this is expected to be less significant than in recent years.

The pressure to manage the large reductions in government funding and absorb the financial impact of current societal pressures continues to cause financial pressure in some parts of the Council's budget. However, strong overall control continues to be applied allowing the Council to take advantage of tactical opportunities to protect its budget such as: central control of salaries, use of capital receipts to repay debt, management of reserve balances for corporate use, strict programme management of savings targets, implementation of staff reduction programmes and continued attraction of significant external funding. These actions and have helped to contribute to continued achievement of underspends demonstrates the continued strength of its budget management processes and approach.

The application of grant funding and capital receipts has been maximised within the Capital Programme resulting in no prudential borrowing in the year. Prudential Borrowing approvals not utilised for the 2015/16 programme will be applied in future years as capital spending is incurred.

There are recommendations dealing with expenditure/contributions relating to the funding of early retirement and voluntary redundancy costs and the re-location of staff from Christchurch and Spire Houses. These are both aligned to wider plans to deliver future budget savings and neither area represents net cost to the Council beyond those approved previously.

Notwithstanding an increase in capital reserves required for capital funding in 2016/17 the Council's revenue reserve levels have gone down marginally in the year. These represent an appropriate level of balances for an authority of the Council's size and are all earmarked for approved uses or will otherwise be available for member decision in the forthcoming Budget Setting process.

5.2 Legal implications
There are no specific legal implications in relation to this report.

6. Other implications

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

The Council monitors the quality and level of service provided to the citizens of Coventry and the key objectives of the Council Plan. As far as possible we will try to deliver better value for money in the services that we provide in the context of managing with fewer resources.

6.2 How is risk being managed?

The need to deliver a stable and balanced financial position in the short and medium term is a key corporate risk for the local authority and is reflected in the corporate risk register. Budgetary control and monitoring processes are paramount to managing this risk and this report is a key part of the process.

6.3 What is the impact on the organisation?

The revenue and capital outturn position reported here demonstrates that the Council continues to undertake sound overall financial management. This will continue to be very important in the light of the massive challenges being faced with regard to the level of funding available to local government over the next few years.

6.4 Equalities / EIA

No specific impact.

6.5 Implications for (or impact on) the environment

None.

6.6 Implications for partner organisations?

None.

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Appendix 1 Revenue Variations

REPORTING AREA	EXPLANATION	£m
PEOPLE DIRECTORATE		
Overspends:		
Mental Health, Learning Disabilities & Physical Impairment	Increasing activity across Adult Social Care is adding to the continuing significant (£3.8m) underlying pressure which existed at the end of the last financial year. Budgetary savings linked to reducing demand are also being impacted by these increased demand levels. Additional approval processes have been implemented to ensure high cost packages receive increased scrutiny and monitoring.	4.4
Older People	Increasing activity across Adult Social Care is adding to the continuing significant (£3.8m) underlying pressure which existed at the end of the last financial year. Budgetary savings linked to reducing demand are also being impacted by these increased demand levels. Additional approval processes have been implemented to ensure high cost packages receive increased scrutiny and monitoring.	1.8
LAC Services	The main source of overspend is Children's Placements £1.0M (including the Staying Put Scheme). A pressure of £1.3M in Children's permanency allowances is being offset by 1-off reserve. Changes in policy, and high activity within adoption and special guardianship orders has resulted in unit cost and activity increase. The placements pressure is a result of continuing high numbers of LAC, and placement mix with too high a proportion of LAC in external fostering and residential provision. £0.8M of the £3M 1-off reserve for Children's Services has been applied to the Placements budget to reduce the overspend in line with agreed usage. We are looking to refresh the LAC Strategy alongside additional approval processes to ensure high cost placements are subject to further scrutiny and increased monitoring of activity and decision making at all levels is taking place.	1.4
Child Protection	This relates to an activity overspend in discretionary and Section 17 payments to prevent children from becoming looked after (£1.1M). There is also an overspend on Legal (£0.3M) as a result of high activity and the use of agency staff. This is partially offset by underspends in the Children & Families First teams, largely as a result of staffing vacancies, and an underspend on supervised contact due to recommissioning of the contract, and reduced activity.	1.2
Strategy & Commissioning (CLYP)	The key issue contributing to the variance is the £0.7m forecasted overspend in Supported Accommodation, caused by the loss of one provider and 81 beds from current contracts and subsequent use of spot purchasing. In addition there is an overspend due to agency costs within the placements team. In the interim there is some offsetting of the overspend by underspends in the areas of CAMHS and Advice and Guidance to Young People (Connexions/Rightstep).	0.8
Safeguarding	This is largely a result of an overspend within Children's Safeguarding due to high levels of activity and difficulties in recruiting to some permanent posts. As a consequence of this it was necessary to use agency staff. However, the reliance on agency staff has reduced significantly since the start of the year. There is also an overspend on the Children and Adults safeguarding boards as a result of additional expenditure on external chairs and high levels of activity in Children's Social Care.	0.3
Inclusion & Participation	This overspend mainly relates to transport costs (£520K offset by a number of underspends in other areas), and are attributable to an increase in volume. All travel assistance policies will be reviewed through the formal consultation processes during the Autumn/Spring terms 2015/16. Reduction in expenditure is wholly dependent upon the agreement and implementation of new policies that secure the Council's statutory obligations. The underspends were as a result of additional income from schools, and higher levels of vacancies than forecast.	0.1

REPORTING AREA	EXPLANATION	£m
PEOPLE DIRECTORATE (Continued)		
Underspends:		
SCTEI Strategic Management	This is the financial strategy deployed to balance the directorate's bottom line including Education Services Grant income, and utilisation of non-ring-fenced grant funding for existing expenditure. This cost centre offsets against other pressures within the directorate, and the budget will be allocated across these pressures in 16/17.	-1.3
Early Years, Parenting & Childcare	Public Health have supported an additional £0.6m of activity freeing up core budget. Further savings have been achieved through staffing vacancies and over-achievement of nursery income for 2,3 and 4 year olds.	-1.2
Strategic Commissioning (Adults)	This underspend is the effect of early delivery of future budget reductions across a number of contracts as well as less than expected numbers of Carers accessing services following the introduction of the Care Act	-0.8
Learning & Achievement	Underspend relates to reduced spend on the school improvement strategy, which instead will be funded from 2016/17 budgets. Further savings were achieved from vacancies and efficiencies identified within the service.	-0.4
ASC Provider Services	This underspend relates to a number of vacancies across internally provided services	-0.2
Business Performance (SCTEI)	This underspend relates to a reduction in LAC transport, largely as a result of reduced contact activity.	-0.2
Advice and Health Information Services	Underspend relates to various posts being held vacant across the service due to a review of priorities and in preparation for grant reduction in 2016/17.	-0.1
Other Variations less than 100k		-0.4
Forecast Overspend/(Underspend)		5.4

REPORTING AREA	EXPLANATION	£m
PLACE DIRECTORATE		
Overspends:		
Streetpride & Greenspace	This pressure is largely as a result of the part year effect (£684k) of the delayed delivery of the Parks and Street Cleansing review. Additionally, compensating variations due to unfunded traveller incursions costs (£129k pressure) offset by deferral of parks works (£138k underspend)	0.6
Corporate & Commercial Catering	£100k trading deficit and £50k target applied for Godiva's closure that is yet to be implemented	0.1
Economy & Jobs	Primarily the under achievement of £50k ESIF grant due to delay in receiving funding agreement, together with unfunded TESS costs of £30k	0.1
Waste & Fleet Services	This overspend is due mainly to increased household waste tonnages, the cost of which have been offset by the restructuring of Fleet financing costs, and additional income in Commercial Waste.	0.1
Building Works- Planning, Technical & Maintenance	An income loss on the R&M service was suffered due to less work being billed for than expected in the final quarter, offset by higher than expected income in the wider service on managing small building projects for schools	0.1
Other Variations less than 100k		0.1
Underspends:		
Directorate & Support	Primarily Management actions to offset current and future targets and pressures	-0.3
Planning & Regulatory Services	Higher income in Building Control and Commercial Licensing, plus one off savings following the Enforcement review implementation.	-0.2
Highways	Surplus due to the combination of a small net Highways DLO trading surplus as a result of higher than normal capital works in 15/16, together with slippage of some Street Lighting legacy works.	-0.2
Traffic & Transportation	Primarily an increase in car park income due to an increased demand for parking following an upturn in the local economy, an increased student population and new residents' parking schemes	-0.2
Corporate Property	Costs have been managed down as a direct result of the reduced maintenance requirement where future disposals of corporate property are planned	-0.1
Commercial Property	Reduced spend on commercial property repairs has resulted in an underspend.	-0.1
Forecast Overspend/(Underspend)		0.1

REPORTING AREA	EXPLANATION	£m
RESOURCES DIRECTORATE		
Overspends:		
Business Services	This is a result of an under-achievement of turnover target due to deletion of vacancies and ERVR to meet workforce strategy targets. Business Services has over-delivered on its saving target in 2015/16.	0.3
Revenues and Benefits	Overspend due to spend on professional fees and overtime needed to manage increased work volume across the service area (e.g. review exercises for empty properties and single person discounts providing an overall corporate revenue benefit), plus significant increases in bank charges, partially offset by additional one-off new burdens funding and government grants.	0.3
ICT Operations	ICT operations turnover target not achieved by £120k due to restructures to deliver other headcount savings and lower turnover than expected. Microsoft Dynamics price increase by £220K on renewal. Offset at Qtr 4 by early delivery of savings	0.2
Financial Mgt	Overspend as a result of non-delivery of full turnover target due to low levels of vacancy, this has been partially offset by a contribution for staff time spent on capital projects.	0.2
Other Variations less than 100k		0.2
Underspends:		
Talent & Skills Team	Vacancies held and postponement of commissioning and other activity pending outcome of HR & Workforce Development Review. The swing since Q3 is mainly due to further postponement of planned activity.	-0.5
HR Recruitment	Mainly over-achievement of Agency rebate offset by advertising costs. Also some over-achievement of income from schools and external organisations. The swing since Q3 relates to an unexpected increase in Agency rebate and the delay of some planned spending regarding HR Review.	-0.5
Transformation Programme Office	Underspend on transformation advisor budget - £400k saving included in 2016/17 MTFS going forward.	-0.5
ICT Strategy, Systems & Development	Underspend on systems management budget - further work planned for 2016/17 to establish baseline position and savings opportunities.	-0.3
Customer Services	Salary underspend of £412k due to early delivery of savings and accelerated attrition towards year end. Offset by £132k overspend on homelessness costs including B&B and storage - ongoing work addressing underlying historic budget pressure.	-0.3
Post and Print	Reductions in the cost of postage due to tighter controls in place plus an increase in income. The swing between Q3 is due to an unforeseen increase in internal chargeable work in the last quarter of the year and further reduction cost reduction.	-0.3
Audit & Risk Mgmt	Underspend due to cross Council refunds arising from payment audit and vacancies held pending finalisation of restructure	-0.1
	Forecast Overspend/(Underspend)	(1.3)

Contingency & Central Budgets		
Overspends:		
Early Retirement and Voluntary Redundancy	Overall ER/VR costs total £5.8m compared with a budget of £2.4m. The recommendation within this report is to fund these costs within the revenue bottom line.	3.4
Commissioning and Procurement Savings Target	The Commissioning and Procurement abc review is on course to deliver £7.3m of its £8m target but it is becoming increasingly difficult to deliver the final element of this as contracts start coming round for renewal for the second time in the project's lifetime. Procurement Board and Panel activity will continue to push hard to deliver these savings over the course of 2015/16 and into 2016/17.	0.7
Catering	The School Catering service ceases at 31st August 2015. The overspend represents non - delivery of the income target set by the Fundamental Service Review (384k), and reduced income and contributions towards centralised charges and overheads due to the closure of the service.	0.6
City Centre First Project	Proposals are being drawn up currently to deliver the City Centre First savings going forward although these are unlikely to deliver in-full the current year target.	0.5
Underspends:		
Asset Management Revenue Account	The AMRA position reflects further rescheduling of capital spend at 2014/15 outturn, reducing the Council's planned borrowing needs and debt costs and an additional £1.2m outturn variation which includes an further £0.5m share redemption payment from the Coventry and Solihull Waste Disposal Company. A further improvement relates to a £0.6m adjustment to interest payments on Public Works Loans Board loans.	(5.6)
Inflation	The underspends across inflation contingency budgets includes £0.5m in relation to energy.	(1.6)
Legal Refund	The Council has received a refund following a long-running legal dispute over debt repayments on the Magistrates Court building.	(0.9)
Forecast Overspend/(Underspend)		(2.9)

Appendix 2 Capital Programme Change and Analysis of Rescheduling

SCHEME	APPROVED CHANGES	(RESCHEDULING) / ACCELERATED SPEND	(UNDER SPEND) / OVER SPEND	EXPLANATION
PEOPLE DIRECTORATE				
DOH Care Implementation Grant		(0.1)		The projects have been delayed due to national changes in April 2016 Care Act finance reforms. Whilst the government has delayed this until April 2020, funding still needs to be spent on care act related projects
SUB TOTAL - People	0.0	(0.1)	0.0	
PLACE DIRECTORATE				
Nuckle		(0.1)		Phase 1 of the NUCKLE Project was due to be completed by 31st March, however a small £95k will be carried forward to finalise the commitments towards Network Rail fees and the finalisation of construction works. Phase 1.2 review of the original GRIP 3 design took longer than estimated, which delayed the signing of the agreement with Network Rail. Therefore the design work programmed to take place in Qtr 3 has slipped to 16/17
Nuckle 1.2		(0.2)		
C&W Enterprise and Business Growth Package			(0.1)	The forecast at Qtr3 was based on the number of Business taking up the funding through the scheme, this was less than expected at year end.
FARGO Village	(1.9)			This is a technical change to the programme as the CIF loan was accounted for under the scheme 'fargo court' as Prudentially borrowed
Lythalls Lane (CIF)	(0.1)	(0.1)		Budget Holder expected to see between £60,000 to £70,000 savings on the scheme at year end but through effective management of the scheme the actuals came in at £140,000 less than forecast, this is to be rescheduled to 2016/17 so we are able to finalise the final account. Any underspend quantified will be transferred back to the CIF Budget.
Cathedral Lanes		(0.7)		We have made one loan advance payment of £750k in 2015/16 and expected to make the same again in 2016/17 (creating a total loan of £1.5m) but the developers' cash flow did not require it. Ongoing discussions regarding the loan and possible reconfiguration could mean we seek a new approval from the CIF board and they use the money on the next Phase
GPF - Round 2 Open Call		0.3		The rescheduling is due to Coventry University Enterprises making a claim for their project sooner than originally anticipated.
International Transport Museum Project	0.4			Culture Coventry had a loan agreement of £1m, The approved change is to reflect the total amount of loan agreed

RGF3 Friargate Bridgedeck			1.3	<p>The £18.2M Friargate final account outturn figure includes for the bridge deck, station forecourt works, station access early works and enabling works, along with Early Contractor Involvement costs which were included within the Cabinet report but accounted for in third party rather than construction costs as these were pre-construction activities. The projected costs for construction under the contract have increased by £2.2M since the figures submitted in July 2015 for the September Cabinet Report. The key areas where costs have risen is principally due to two Compensation Events namely Earthworks and Structural Concrete which have increased significantly in cost compared to the best case planning figure available in July 2015. Further to this assumptions were made back in July regarding Disallowed Costs under the contract which have largely not been realised, resulting in further costs increases, and resultant changes to the Estimated Forecast Revised Target Cost and Estimated Forecast Defined Costs have impacted on the Pain/Gain share calculation, resulting in a net increase. It's important to highlight that the costs are not agreed and the contract is being administered robustly, the commercial process for agreeing the final account is on-going and having challenged all costs we believe it is necessary to be prudent and make provision for this cost. Nevertheless we will continue to challenge to ensure the final account is representative of value for money and is based upon defined costs.</p>
Warwick Road Station Access		(1.3)		<p>This rescheduling is due to the fact that works started on site in Q4, the original forecast was pre-tender and assumed works starting earlier in Q3, however due to the timescales required to undertake the Network Rails technical approvals process it was not possible to start works until March 2016.</p>
RGF4		(0.4)		<p>Budgets were set based on the estimated up take from Business to claim against the scheme, the rescheduling is due to Businesses delaying their claims</p>
RGF3 Whitley Junction			0.2	<p>The £200k overspend is currently identified as a direct result of the increase in the amount of compensation events submitted by the contractor as a result of providing the works. In particular a number of large compensation events such as sheet piling, earthworks and culvert extension which have resulted in a net gain of the amount and cost of works undertaken by the contractor. Whilst a number of approved additional works costs have been included we are still challenging the remaining items with the contractor to bring down the outturn cost to a figure that is accountable to the project delivery.</p>

Kickstart - Friargate Building	0.0	1.0		Council officers have been working closely with the Developer and Contractor to explore opportunities to expedite the progress of works on site. As a result of this there has been a slight betterment on current programme in respect of the main lift / stair core and connecting steelwork. The £1m accelerated spend is directly associated with this
RGF2 Wave 2 Growth Hubs	0.1			Grant Body offered additional grant during the year, this was applied for and confirmed they had an additional £100k for 2015/16.
Investment in Sporting Facilities		(0.1)		This capital budget is for the on-going maintenance of Coventry Sports and Leisure Centre (CSLC) it is proposed that facility will close in 2019 and as such officers are only committing spend on essential Health and Safety maintenance to keep the facility open and operational. In 2015/16 only limited expenditure was required with Coventry Sports Trust funding most maintenance from internal budgets. The funds will need to be rescheduled as there could be unforeseen maintenance issues of a high value that are a Council responsibility over the remaining lifespan of the facility.
Play Areas		(0.4)		Parks has undergone Management changes this year and the original budgets were set by the previous Manager. Also the S106 funds have been looked at in detail and additional funds have been allocated to Parks. Funds were not spent as forecast due to either the capacity to get the work done, identifying meaningful projects or funds were being held until sufficient funds were accrued to undertake a project.
Integrated Transport Programme	0.2	(0.6)		The rescheduling is due to third party contributions to works due to be undertaken at New Century Park in 2016-17, along with lining works that will be completed in the early part of next financial year. This is also coupled with the fact that the emerging strategies of the CWLEP and ITA/Combined Authority have yet to come to full fruition, which has resulted in slippage of major scheme development.
Coventry Station Masterplan		(0.3)		Underspend on CSMP in Q3 was primarily due to a delay closing out the GRIP3 design process for footbridge and canopies, this was due to a redesign required by CCC to produce a statement glazed footbridge rather than the more basic option proposed by the design team. There was also a delay in terms of the Phase 2 works GRIP3 design as extensive traffic modelling was undertaken to validate the highway layout and some redesign was required to produce the optimum highway layout.
City Centre Destination Leisure Facility		(0.1)		Due to changes to programme (the proposed completion date is the same) the professional team re-profiled fees in quarter 4 of 2015/16, the re-profiling exercise meant that professional fees that were originally forecast to be paid in 2015/16 will now be paid in 2016/17.

Public Realm 3	0.3	(0.1)		Approved change is a result of a change of scope to the Belgrade scheme, primarily the purchase of sandstone benches to ensure a high spec finish. Additional public realm works had also been undertaken around Hill Top and Far Gosford Street.
South West Coventry Jct Imp Programme	(0.6)	(0.4)		The £0.4m rescheduling relates to University of Warwick (UoW) Plaza lighting still to complete along with the ongoing potential £0.2m shared spend from the Costain contract that is still in commercial dispute. The approved change of £0.6m is due to the UoW works being anticipated to cost more than expected, this has no impact on CCC as all UoW works are recharged and recouped from the University, there is nil effect on CCC.
Highways Investment	0.2	(0.5)		Approved changes include additional resources being identified to fund the programme. The rescheduling is connected to turning our attention to delivering the Public Realm works by the tight Christmas deadline that was imposed on us by the European Regional Development Fund (ERDF). With the emphasis on this delivery we rescheduled a number of our Carriageway Resurfacing schemes which meant both a late delivery in the year and deferred schemes into 2016-17.
Challenge Fund - Swanswell Viaduct		(0.4)		There has been a delay in site investigation and material testing works. Intrusive site investigation commenced last in the financial year to ascertain extent of deterioration and prioritise works, this spend will occur early in Qtr 1.
Challenge Fund - WM Network Renewal Project		0.2		With the public realm programme being achieved, spare capacity became available for March so with designs already complete for London Road Roundabout, the programme was able to resurface and renew the line markings. This enabled us to accelerate the programme.
Highways S106 - Banner Lane		(0.2)		The Banner Lane/Broad Lane junction has been delayed due to the emphasis being focused on achieving the tight Public Realm deadline. Designs and site investigations commenced towards the end of the financial year, which is later than initially anticipated.
Super Connectivity		(0.2)		The main reason for underspend is that there were fewer completed claims received than projected and therefore fewer grant payments were issued. Two large broadband suppliers (BT and Virgin Media) were the main reason for fewer completed claims being received due to inaccuracies in the data they reported which needed investigating by the central government BDUK team. A hold on issuing grant payments to these two suppliers was placed by BDUK on all cities administering the scheme, this contributed towards us missing our projections. The hold on payments for one of the suppliers was lifted near the end of March while the hold on payments to the second supplier is expected to be lifted in the next few weeks.

Vehicle & Plant Replacement		(1.3)		5 Waste vehicles £795k and 6 Passenger vehicles £342k delayed lead time, delivery April/May £150k misc vehicles either duplicated or changed from leasing to borrowing and again late delivery
Growth Deal		(0.7)		£3m of Growth Deal 2 was included in the programme and £0.7m of this was not required and has been slipped back into 2016-17.
Capital Disposals	0.5			This is the final outturn for 2015/16 costs for disposing of CCC properties funded from the capital receipts generated.
Basic Need	0.4	(0.7)		Approved Changes:- Switch of £0.2m from TBNP, and an addition £0.2m of S106 monies. £700k Rescheduling - within the programme 54% of underspend is unallocated funding to accommodate emergency works. Leaving c£320k to be carried forward to meet 16/17 commitments/retentions. The balance from savings generated on individual schemes coming in below the target price, through the effective management in the procurement and construction, will be recycled to continue to meet the Programmes new commitments.
Emergency Basic Need		(0.1)		Demand led and therefore difficult to predict. Balance will be carried forward into 2016/17. Condition led programme (CAP1026) will hopefully reduce demand on this budget going forward.
Basic Need - TBNP	(1.4)	(0.4)		Approved Changes: 1m has been put back into Condition & 0.2 into Basic need due to project underspends and new S106 monies coming in to fund the programme, this money had a uncertainty of being received. Re-scheduling:- The 0.4 re-scheduling is due to the final bills from the contractor not being verified until very late by the Cost Consultants will be paid in 16/17.
Condition - Schools	1.1	(1.3)		Approved Changes:- 1 m from TBNP as per Basic Need TBNP explanation Re-scheduling:- £745k will be carried forward to 2016/17 for the condition element of Edgewick to meet project retentions AND final bills from Farrans (the contractor) which are currently awaiting verification from Turner Townsend our cost consultants. £90k underspend of M&E condition projects (boiler replacements) due to internal capacity issues (particularly around design) – has been addressed for 2016/17 programme with earlier start on programme and external delivery where appropriate. £297k was unallocated to a specific scheme pending the identification of further schemes and will be carried forward into 2016/17.

Condition - Early years		(0.1)		Eagle Street Play Centre and Foleshill Play Centre accounted for £25k of this underspend. Investment in both of these facilities was put on hold pending consultation over their future as part of Connecting Communities. On 23 rd February 2016 Cabinet agreed to stop providing play activities at Edgewick and Eagle Street Play Centres and for the Council to lease the buildings to third party operators to use for nursery provision for the two, three and four years olds instead by September 2016. It may be necessary for the condition improvement work to go ahead in 2016/17 as part of the Council's Landlord responsibilities and hence it is proposed to carry forward the £25k. Improvement works to the value of £15k were not delivered across 6 other schemes by Early Years. The balance of £50k was in 'unallocated' - condition projects are demand led and clearly there were insufficient projects identified by Early years which required condition funding.
Pathways to Care (Support to Foster Carers)		(0.1)		Underspend due to delays in agreeing a policy and grant terms/conditions with Legal and Audit. Difficult to forecast demand for support from this budget.
Miscellaneous		(0.3)	(0.1)	Aggregated changes that total >£100k.
SUB TOTAL - Place Directorate	(0.8)	(9.6)	1.3	

RESOURCES DIRECTORATE				
Kickstart - ICT Systems		(0.4)		A significant proportion of this underspend (£380k) relates to the Agresso HR & Pay implementation/project. This project has been on hold whilst negotiations have been on-going with the supplier. These negotiations progressed during QTR4 of 15/16 but this has meant the expected spend on this project will now fall into FY 16/17. The remaining re-scheduling relates to the Customer Journey and EDRMS projects: Customer Journey - The planning for the next phases of the Customer Journey programme was finalised during Qtr 4 of 15/16. This has provided the plan for the next elements of resource required and this will form part of the financial planning for FY16/17 EDRMS - The information management strategy has been developed during Qtr 4 and further work has started with external consultants (Inform Consult) on the implementation. The spend on the further implementation of the EDRMS solutions will now fall into FY 16/17
Kickstart - Customer Journey	(0.1)			Moving resources to the Friargate Kickstart Project to fund ICT works

Kickstart - ICT Infrastructure		(0.4)		Due to technical issues with the implementation of the Mitel Unified Communications system, there have been delays with the roll out across the Council. As the original payment schedule was linked to the roll out, payments have not been made as per the schedule. The technical issues have now been resolved, and it is expected that the roll out will be completed by the end of the 2016/17 financial year. A revised payment schedule has been agreed with the supplier, and providing there are no further technical issues with the system, all further payments will be made by the end of the 2016/17 financial year.
ICT Infrastructure Operations		(0.4)		In order to support the early relocation project, orders were placed for the equipment (laptops, monitors etc.) required for circa 500 staff. Whilst this equipment was expected to be delivered and invoiced in time for year end, delays with the supplier meant that it was not received into bonded storage until early April. This resulted in a re-scheduling of £200k. These costs have now been receipted and invoiced. The remainder of the re-scheduling relates to expected expenditure in Q4 which did not happen due to allocation of staff to meet the demands of early relocation. It is expected that this work and the related expenditure will happen Q1 2016/17 or early Q2.
SUB TOTAL - Resources Directorate	(0.1)	(1.2)	0.0	
TOTAL RESCHEDULING	(0.9)	(10.9)	1.3	

Appendix 3

Summary Prudential Indicators

	Per Treasury Management Strategy 15/16 £000's	Actual 15/16 £000's
1 Ratio of financing costs to net revenue stream:		
(a) General Fund financing costs	35,349	33,149
(b) General Fund net revenue stream	238,357	238,357
General Fund Percentage	14.83%	13.91%
2 Gross Debt & Forecast Capital Financing Requirement		
Gross debt including PFI liabilities	398,874	372,320
Capital Financing Requirement (forecast end of 17/18)	443,938	491,626
Gross Debt to Net Debt:		
Gross debt including PFI liabilities	398,874	372,320
less investments	-10,000	-96,772
less transferred debt reimbursed by others	-16,470	-16,471
Net Debt	372,404	259,077
3 Capital Expenditure (Note this excludes leasing)		
General Fund	117,659	104,056
4 Capital Financing Requirement (CFR)		
Capital Financing Requirement	443,938	391,833
Capital Financing Requirement excluding transferred debt	427,468	375,362
5 Authorised limit for external debt		
Authorised limit for borrowing	419,260	419,260
+ authorised limit for other long term liabilities	75,028	75,028
= authorised limit for debt	494,289	494,289
6 Operational boundary for external debt		
Operational boundary for borrowing	379,260	379,260
+ Operational boundary for other long term liabilities	75,028	75,028
= Operational boundary for external debt	454,289	454,289
7 Actual external debt		
actual borrowing at 31 March 2016		280,930
+ PFI & Finance Leasing liabilities at 31 March 2016		74,919
+ transferred debt liabilities at 31 March 2016		16,471
= actual gross external debt at 31 March 2016		372,320
8 Interest rate exposures		
Upper Limit for Fixed Rate Exposures	419,260	239,397
Variable Rate		
Upper Limit for Variable Rate Exposures	83,852	-55,239
9 Maturity structure of borrowing - limits		
under 12 months	upper limit	actual
	40%	11.2%

12 months to within 24 months
 24 months to within 5 years
 5 years to within 10 years
 10 years & above

20%	2.0%
30%	14.8%
30%	7.7%
100%	64.3%

10 Investments longer than 364 days: upper limit

10,000	5,525
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Public report Cabinet Report

Cabinet

5th July 2016

Name of Cabinet Member:

Cabinet Member for Community Development - Councillor Bigham

Director Approving Submission of the report:

Executive Director of Place

Ward(s) affected:

All Wards

Title:

Coventry's Bid for UK City of Culture 2021 – Progress Update (June 2016)

Is this a key decision?

No – although the matter involves all Wards of the City, this report is a progress update only.

Executive Summary:

On 14 July 2015, Council approved that the Coventry City of Culture Steering Group lead development of a whole-city bid for the title of UK City of Culture 2021, in doing so putting together a realistic and credible bid budget and creating a special delivery vehicle to manage the bid process. Council further agreed that the Coventry City of Culture Steering Group would report back to Cabinet on progress in developing the bid in December 2015, June 2016 and December 2016.

The report outlines the progress reported by the Steering Group in June 2016. The report includes an outline of progress in establishing and recruiting to the Coventry City of Culture Trust; the formation of sub-groups supporting the Steering Group; the alignment of the Bid to work on developing a new cultural strategy for the city; fundraising and engagement with business; bid governance and the public launch of the Bid at the Coventry Godiva Festival 2016. The report further updates on competing cities and outlines anticipated key milestones and priorities in the bid work programme for the remainder of 2016 and across 2017.

Recommendations:

Cabinet is recommended to:

1. Note and endorse progress reported in developing the city's bid for UK City of Culture 2021.
2. Raise any recommendations and points for consideration by the Steering Group in furthering development of the bid in preparation for the formal bidding process in 2017.

List of Appendices included:

1. Coventry 2021 Council Report – June 2016.

Background papers:

None

Other useful documents:

In addition to the Coventry 2021 update report incorporated within Appendix 1, the following papers are posted for reference on the Coventry City Council website:

<http://democraticservices.coventry.gov.uk/mgListCommittees.aspx?bcr=1>:

1. UK City of Culture and European Capital of Culture – Briefing Note of the Executive Director of Place (Communities and Neighbourhoods Scrutiny Board (4), 14 January 2015).
2. Coventry Bid for UK City of Culture 2021 – Cabinet Report (14 July 2015)
3. Appointments of the City Council: Coventry City of Culture Trust (8 September 2015)
4. Coventry’s Bid for UK City of Culture 2021: Progress Update (December 2015) - Cabinet Report (9 February 2016)
5. Destination, Events and UK City of Culture - Business, Economy and Enterprise Scrutiny Board (3) (13 April 2016)

Has it been or will it be considered by Scrutiny?

No. However, matters concerning Destination, Events and UK City of Culture were considered by Business, Economy and Enterprise Scrutiny Board (3) on 13 April 2016.

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: Coventry's Bid for UK City of Culture 2021 – Progress Update (June 2016)

1. Context (or background)

- 1.1 The UK City of Culture programme was developed by the UK Government to build on the successes that Liverpool enjoyed as the UK's second European Capital of Culture in 2008, through giving more cities the opportunity to access the benefits derived from bidding for a prestigious cultural title and the opportunity to be centre stage nationally. The UK City of Culture programme is focused on creating a national cultural event, spread over the course of a title year, concentrated in a particular city or area. Derry-Londonderry was the first city to be awarded the UK City of Culture title (for 2013) and Hull will be the second UK City of Culture in 2017.
- 1.2 In March 2015, the Department for Culture Media and Sport (DCMS) announced that the competition for title of UK City of Culture 2021 will be held in 2017, in Hull's UK City of Culture year.
- 1.3 In July 2015, Council approved that the Coventry City of Culture Steering Group lead development of a whole-city bid for the title of UK City of Culture 2021, in doing so putting together a realistic and credible bid budget and creating a special delivery vehicle to manage the bid process. Council further agreed that the Coventry City of Culture Steering Group would report back to Cabinet on progress in developing the bid in December 2015, June 2016 and December 2016. The report outlines the progress reported in June 2016.

2. Options considered and recommended proposal

- 2.1 The Coventry City of Culture Trust has submitted an update report for Cabinet outlining progress in developing the city's bid for UK City of Culture 2021 (Appendix 1).
- 2.2 The report includes a summary of progress in establishing and recruiting to the Coventry City of Culture Trust; the formation of sub-groups supporting the Steering Group; the alignment of the Bid to work on developing a new cultural strategy for the city; fundraising and engagement with business; bid governance and the public launch of the Bid at the Coventry Godiva Festival 2016. The report further updates on competing cities and outlines anticipated key milestones and priorities in the bid work programme for the remainder of 2016 and across 2017.
- 2.3 It is recommended that Cabinet note and endorse progress reported by the Coventry City of Culture Steering Group in developing the city's bid for UK City of Culture 2021 (Appendix 1).

3. Results of consultation undertaken

- 3.1 In October 2015, Coventry City of Culture Trust hosted two public open events to explain 'What is City of Culture?'
- 3.2 The first of the two open events, held at Fargo Village, involved the Director of Derry/Londonderry 2013 City of Culture. The second open event, held at Broad Street Community Centre, attracted strong community input with an attendance of over 150 people.
- 3.3 The Trust continue to work closely with communities and have now consulted with over 1,200 people in the city through numerous events and workshops. These communications have gone on to inform the narrative of the bid and conversations will continue through a community engagement project that will tour the city capturing conversations later this year.

4. Timetable for implementing this decision

- 4.1 The Coventry City of Culture Steering Group have planned a bid campaign to take the city through to the end of the formal bidding process in 2017. The Steering Group and supporting structures are consulting widely with the public, community leaders and the cultural sector across the period of preparing the bid.
- 4.2 In the remainder of 2016, the focus of the Steering Group and Coventry City of Culture Trust team will be preparing the outline bid; raising budgets; establishing partnerships and developing an illustrative programme for inclusion in the bid.
- 4.3 In 2017, the focus of the Steering Group and Coventry City of Culture bid team will be preparing the outline bid submission and if shortlisted, submitting a final, detailed bid proposal later in the year. It is anticipated that outcome of the competition will be known towards the end of 2017. If successful, Coventry would then have just over three years to prepare to deliver on its bid commitments as the UK City of Culture 2021.

5. Comments from Executive Director of Resources

5.1 Financial implications

In July 2015, Cabinet approved a total contribution of up to £250,000 to working up the bid and any further feasibility work required. This is one-off funding, drawn down in stages (from 2015/16 to 2017/18) from within the £1.1 million funding announced in the Council's budget speech in February 2015 to build capacity in the cultural sector. These resources were identified from existing Corporate reserve balances reported as part of the 2014/15 Outturn Report.

There are no further financial implications for the Council arising from the progress report outlined in Appendix 1.

5.2 Legal implications

The Council has discretionary powers under the Local Government Act 1972 to promote the arts and the crafts that support those arts as well as providing entertainments, libraries museums and art galleries. The promotion of a UK City of Culture bid sits within these powers. It also has powers to promote economic development in its area and the creation of jobs and business opportunities through making a bid fits with this power.

The Coventry City of Culture Trust – the Special Delivery Vehicle (SDV) for the bid – has been formally incorporated and received charitable status. The Trust has six Directors. Councillor Bigham, Cabinet Member for Community Development has been appointed to the Trust as one of the six Directors and will formally become a Director following attendance at her first meeting (scheduled for November 2016).

6. Other implications

6.1 How will this contribute to achievement of the Council Plan?

As previously reported to Cabinet and Council in July 2015, a successful City of Culture bid from Coventry would make wide-ranging contributions to delivery of the Council's key objectives and corporate priorities. The following are only a selection of potential contributions the bid could make:

- ***A prosperous Coventry*** – The City of Culture title can bring significant economic benefit to a city and its surrounding area. Hull has already attracted major national investment towards its planned programme budget for 2017, with the Arts Council England, Heritage Lottery Fund, Big Lottery (via Spirit of 2012), British Council and University already committed to the programme. The initial estimated economic benefit for Hull from the programme was £60 million, anticipated to be generated through employment and attendance during the City of Culture year itself. In reality this is now considered likely to be much higher, with additional benefits now expected including through the confirmed extra investment in capital and regeneration programmes. Derry/Londonderry reported more than 1 million visitors to the city in 2013 and an increase of 20% in bed and breakfast and hotel bookings. The city also attracted 30 business conferences to the city and 40 new business starts were supported by the Business Opportunities Fund.
- ***Healthier, independent lives*** – Cultural services play a vital role in addressing social challenges, reducing isolation and improving outcomes for individuals and communities (Local Government Association). A review of medical literature undertaken in 2004 cited nearly 400 papers showing the beneficial impact of the arts on a wide range of health outcomes (Staricoff, 2004) – demonstrating involvement in or exposure to the arts positively impacting on diagnosed conditions as diverse as dementia, anxiety, depression and rheumatoid arthritis, whilst also contributing more generally to physical and mental wellbeing; reducing requirements for pain relief; shortening periods of recovery; and reducing levels of required medication. A well-conceived bid should therefore have a significant contribution to generating a range of positive health outcomes.
- ***Making Coventry an attractive and enjoyable place to be*** – Derry/Londonderry reported positive impacts on civic confidence and pride in its creative and cultural offer. The city further saw physical assets created or refurbished in the city, and Hull is already reporting the acceleration of significant regeneration schemes and projects since being awarded the title. A public survey in the Hull Daily Mail identified that City of Culture was the single thing most people thought was putting Hull ‘on the map’.
- ***Ensuring that children and young people achieve and make a positive contribution*** –The Warwick Commission on the Future of Cultural Value (2015) noted that “the extraordinary cultural and creative talents that we share contribute to the well-being of our society, our economic success, our national identity and to the UK’s global influence.” The Commission noted that not enough was being done to realise the creative potential of individuals, despite the workforce in this sector growing over four-times faster than the UK’s workforce as a whole. Were Coventry to be awarded the City of Culture title, the programme (and three year lead-in time) could generate a step-change in opportunities for young people and new graduates in the city across culture and the creative industries.
- ***Encouraging a creative, active and vibrant city*** – The process of developing a City of Culture is already stimulating a new cultural narrative in the city. Workshop participants have responded with enthusiasm to the opportunities the process is already presenting, and a successful bid from Coventry will open the city up to new artistic collaborations and investment. The opportunity to generate a step-change around cultural tourism is apparent from baseline data, along with a unique opportunity to stimulate a more diverse and vibrant cultural offering within the night-time economy of the city.
- ***Developing a more equal city with cohesive communities and neighbourhoods*** – A City of Culture bid can bring communities together and

generate a greater sense of civic pride in the host city. Liverpool reported that over two thirds of the city's residents participated in their Capital of Culture programme of events and 85% of residents said the city was a better place to live as a consequence of hosting the year. The Warwick Commission (2015) further calls for a strategic shift in addressing unrepresentative levels of diversity and participation in the arts and culture. A City of Culture programme could create a powerful platform for such a step change at a local level, where evidence suggests participation in the arts remains uneven across the city.

6.2 How is risk being managed?

The Coventry City of Culture Trust is leading the Coventry bid, with direct input from partners and Elected Members on the Steering Group and from the lead Cabinet Member and officers on the Executive Group.

The Council's financial contribution to the bid costs are being drawn down from reserves in stages and transferred to the Trust, based on programme development and the overall budget profile of the bid.

A Bid Adviser has been contracted to support development of the bid and a Manager and Bid Assistant have been appointed to the Trust to manage the detailed monitoring and coordination of the project plan.

6.3 What is the impact on the organisation?

The Council is not the lead agency for the bid, but is a principal partner and plays an important leadership role. The Council commits Elected Member and officer support to the Steering Group and Executive Group.

The Council is also providing some communications support to the bid process, though additional dedicated support has further been contracted from Advent PR. The Council may further be asked to second key staff into the project bid team for specified periods, to support a particularly focused stage in the bid process, though this has not been required to date. This would be negotiated with the Executive Director with responsibility for the service area if required.

The Council may also be asked by the Steering Group to underwrite the bid by guaranteeing its delivery (if successful). The Steering Group and the lead Cabinet Member would, in these circumstances, sign off the bid for submission, but the governance around these arrangements would be the subject of a further Cabinet report, as required.

6.4 Equalities / EIA

Previous City of Culture guidance has required cities to demonstrate a high quality cultural programme that reaches a wide variety of audiences and that uses culture and creativity to lead to lasting social regeneration through building engagement, widening participation, supporting cultural diversity and cohesion, contributing to the localism agenda and reaching out to sectors of the community who are disenfranchised and isolated.

The DCMS has further explicitly required that bids engage a wide range of audiences and participants, especially children and young people and under-represented groups and communities.

No potential adverse impact from bidding has been identified for any specific group. However, capacity assessment work for the bid indicated that a successful bid from Coventry could significantly and positively deliver equalities outcomes for a range of

protected groups including young people; vulnerable people (economically disadvantaged); disabled people; people of black, Asian and minority ethnicity; women and older people. Open events and workshops in Coventry have therefore been focused on engagement with wide and diverse audiences, and an outcomes framework is being developed (underpinned by baseline data) through the work of the bid team, supported by the Council's Insight Team.

6.5 Implications for (or impact on) the environment

None.

6.6 Implications for partner organisations?

One of the most important parts of a UK City of Culture process is building strong partnerships to support delivery. The bid process is already embracing and engaging the whole professional cultural sector, local artists and amateur groups. The CW8 and Friday 13th cultural networks are a real strength for Coventry in developing and delivering a bid. The two universities are also already very actively supportive of the bid process and a fundraising group led by Bid Chairman David Burbidge has been developing the strategy for fundraising, with confirmed support from the private sector, for both the bid itself and for delivery in 2021, should Coventry be awarded the title. Ultimately, a successful bid would be expected to have positive economic impact for all of the above sectors and partners.

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This report is published on the council's website: www.coventry.gov.uk/meetings



Appendix 1

Coventry 2021 Council Report – June 2016

Background

In July 2015 Coventry City Council gave unanimous support for the city to bid for UK City of Culture 2021. Since then the Steering Group and Executive Group have been joined by a Fundraising Advisory Group, Marketing and Communications Group, Community Engagement Group, Programme Group and Research Group to develop the work programmes that will be essential to a successful bid.

Team

As well as Chairman David Burbidge OBE DL, Bid Adviser Andrew Dixon and Manager Laura McMillan, the City of Culture Trust now also employs Juliet Colley as full-time Bid Assistant. The team is strengthened by a series of part and full-time secondments from the Universities of Coventry and Warwick and volunteers from across the arts and business sectors covering support for fundraising, marketing, research, programme and community engagement.

Cultural Strategy

City of Culture are working closely with the Cultural Strategy team and the City Council to ensure their aims and objectives are aligned and that useful information is shared. City of Culture representatives were involved with the highly successful first Coventry Cultural Strategy workshop in May 2016 and remain a key part of the plan.

Fundraising

A fundraising group led by Bid Chairman David Burbidge and Fundraising Director Michael Mogan continue to work through a set strategy to raise funds for the bid process itself and the potential delivery of the year to include within the bid document.

Consultations have taken place with a number of key businesses in the area and the bid also has support from the Coventry and Warwick LEP and Business Improvement District. There continues to be a significant and highly positive interest in the bid from local businesses particularly following a successful event at Warwick Business School that was held on 21 March 2016.

City of Culture Public Launch

The Coventry City of Culture Bid will be launched at the Sunday of the Godiva Festival on 3 July 2016. The City Council has granted the bid the 3,000 capacity Rhythm Tent in order to programme a range of work that showcases the homegrown talent that Coventry has to offer.

The Trust has recruited four freelance Producers from the city to manage the event and continue to work closely with the Council Events Team. This event also marks the start of the Advanced Events Programme, a series of major events that will punctuate the journey towards the bid going forward next year.

Marketing and Communications

The bid is looking to launch a new website this month and has expanded its social media presence considerably. Public support remains incredibly positive with support for the bid coming out at 81% in a recent *Life in Coventry* survey. Coventry received great profile on the BBC with a visit from Nick Higham resulting in a BBC Breakfast news piece, online article and radio piece all about the City of Culture bid.

The City of Culture business launch was featured extensively across local and regional newspapers, magazines and radio stations. The PR opportunities for the bid and the city will only grow as the competition continues including opportunities to be featured in the local press of other competing cities and nationally towards the announcement.

Governance

Coventry City of Culture Trust has been formally incorporated and now has six Trustees. The Trust has now received charitable status, number 1165639.

Competition

A number of cities have now declared their intention to bid including Sunderland, Paisley, Perth, Stoke and Hereford. Others are expected to announce in the coming months.

Next steps and anticipated timetable

2016

- Prepare outline bid
- Raise budgets
- Establish partnerships
- Develop illustrative programme

2017

- April - outline bid submission
- September- final bid submission
- November decision



Public report Cabinet

Cabinet
Scrutiny Co-ordination Committee

5 July 2016
13 July 2016

Name of Cabinet Member:

Council Leader – Councillor Duggins

Director Approving Submission of the report:

Executive Director People

Ward(s) affected:

Not applicable

Title:

Council Plan Performance Report 2015/16

Is this a key decision?

No

Executive Summary:

The Council Plan is the organisation's corporate plan. It sets out the Council's strategic direction and priorities for the next ten years. The current plan was last refreshed in July 2015 to reflect the Council's vision to be a top ten city where everybody can share in the benefits of growth, including our most vulnerable residents.

The Council Plan performance report 2015/16 sets out the progress made towards the Council Plan in 2015/16, that is, the year from April 2015 to March 2016. A set of headline indicators is used and where applicable, contextual information has been included to describe what is happening in Coventry and how this compares with elsewhere.

The majority of the key priorities set out in the Council Plan are also the Council's equality objectives. This report also includes data setting out the impact and progress made this year for groups with protected characteristics.

Recommendations:

Cabinet is asked to:

- approve the 2015/16 performance report; and
- consider the contents of the report when refreshing the Council Plan priorities.

Scrutiny Co-ordination Committee is asked to:

- consider the content of the report and identify any areas to be addressed in the work programmes of the Scrutiny Boards.

List of Appendices included:

Appendix I Council Plan 2015/16 end of year performance report
Appendix II Performance management framework

Background papers:

None

Other useful documents:

The Council Plan www.coventry.gov.uk/councilplan/

Previous performance reports www.coventry.gov.uk/performance/

Has it been or will it be considered by Scrutiny?

No

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: Council Plan Performance Report 2015/16

1. Context (or background)

- 1.1 The Council Plan is the organisation's corporate plan. It sets out the Council's strategic direction and priorities for the next ten years. The current plan was last refreshed in July 2015 to reflect the Council's vision to be a top ten city where everybody can share in the benefits of growth, including our most vulnerable residents.
- 1.2 The performance report (Appendix I) is a high-level summary of the progress made towards the Council Plan in 2015/16, that is, the year from April 2015 to March 2016. A set of headline indicators is used to describe the Council (and city's) overall direction of travel; and where applicable, contextual information to describe what is happening in Coventry and how this compares with elsewhere. Where headline indicators have been reported previously, progress has been compared with previous years; where the indicator is new or revised, this will form the baseline against which to measure future progress.
- 1.3 More detailed reporting including a publication schedule; trends/comparators; progress reports; open data; maps and infographics can be accessed through the Council's information and statistics web pages at www.coventry.gov.uk/infoandstats/.
- 1.4 The Council's priorities are delivered through strategies aligned to the Council Plan; as set out in the performance management framework (Appendix II). As part of the performance management process, leadership teams within each directorate and the Corporate Leadership Team have been involved in ensuring that strategies and priorities within service areas are aligned to the Council's strategic priorities.
- 1.5 The majority of the key priorities set out in the Council Plan are also the Council's equality objectives. This report also includes data setting out the impact and progress made this year for groups with protected characteristics.

2 Options considered and recommended proposal

- 2.1 The overall performance in 2015/16 shows that the Council is making progress or maintaining performance for nearly three-quarters of the headline indicators, a marked improvement from half-year or in previous years. There are 64 headline indicators, of which 39 improved (61%); 7 stayed the same (11%); 10 worsened (16%); 3 where we can't say (4%); and 5 target not applicable (8%). Progress has been made in the context of continued and sustained reduction in overall resources to the Council: the Council received £887 funding per household in 2016/17, compared to £1,642 per household in 2010/11, a reduction of £755, even as the number of Coventry households has increased.
- 2.2 Equality and Marmot indicators are embedded within the Council Plan. This is in recognition that many of the Council's key priorities have an equality dimension or address an inequality that is caused by social deprivation. There are 59 equality indicators.
- 2.3 Members are asked to consider the progress that have been made towards the Council's priorities, and to consider the contents of the report when refreshing the Council's priorities or identifying areas that need to be addressed in further detail.
- 2.4 Performance measures and targets are set, reviewed and revised by services with the relevant cabinet member, in line with the relevant strategy. The Insight Team is working with the Corporate Leadership Team to ensure that measures are co-ordinated across the organisation. Looking forward, changes introduced by government to the accountability systems for schools mean that there will be completely new educational attainment measures from 2016/17 onwards.

3 Results of consultation undertaken

- 3.1 Where appropriate, residents' perceptions are used in the report to help to understand residents' views of the Council and its services. These are typically collected through surveys, for instance, the 2016 Life in Coventry survey.
- 3.2 The Council has consulted with local communities and Council employees on how it can work better to achieve the equality objectives within the Council Plan.

4. Timetable for implementing this decision

- 4.1 Regular updates of the Council's performance can be accessed through the Council's performance web pages at www.coventry.gov.uk/performance/.
- 4.2 The next half-year performance report is expected in January 2017. This report will include the new educational attainment measures introduced from summer 2016 onwards, such as average scaled scores at primary and Attainment 8 and Progress 8 at secondary.

5. Comments from the Executive Director of Resources

5.1 Financial implications

Last December, the Government announced the provisional local government finance settlement for 2016/17 to 2019/20. This signalled a continuation of public sector spending reductions up to at least 2020, when the Government has targeted a budget surplus. Resources available to Coventry have fallen by around £80m over a four-year period to 2015/16 and the settlement funding assessment for Coventry shows annual reductions to 2019/20 with a total further fall of £40m over the coming four years. There are no financial implications for this report. This report covers the period 2015/16 and can be viewed with the 2015/16 revenue and capital outturn report setting out the Council's year-end financial position for 2015/16.

5.2 Legal implications

The Single Data List sets out a list of all the datasets that local government must submit to central government. In addition, the Government's Local Government Transparency Code sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published. There is no requirement placed on local authorities to publish a report on its performance or any requirement on the Council to publish performance on any particular measures. Coventry City Council does so as it sees it as good practice to do so.

6. Other implications

6.1 How will this contribute to achievement of the Council's key priorities?

The performance report sets out the progress made towards the Council Plan, that is, the Council's key priorities. The performance management framework sets out how the Council plans and organises the resources at its disposal to achieve the vision and priorities, as set out in the Council Plan.

6.2 How is risk being managed?

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

6.3 What is the impact on the organisation?

The Council Plan impacts 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

The Council's performance management framework and reporting arrangements must have due regard to the public sector equality duty under section 149 of the Equality Act 2010; including the need to: eliminate unlawful discrimination, harassment, and 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 Council considers the majority of the key priorities set out in the Council Plan as equality objectives. This contributes to meeting the Equality Act 2010 (Specific Duties) Regulations 2011.

The Council is currently working towards setting a small number of equality objectives focused around a number of the Council's key strategies linked to the Council Plan. These include the workforce strategy; the development of Friargate and a new democratic centre; the culture change and customer journey programmes; and Marmot and health inequalities. Consultation is being carried out with local communities and Council employees to consider how we can all work together to achieve the equality objectives set.

6.5 Implications for (or impact on) the environment

Progress will be measured through energy use and carbon dioxide emissions from local authority operations.

6.6 Implications for partner organisations

Whilst this report reflects progress against the Council's priorities, it also includes actions and measures where the contribution of partners is essential to their delivery.

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COUNCIL PLAN 2015/16 END OF YEAR PERFORMANCE REPORT

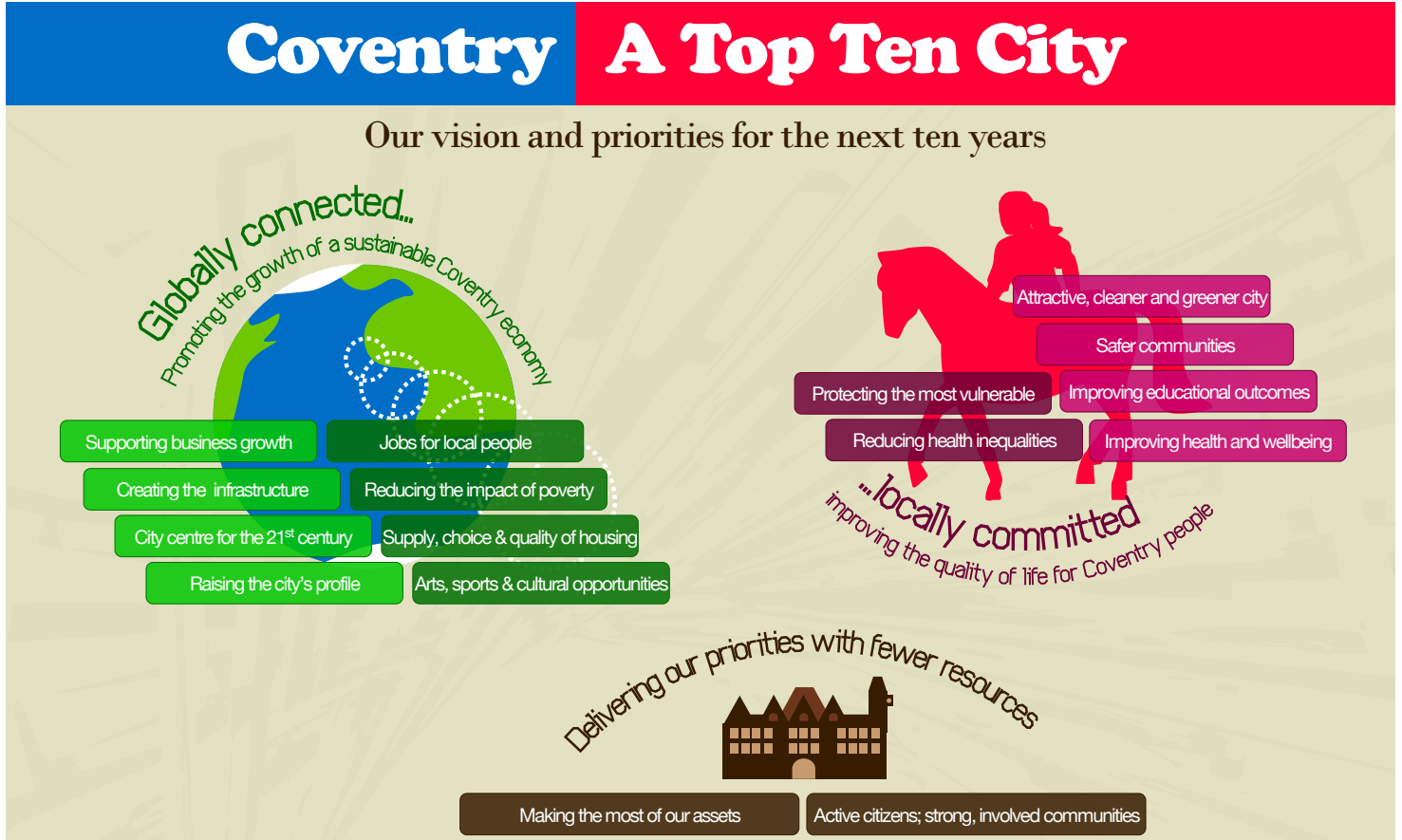
JULY 2016
INSIGHT TEAM
COVENTRY CITY COUNCIL

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Council Plan

The Council Plan *Coventry: A Top Ten City* was last updated in July 2015:



Indicators

The Council uses headline indicators agreed with managers to show progress made towards its priorities. This is supported by a wider basket of measures, equality indicators and perception measures that help explain the trends and story behind the headlines. Where possible, indicators are selected from key strategies and aligned to directorate priorities.






Abbreviations & symbols used

S/N = Statistical neighbours (similar authorities)
 WMM = West Midlands metropolitan area
 WMR = West Midlands Region

Headline indicators are indicated by a shaded background

Find out more

The Council's performance reporting arrangements are made up of a high-level summary published every six months (this report); and online resources on the Council's website setting out historical trends, comparators, interactive maps and data visualisations and links to the Council's key strategies and progress reports.

Symbol	Progress	Target
	Progress made towards the target (right direction)	On-target
	Moving away from target (wrong direction)	Off-target
	Progress is similar or unchanged (or statistically insignificant)	-
	Updated data not available	-
	-	Target cannot be set

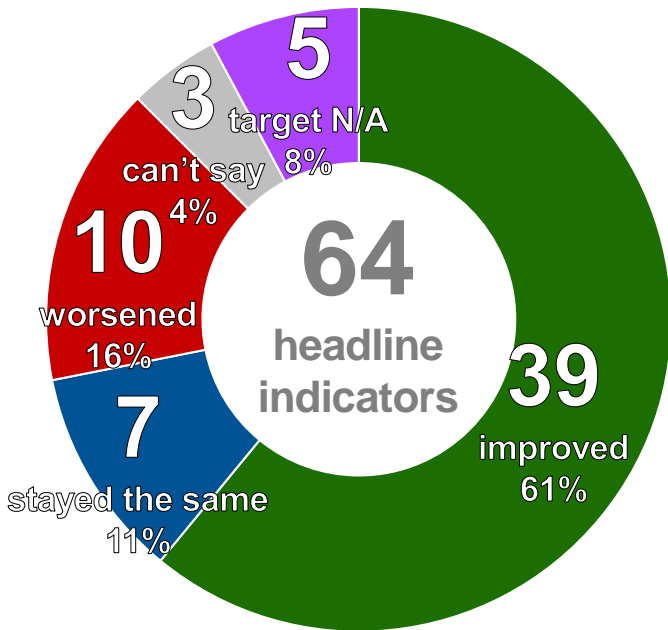


www.coventry.gov.uk/performance/

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Executive summary

Overall performance



The Council Plan is measured using 64 headline indicators, of which 39 indicators (61%) improved. This is an improvement compared to previous updates: in December 2014, fewer than half (36%) of indicators improved and the equivalent in July 2015 and January 2016 was 55% and 52% respectively.

Globally connected (18 indicators)



Locally committed (33 indicators)



Delivering our priorities with fewer resources (13 indicators)



Overall position (64 indicators)



improved | stayed the same | got worse | can't say | target not applicable

47 of the 64 indicators unchanged since December 2014

Globally connected: promoting the growth of a sustainable Coventry economy



Our resident population is growing with the most recent increase being 2.3% – mostly high birth rates and international students; creating a sustained demand for housing.



Employment is stable but there has been an increase among males and decrease among females. Wages are finally going up but resident wages remain below the national average. 15% more residents now say they are living comfortably and 10% fewer residents worry about money.



Coventry's business growth rate of 11% rate (900 new enterprises) was slightly higher than regionally or nationally.



Attracting businesses to the city is intended to grow our economy; increasing gross value added which is currently £21,382 per head. Business rates will become increasingly important to the council's income over the coming years; it has also been necessary to make changes to Council Tax payments and support.



Among young people 16-18 there are now fewer NEETs (not in education, employment or training). However, there is still a concern that the proportion of the adult population overall who are qualified to NVQ 4+ has fallen and is below regional and national average.



The city centre is being transformed with Friargate and university-related developments including student housing. City centre footfall is going up in contrast to the national trend – and may be linked to higher satisfaction with the city centre.



Locally committed: improving the quality of life for Coventry people



Fly-tipping is down but our **recycling rates** have also gone down with only **30%** of our waste currently recycled. This however is in line with regional and national trends.



While **fewer households** are accepted as **statutory homeless**, those with **dependent children** and/or are **pregnant women** increased and is **double the national average**.



Adult safeguarding concerns have doubled. This is seen as positive as it reflects **better awareness**. Overall **demand** for adult social care has increased, with **more receiving long-term ongoing support**.



64% of children achieve a **good level of development** by age five. In **children's social care** there are **concerns over re-referrals**. In specialist services, **looked after children** numbers are **stable** but there are **concerns over children re-entering care** and relatively high numbers in residential care.



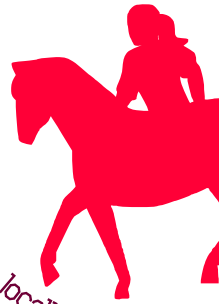
Crime and anti-social behaviour has **gone down** while **hate crime incidents** are **stable**. **84%** of residents **feel safe at night**.



Overall **life expectancy** is **stable**; and the **male life expectancy gap** has **decreased**. **More** adults are **physically active** and use our outdoor spaces for exercise/health – we are now similar to the national average! **Smoking** and **drinking** have **declined**.



91% of pupils attend a **good / outstanding primary school** and for **secondary, 67%**. Our **Key Stage 2 results** have improved but **GCSE results** fell slightly in 2015. On progress measures, our secondary schools are doing better.



...locally committed

Delivering our priorities with fewer resources



The Council's new **Broadgate customer service centre** opened consolidating **14** reception points across the city and closing other Council buildings to save money.



80% of the Council's **transformational target savings** were made.



A **culture change programme** is helping to create a more **agile and flexible workforce**, for instance, our **Aspiring Leaders** programme is training a cohort of our staff with leadership experience.



Carbon emissions from our operations decreased by an estimated **1.45%**.



31% of people say they access information on our website.



1 in 5 (20%) of our transactions are now **digital** – up from less than **1%** just two years ago. The next focus is to improve online services to make them better.



2 in 5 (39%) of residents **contacted us** in the past 1.5 years (mostly by phone). Those who contact us tend to be less happy with us – this is expected; satisfied residents won't need to make contact.



We are trying to **empower communities** and build **networks** to help communities **make better use of their own assets** and resources to improve their local areas.

Delivering our priorities with fewer resources



Supporting businesses to grow

Trends

The city has seen an 11% growth (around 900) in enterprises in 2014/15. This is slightly higher than the regional and national growth rates, although Coventry was starting from a lower business base. The growth this year follows strong growth in 2013/14. The number of businesses in Coventry relative to its population size remains proportionally lower than the regional and national average. As is the case nationally, the vast majority of enterprises in Coventry (88%) are micro businesses with fewer than 10 employees; as such, the growth was fuelled by micro businesses start-ups.

Actions

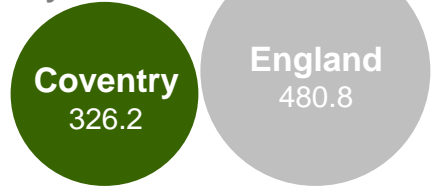
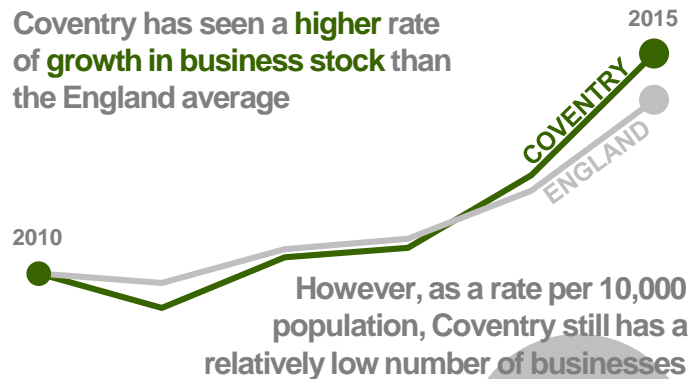
The Council is key partner of the Coventry & Warwickshire LEP (CWLEP), acting as accountable body for the majority of its economic development funding. The objectives are to drive economic growth; help remove barriers to economic growth; help create high-value jobs; and co-ordinate local government co-operation and support. The Council also contributes to the single business growth hub service, delivered by the CWLEP. The performance of the CWLEP Growth Hub has built upon its first year, with higher numbers of engagements, business assists, grants, added value and linked private sector investment. Within Coventry, the hub engaged with 145 businesses, 57 of which lead to an assist and 20 received a grant. Growth Hub activity is estimated to have created 265 direct jobs in Coventry; created £10 million in added value to businesses; and has been linked to £10 million in private sector investment.

Through its internally-managed services the Council has directly contributed to creating 1,694 new job opportunities; secured £323m of business investment; and supported 398 businesses to grow and develop. Businesses have been directly assisted in supporting their growth plans by accessing public sector investment; finding new premises; improving their digital capability; recruiting new staff; up-skilling existing staff; and improving the health and wellbeing of employees. Significant European funding has been secured for the next three years to deliver programmes of business support.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Number of enterprises	7,940 (+7.2%) Mar 2014	8,835 (+11.3%) Mar 2015	+9.8% in WMM March 2015 +8.5% in England March 2015	✓	↑	✓
Gross value added (GVA) per head	£21,239 2013	£21,382 2014 provisional	£26,003 Warks; £19,778 WMM; £25,367 England 2014	✓	↑	✓

Coventry has seen a **higher rate of growth in business stock** than the England average



CWLEP Coventry & Warwickshire Local Enterprise Partnership

- £89m** Growth Deal funding secured
- £35m** for Whitley South public infrastructure
- £30.9m** Regional Growth Fund secured
- £11.3m** Growing Places funding
- £42.4m** European Regional Dev. Fund secured
- £17.2m** secured so far from the European Structural and Investment Funds for 2016-2018

CWLEP GrowthHub

- In 2015/16...
- **57** businesses assisted
 - **20** grants given worth £574k
 - **265** jobs created
 - **£10m** added value to business
 - **£10m** private sector investment

Creating the infrastructure for the city to grow and thrive

Trends

The Council is working with partners to create the infrastructure for the city to grow and thrive, including the Friargate business district, and making the city more accessible for businesses, visitors and local people through better road, rail and digital connections.

Coventry is home to two successful and growing universities, and the Council is supporting the growth of the universities by supporting the development of new purpose-built accommodation schemes in the city centre. This will, in turn, help attract new cafes, restaurants and shops into the city; help create a skilled workforce encouraging businesses to the new Friargate business district; as well as free up housing for local families by reducing the demand for houses in multiple occupation.

In the past year, the Council has approved a number of schemes which is transforming the city centre, including a £70m plan between Barberry and Coventry University to develop rooms for 1,200 students at the former Royal Mail sorting office at Bishopgate; a 600-room project including a 20-story tower by Downing at Belgrade Plaza; as well as student schemes by Complex Development Projects at Gosford Gate and Millennium View.

➡Clockwise from top: new student accommodation approved at Millennium View including opening up River Sherbourne; Gosford Gate scheme; Belgrade Plaza development.

The business rates collected in the city will become increasingly important for the council’s financial stability, as national changes mean that local authorities will retain a greater proportion of business rates, moving from 49% to 100% by 2020. This will mean that a greater proportion of the council’s income is dependent on business rates but overall the council is unlikely to be better off as this income will replace existing funding sources.



Actions



A key achievement this year is the West Midlands Devolution Deal which secures £150m of funding for the regeneration of our city centre, as well as local control over transport investment and growth, including public transport such as the franchising of bus services.

The Friargate business district is beginning to take shape, with the Council building under construction; agreement made to build a second tower in March; and the construction of a Growth Deal-funded pedestrian tunnel under Warwick Road which will enable the Coventry Station Masterplan, a five-year programme to expand the station, to go ahead. Coventry’s approach was recently recognised by Sir John Armitt, president of the Institution of Civil Engineers (ICE), who “hailed the city as a perfect example of planning for the future” (Coventry Telegraph, 13 April 2016).



➡Computer generated image of the proposed second Coventry Rail Station entrance on Warwick Street and the second office building at Friargate.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Business rates base (total rateable value)	£299.2m Mar 2015	£300.0m Mar 2016	-		£299.2m+ 2015/16	

Developing the city centre for the 21st century

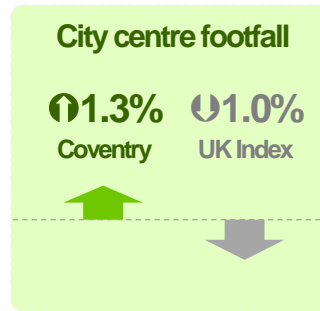
Trends

Footfall in the city centre increased by 1.3% in 2015/16 in contrast to a 1% decline nationally. This also marks a turnaround from the decline in footfall seen in recent years.

In particular, evening footfall increased by 17%. This can be attributed to the new restaurant quarter (The Cosy Club, Las Iguanas, and Wagamama) at Cathedral Lanes in Broadgate Square in September 2015.

The number of empty shop units in the city centre fell, from 63 in January-March 2015 to 55 in January-March 2016.

Coventry's CACI retail footprint standing, a measure of the size of UK shopping centres using transaction data, rose in 2015 to 47th place, an improvement on previous years but it is still underperforming considering Coventry is the 13th largest city in the UK by population.



Actions

City centre developments in 2015/16 are beginning to transform the city centre. This year has seen the opening of the restaurant quarter at Cathedral Lanes; opening of the Friargate boulevard connecting the city centre to the railway station; and the approval and/or construction of a number of new student accommodation schemes at Millennium View, Bishop Gate, Belgrade Plaza, Gosford Gate, Lower Ford Street, and London Road, which will significantly increase the number of people living in the city centre, stimulating the retail and leisure offer.

Meanwhile, construction of the Council office building and approval of the second office building at Friargate will bring in an increase in footfall into the city centre; while the proposed new water park in the city centre will boost the leisure offer in the city centre, attracting a wider catchment than it currently does. It is hoped that these developments will be a catalyst for a more vibrant city centre.

City centre & public realm works this year



Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Change in city centre footfall (year on year %)	-3.6% 2014/15	+1.3% 2015/16	-1.0% UK Index 2015/16	✓	↑	✓

Raising the profile of Coventry

Trends

The Council wants the city to be a place where businesses to choose to relocate; where there are developed economic, business and trade links with other cities; and a place seen as a visitor destination and centre for arts & culture; sports & leisure; music & events.

The UK city of culture programme gives UK cities the opportunity to bid for a prestigious cultural title. Last July, the Council approved a decision to support a Coventry bid for the UK City of Culture 2021 title, fitting with the Council’s priority for Coventry to raise its profile.

Figures released from the annual international passenger survey suggest that the number of holiday trips to the city by foreigners rose from just under 15,000 in 2014 to around 26,500 in 2015.

Research by UK Music, a music trade body, suggests that some 78,000 people attended live music events in Coventry in 2015, supporting 348 jobs and generating some £28 million for the local economy.

Actions

City of Culture bid

Work has taken place to put together a realistic and credible bid budget and creating a special delivery vehicle to manage the bid process. A full-time bid co-ordinator have been appointed, with secondments from the local universities recruited to provide support for fundraising, research and education liaison. Furthermore, press and media relations supported have been provided by Advent PR and the Council’s communications team. Six workshops have been held to develop the vision and narrative for the bid – including workshops with young people; and two open events have been held attracting a strong community input of over 150 people.

Cultural strategy

The Council has commissioned Warwick Business School to lead the development of a 10-year cultural strategy grounded in research and rooted in the distinctiveness of Coventry as a place and population. It will build on the work of a research group which is currently establishing some baseline tourism and visitor profile figures and audience data analysis; and input from partners and communities is being sought through the Partnership for Coventry.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Visitor trips	£8,217,000 2013	<i>To be refreshed through cultural strategy work</i>	-	Not available	↑	Not available




www.coventry2021.co.uk

 **81%** of residents support the City of Culture bid

Coventry’s summer of music

This summer, a range of world-class and local artists are performing in Coventry, including Jess Glynne, Bruce Springsteen and Rihanna; as well as festivals including MTV Crashes Coventry at the Ricoh Arena, and the annual Coventry Godiva Festival. The events are being promoted under the “Coventry’s summer of music” campaign which lets local people and visitors to the city know about the line-up heading to Coventry over the course of the next few months.



 Promoting Coventry’s summer of music 2016

Helping local people into jobs

Trends

After the recession there were jobs created in the city overall and a fall in unemployment in 2009-2012 but there little if any impact on resident employment levels. This suggest that local residents moving out of unemployment were more likely to become economically inactive rather than moving into work. This trend appears to have changed in 2012-2015 with resident employment levels increasing and aligning themselves more with national trends. These figures suggest a stronger internal economy within the city with more of those residents moving from unemployment into employment rather than becoming inactive. There are also concerns over qualifications as only a third of the population is qualified to NVQ level 4+ and the city has a high proportion of unskilled workers.

Actions

The Council's employment team and employer hub helps people find jobs, in particular, those who are disadvantaged and or vulnerable. It also works with businesses to help them create suitable jobs.

In April 2016, Coventry City Council and Warwickshire County Council appointed the Prospects Group to deliver careers and support services for all 16-19 year olds to find out where they study or work when they leave school and college; and to help those at risk of becoming NEET access the guidance and support they need to move into education, employment and training. *Ambition Coventry*, a £8m European and locally match-funded project has been launched to help disengaged young people move into jobs through training and employability support. It aims to support 2,400 young people over three years.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Employment rate (residents)	64.3% Jan-Dec 2014	64.4% Jan-Dec 15	70.7%-WMR Jan-Dec 15 73.6%-GB Jan-Dec 15	✓	↑	✓
Employment rate (female residents)	59.8% Jan-Dec 14	57.8% Jan-Dec 15	65.0%-WMR Jan-Dec 15 68.7%-GB Jan-Dec 15	✗	↑	✗
Employment rate (male residents)	68.7% Jan-Dec 14	70.7% Jan-Dec 15	76.3%-WMR Jan-Dec 15 78.6%-GB Jan-Dec 15	✓	↑	✓
Unemployment rate (model based)	7.5% Jan-Dec 2014	6.3% Jan-Dec 15	5.8%-WMR Jan-Dec 15 5.2%-GB Jan-Dec 15	✓	↓	✓
JSA claimants (seasonally adjusted)	2.1% Apr 2015	1.9% Apr 2016	2.1%-WMR April 2016 1.8%-UK April 2016	✓	↓	✓
% point difference in JSA claimants by electoral ward	3.6% Apr 2015	3.2% Mar 2016	-	✓	↓	✓
16-18 year olds NEET	6.8% 2014/15	4.7% 2015/16	4.3%-WMR 2015/16 4.2%-England 2015/16	✓	↓	✓
18-24 year olds claiming jobseeker's allowance	1.7% Mar 2015	1.6% Mar 2016	3.2%-WMR Mar 2016 2.6%-England Mar 2016	✓	↓	✓
Resident population aged 16-64 qualified to NVQ 4+	32.1% Jan-Dec 2014	29.5% Jan-Dec 2015	31.2%-WMR Jan-Dec 2015 36.7%-Eng. Jan-Dec 2015	✗	↑	✗

Not in Education, Employment or Training (NEETs)

end-2015



Supporting employees and employers

In 2015/16 the employment team provided...

- 37,000 customer assists
- 6,600 registrations
- 1,800 people helped into work
- 350 NEETs supported

... and the employer hub supported...

- 280 local businesses
- 600 disadvantaged residents
- 250 NEETs into sustained work

Reducing the impact of poverty

Trends

Coventry's growing economy makes it easier to tackle poverty. However, the city continues to have relatively high levels of deprivation, with higher than average number of children living in low-income families; in fuel poverty; and living in neighbourhoods considered amongst the 10% most deprived in England.

Wages

Among the working population, there is a pay differential between those working in the city and those who live in the city: people working in the city earn above the national average; but residents earn substantially below the national average. To some extent, this is to be expected as cities tend to attract higher paying jobs.

Welfare

While nationally the number of people relying on foodbanks for emergency food remains at its highest ever level after a period of cost of living rises, a pay squeeze, and issues for welfare recipients caused by recent reforms. In Coventry, thought to be as a result of improvements in the local economy, there has been a 15% decrease in the numbers fed, down from 18,600 to 15,800 in the past year (around 1,300 per month). However 38% of people presenting at foodbanks have benefit issues and 32% present with low income.

Credit unions

The membership figures for both credit unions have shown a reduction in active members since the previous 12 months. This is due to slower than anticipated growth for both organisations coupled with delays in launching wide-scale marketing activity to recruit new members. It is hoped that local advertising and the new facility to make online loan applications will boost membership activity in the coming months.

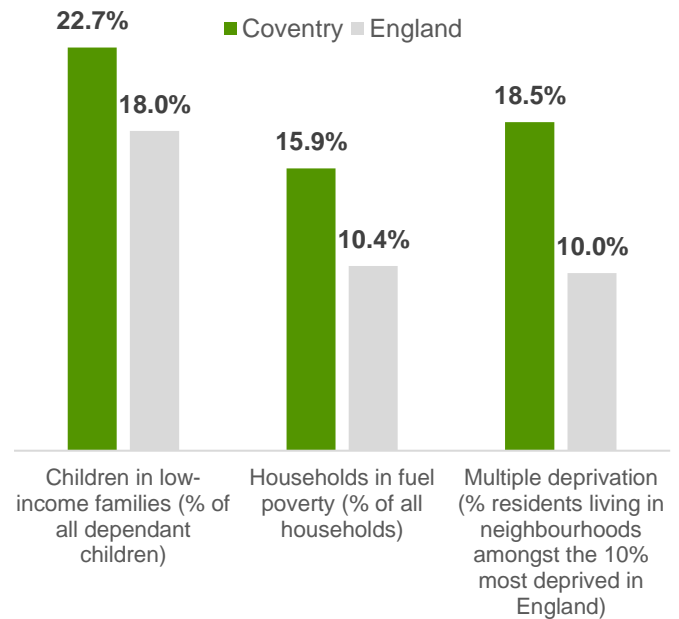
Actions

Welfare reform

Among those in need of welfare benefits, a limited implementation of universal credit began in Coventry in December 2015, initially affecting affect new claims for single people without children. The Welfare Reform Working Together Group is developing consistent messages around the reforms, helping to ensure that local people are made aware of the changes and that those directly impacted understood how they would be affected.

This year, the group focused on the production of information, training events and awareness raising activities so that local organisations are best placed to ensure that people who need help or benefits can access the help and benefits they need.

Coventry has higher levels of deprivation



Full-time average weekly median earnings



For instance, users of the Coventry Foodbank have benefited from an advice service run jointly with the Citizens Advice Bureau to ensure that people claimed the benefits they were entitled to and negotiating on debt repayments helping them reduce the impact of poverty. In addition, the Council has worked with partner organisations on a programme called Feeding Coventry.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Gross disposable household income	£13,992 2013	£13,397 2014 provisional	£15,611-WMR* £18,315-England*		↑	
Median annual pay (residents)	£21,120 2014 revised	£21,860 2015 provisional	£21,096-WMR** £22,716-England**		↑	
Full time median annual pay (residents)	£25,090 2014 revised	£26,902 2015 provisional	£25,650-WMR** £27,869-England**		↑	
Full time median annual pay (female / male residents)	£22,066/£27,703 2014 revised	£22,260/£31,109 2015 provisional	£22,041/£28,182-WMR** £24,292/£30,165-England**		↑	
Gender pay gap (FT hourly earnings exc. overtime)	15.7% 2014 revised	14.8% 2015 provisional	11.2%-WMR 2015 prov. 9.9%-England 2015 prov.		↓	
Active credit union members (adults / juniors)	2,851/1,166 May 2015	2,596/937 March 2016	-		↑	

* 2014, provisional; ** 2015 provisional

Did you know?

Globally connected...



Residents gave our city centre a rating of 2.79 out of 5 – an improvement from 2.4 in 2014.



↑ 15% more residents living comfortably on their present income
2016 compared to 2013

Source: Life in Coventry survey 2016

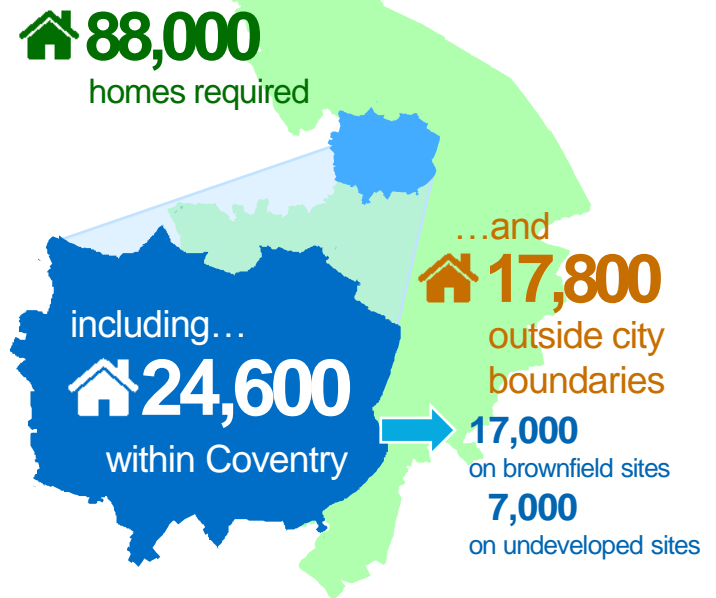
Increasing the supply, choice and quality of housing

Trends

In 2013-2014, Coventry was the fastest-growing city in terms of population outside of London and the South East, with a 7,600 person increase in the city's population, an increase of 2.3%. Combined with continuing job growth, there is a continued and sustained demand for housing.

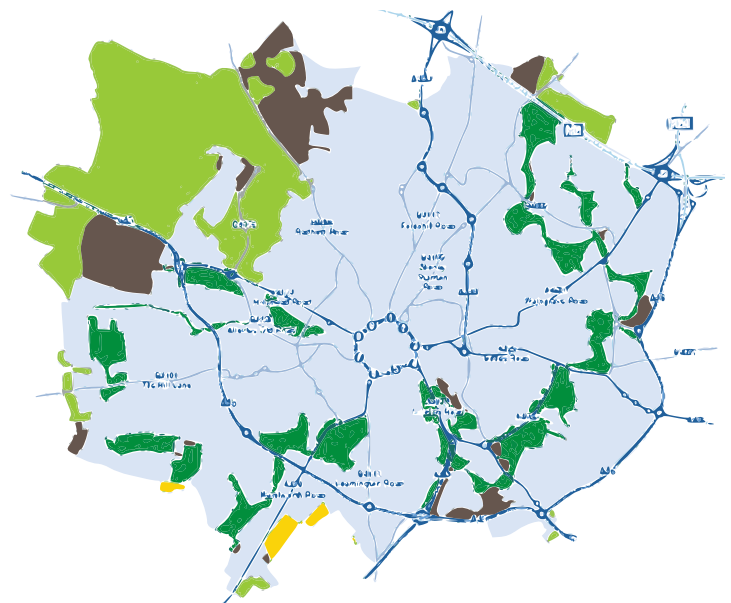
Coventry is part of the Coventry and Warwickshire Housing Market Area. Based on the most recent population projections, the housing requirement for Coventry and Warwickshire from 2011-2031 is for just over 88,000 dwellings – including 42,400 to meet Coventry's need. An assessment of land availability indicates that Coventry has enough land for just 24,600 houses; so the Council has entered into formal agreements with the Warwickshire districts (except Nuneaton and Bedworth) to redistribute the remaining 17,800 houses required outside of the city's boundaries. Of the 24,600 houses, around 17,000 can be accommodated on brownfield sites, with the remaining 7,000 needing to be on previously undeveloped, greenfield land.

Coventry and Warwickshire Housing Market Area Homes required in 2011-2031



Actions

In 2015/16 the Council consulted on a new Local Plan, and submitted it to Government for approval in April 2016. The new Local Plan will now be subject to a period of public examination prior to being adopted by the Council. It replaces an older, 2001 plan, and sets out how and where the city will grow, develop and change. In particular, the Plan seeks to develop 10% of the city's existing green belt to facilitating growth and development of the city as part of the city's aspiration to be a Top Ten City. This is because the city needs larger family housing which cannot be met by skyscraper tower blocks or cramming too many houses on small sites in already built-up areas. The significant urban extensions to the city is expected to provide some 7,000 new homes and 50 hectares of employment land. The Council is also taking action to bring empty, unused property back into use. Since April, Council Tax reductions are no longer offered for properties that are unoccupied and unfurnished; and a full Council Tax charge must be paid immediately for empty properties that are having repair work. Where a property has been left empty for two years, the Council also levies a Council Tax rate of 150%.



Above map marks out the areas of green belt to be converted to local green space (dark green) or to be marked for development (brown).

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Council Tax base	£118.78m 31 Mar 2015	£120.21m 31 Mar 2016	-		↑	
Number of domestic properties	138,020 31 Mar 2015	139,179 31 Mar 2016	-	-	-	-
Domestic properties in the higher Council Tax bands	29.14% (40,220) 31 Mar 2015	29.20% (40,639) 31 Mar 2016	35.23%-WMM 31 Mar 2015 55.74%-England 31 Mar 2015		↑	





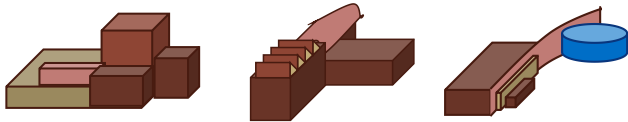
Increasing the range of opportunities for people to access arts & culture; sports & leisure; music & events; and other activities

Trends







Culture Coventry visitor statistics

Coventry's key attractions all saw an increase in visits

	2014/15	2015/16	
 Belgrade Theatre Coventry	150,919	170,797	↑ 13.2%
Herbert Art Gallery & Museum, Coventry	253,192	272,898	↑ 7.8%
COVENTRY Transport MUSEUM	315,996	352,817	↑ 11.7%
 COVENTRY GODIVA FESTIVAL	125,000	141,000	↑ 12.8%



Residents' use of entertainment and cultural facilities in the last 12 months:

-  **50%** went to a pub, club or bar
-  **46%** went to the cinema
-  **31%** visited a museum or gallery
-  **21%** been to the theatre
-  **14%** went to a live event
-  **13%** went to a gig / live music

Results from Life in Coventry 2016, where people have attended the above at least three times in the last 12 months

Actions

Coventry City Council has appointed FaulknerBrowns Architects to design Coventry's new £36.7million city centre water park on the site of Christchurch House and Spire House with a planned opening date in late 2018. The centre will house a 25metre swimming pool, gym, climbing wall, squash courts, dance studio and day spa; and the water park could include wave pool, lazy river, children's splash pad, children's play structure and six water slides.

The Council is transferring the ownership of the Alan Higgs Centre to the Coventry and Warwickshire Award Trust which could see the development of a new eight lane, 50 metre swimming pool built at the centre. The Trust is also working with Wasps Rugby Club to develop a £7 million training centre at the site, with a kicking barn available for the community to use on non-training days.



📍 Artists' impression of Coventry's water park

Create an attractive, cleaner and greener city

Trends

Roads and pavements

Typically, roads need maintenance when they have reached the end of its life and showing signs of failure. In 2015/16, £11.5m was allocated for transport and highway maintenance schemes. This is a continuation of the programme of repairs and preventative maintenance over the past five years, which has greatly improved the road network's resilience to the winter's weather, reducing deterioration.

Recycling

Despite increases in membership of the Coventry Recycling Club, recycling rates have continued to fall. The fall is not unusual to Coventry and can be attributed to economic growth, which results in a growth in residual waste; and increases in DIY projects. This is reflected in the amount and type of waste brought into the waste and recycling centre. Our recycling rates have been affected because materials recycling facilities are rejecting 10% of our recycling loads, and demand has changed for recyclable goods such as wood, carpet, mattresses and hard plastics.

Actions

Roads and pavements

A new 2016/17 highways programme was approved in February, which sets out a £11.2m for transportation and highway maintenance schemes in line with previous years.

Waste and recycling

Unfortunately, putting the wrong items into recycling bins can cause problems with the recycling process and increase costs of providing the service. The Council has introduced bin tags, which sets out why a bin is not emptied, for instance, because it contained items we cannot collect. Evidence suggest that if people put all the things that can be collected into their blue-lidded and brown-lidded bins then we could be recycling 48% of all household waste, up from 30%.

Park management plans developed for...


Brookstray Willenhall Wood  Edgwick Park Nauls Mill Park

Roads and pavements in good or acceptable condition...

	2014/15	2015/16	Target
A roads	98%	99%	✓
B & C roads	95%	98%	✓
Unclassified	80%	80%	✓
Footways	36%	36%	✗ *

* target of 38% missed

Waste and recycling

 **273,100** bins collected every week
that is, 13 million emptied every year



2,021 members
supporting 12 good causes around the city



30% waste recycled

Park management plans to be developed for...

Prior Deram  Moat House Hearsall Common

Dealing with fly-tipping





-  1. Fly-tipping reports monitored; local intelligence acted upon
-  2. Enforcement officer resources targeted at "hot streets"
-  3. Residents encouraged to take ownership of environmental issues with the use of Keep It Clean warnings / educational leaflets which set out what residents should do with waste
-  4. Legal notices are served on owners and occupiers who do not dispose of waste accordingly and law breakers prosecuted

Improving recycling rates

at present
 **62.5%**
of recyclable items are being recycled properly

if we increase this to
 **80%**
then we can increase Coventry's recycling rate to over 40%

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Roads and footways which are in good or acceptable condition – see infographic table above						
Fly tips in the city	2,811 2014/15	2,316 2015/16	4,961-All Mets 2014/15		<2,640 2015/16	
Household waste recycled and composted	34.1% 2014/15	30.3% 2015/16 prov.	40.5%-All Mets 2014/15 42.5%-England 2014/15		40%+	



Make communities safer together with the police, to reduce crime and anti-social behaviour

Trends

In 2015/16, overall recorded crime fell by 201 offences compared to the previous year, a reduction of 0.9%. This marks the third consecutive year in which overall recorded crime in Coventry has fallen. This is also in contrast to the remainder of the West Midlands Police area as Coventry is the only local area reporting a reduction. However, there have been an increase in certain crime categories in January-March 2016. Youth offending remains lower than in other metropolitan boroughs and rates are continuing to reduce.

In the city's priority locations, there were 13,635 crime and anti-social behaviour and nuisance incidents in 2015/16, compared to 14,339 in 2014/15; that is, 704 fewer incidents.

There were 527 hate incidents in 2015/16. In 2015/16, West Midlands Police began recording "non-crime" hate incidents, as well as hate crime incidents. Excluding non-crime incidents, hate crime figure is 439 incidences – similar to last year's 433 incidences.

Hate crime incidents

527 incidents reported including...

- 379 hate crime incidents reported
- 60 incidents at reporting centres
- 28 "non-crime" hate-crime incidents

Incidents by type in 2015/16

Reported offences motivated by hatred/prejudice towards a person because of their actual/perceived protected characteristic of...

disability	27	religion/belief	23
race/ethnicity	428	gypsy/traveller	<5
sex/gender/transgender	<5	not stated	<5
sexual orientation	45		

↳ Incidents of domestic violence and sexual assault are reported in the 'protecting and supporting our most vulnerable people' section.

Actions

The Coventry Local Policing Plan for 2014-2016 identified a number of priorities: reduce burglary; tackle anti-social behaviour, including teenagers hanging around and drinking, with a particular focus on the areas of Broad Park Road (Henley); Acorn Street (Lower Stoke) and Edgwick Park (Foleshill); tackle drug dealing and drug use, with a particular focus on the areas of Bull Yard (City Centre) & Broad Park Road (Henley); and reducing speeding and inconsiderate parking, in particular, Browns Lane (Bablake) and Coundon Wedge Road (Bablake). The police and crime commissioner is now consulting on a new plan for 2016 onwards. Results from the Life in Coventry survey 2016 suggest that anti-social behaviour and strangers hanging around are among the top reasons for people feeling unsafe. Also parking, roads and speeding come out as among the top improvements people feel could be made to their local area.

Perceptions of safety



84%

feel safe at night

Life in Coventry survey 2016

However this depends on where people lived...

66%

South Foleshill/Paradise

98%

Coundon

...and depends on the situation:

28% of residents felt unsafe in Coventry in the past 12 months – 12% outside in streets/parks; 7% at pubs/clubs; 6% on public transport/car parks; 5% at shops/stations

Indicators

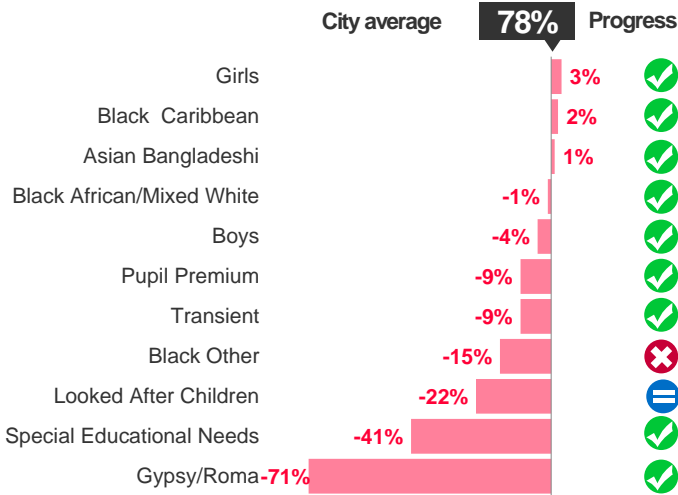
Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Crime rate per 1,000 people	67.7 2014/15	62.5 Jan-Dec 2015 (local data)	70.2-B'ham; 66.6-Wolves. Jan-Dec 2015 (local data)	✓	↓	✓
Total number of crimes	21,451 (-0.54%) 2014/15	21,241(-0.9%) 2015/16	-	-	-	-
Crime & anti-social behaviour / nuisance in priority locations	14,339 (-9%) 2014/15 estimate	13,635 (-5%) 2015/16 estimate	-	✓	↓	✓

Working with schools to continue to improve educational outcomes

Trends

Key Stage 2

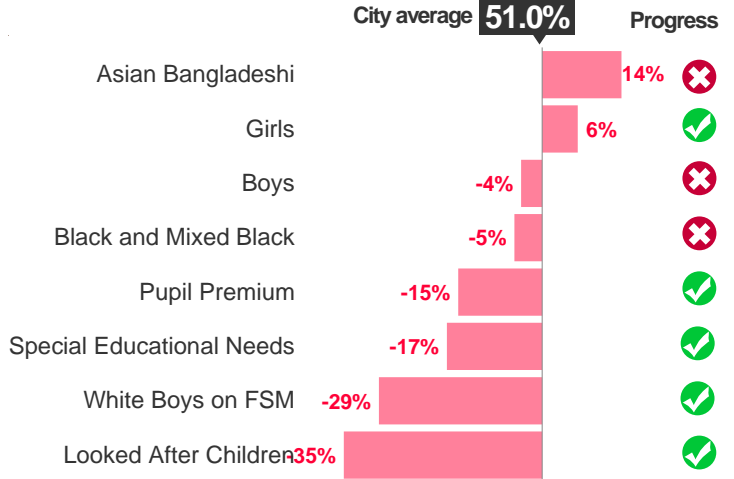
Gap between the following groups and the city average in achieving level 4 or above in reading, writing and mathematics at Key Stage 2



78% of Year 6 pupils now achieve the expected level, as Coventry's gap with the national average continues to narrow. However some key groups continue to experience notably lower attainment rates.

Key Stage 4

Gap between the following groups and the city average in achieving five good GCSEs (A* to C) including English and Maths at first entry



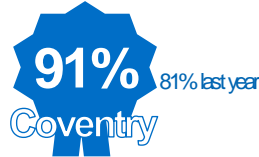
In 2015, our GCSE attainment has fallen in contrast to an improvement nationally; increasing the gap with the national average; and attainment gaps in some disadvantaged groups is widening. However we are making some headway on Key Stage 2 to Key Stage 4 progress measures.

Fewer people in Coventry, than the national average, have attained either an NVQ level 2 (82.6% vs 86%) or NVQ level 3 (51.3% vs 57.4%) by age 19. Of those who do attend sixth form a similar proportion to the national average attend higher education but fewer (16% vs 26%) attend a higher education institution ranked in the top third nationally.

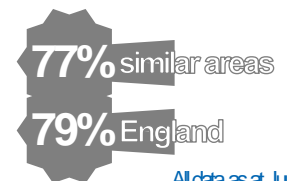
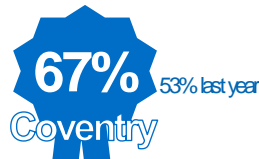
Actions

In primary, the successful school-to-school support model is being built on, with a focus on creating more outstanding schools while building on the profile of good schools. Meanwhile, a collaborative secondary school improvement model has been established, which brings together mixed groupings of secondary schools to drive improvement together. Head teachers from schools from across the spectrum including academies, free schools and the university technical college have joined together to implement these initiatives. The Coventry and Warwickshire post-16 area review has looked specifically at education for this age group and provided recommendations for sixth form colleges in the city.

More **primary** pupils now attend a good / outstanding school in Coventry than nationally



However our **secondary** schools are behind



All data as at June 2016

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Level 4+ reading, writing & maths at KS2	76% 2014	78% 2015	80%-SN 2015 80%- England 2015	✓	80%+	✗
5+ GCSEs A* to C incl/ Eng & Maths first entry	52.3% 2014	51.0% 2015	53.4%-SN 2015 57.1%- England 2015	✗	57.1%+	✗
Making expected progress from key stage 2 to key stage 4 in...						
...English	74.0% 2014	71.5% 2015	68.9%-SN 2015 71.1%- England 2015	✗	71.1+	✓
...Maths	59.0% 2014	64.9% 2015	63.9%-SN 2015 66.9%- England 2015	✓	66.9%+	✗
Pupils attending schools judged good / outstanding by Ofsted: see infographic table above						



Improve the health and wellbeing of local residents

Trends

Life expectancy

Life expectancy in Coventry is lower than the national average, but it is at the level expected given the city's level of deprivation. However there remains a wide inequality gap: a man from the most deprived area can expect to die 9.2 years younger than one from the least deprived area; and for a woman, the difference is 7 years. Premature mortality (deaths under the age of 75) is higher in Coventry because of higher rates of premature mortality from cardiovascular disease, cancer and respiratory disease. In terms of healthy life expectancy, that is, years a person would expect to live in good health based on mortality rates and self-reported good health, the figures are 60.6 years for males and 62.7 for females. While this is above the combined authority area figures of 61.5 and 62.3 years, it is below the England figures of 63.4 and 64.0 respectively. The West Midlands Combined Authority is committed to increase healthy life expectancy to 62.3 years for males and 63.9 years for females by 2030.

Smoking

Smoking is now less prevalent in Coventry than nationally. However, one in five (21%) are current smokers; and this increases to 30% among those living in deprived areas.

Physical activity and exercise

We have seen improvements in the use of outdoor space for exercise or health reasons and alongside this an overall increase in the number of adults who are physically active.

Subjective wellbeing

My overall (self-reported) health is...



Healthy behaviours and risks

- 65% never smoked... 21% are current smokers
- 43% do not drink... 20% drink twice or more a week
- 36% did some competitive sport in the past week... 23% are inactive in the past week
- 26% ate 5 portions of fruit/vegetables per day... 23% drink soft/fizzy drinks every day

Life in Coventry survey 2016

Mental health and wellbeing

WEMWBS, the Warwick-Edinburgh Mental Wellbeing Scale is a widely-used measure of population-level overall mental wellbeing. The Life in Coventry 2016 survey suggest a slight improvement in wellbeing with a mean score of 51.48, an improvement of 0.5 from 50.98 in 2013.

Actions

Health and wellbeing

The Coventry Health and Wellbeing Board is overseeing the development of a new Health and Wellbeing Strategy due to be published in summer 2016. This is based on evidence from the joint strategic need assessment, which identified a focus on the wellbeing of children and a focus on families with multiple and complex needs.

Physical activity

Coventry is using a social movement approach to encourage residents to be active. On 21st October, *One Big Thing* got 10% of the city's population (over 32,000 people) active at the same time, setting records and improving their health.

Smoking

As with nationally, fewer people are going for stop smoking services. This is due to the increase in use of e-cigarettes. This year the service worked with primary schools to help parents stop smoking, and helped people with mental health conditions reduce smoking.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Male life expectancy at birth	78.2 (77.8-78.6) 2011-13	78.6 (78.2-79.0) 2012-14	78.9-WMR 2012-14 79.6-England 2012-14		↑	
Female life expectancy at birth	82.4 (82.1-82.8) 2011-13	82.3 (81.9-82.6) 2012-14	82.9-WMR 2012-14 83.2-England 2012-14		↑	
Smoking prevalence in adults – current smokers	18.5% (16.3-20.7) 2013	15.6% (13.6-17.7) 2014	16.9%-WMR 2014 18.0%-England 2014		↓	
Smoking quitters at 4 weeks as a rate per 100,000 smokers	5,055 (2,533) 2014/15	4,349 (2,179) Jan-Dec 2015 local estimate	3,627-WMR 2014/15 2,829-England 2014/15		↑	

Protecting and supporting our most vulnerable people

Trends

Children’s services – in line with national trends, contacts to children’s services have increased. The multi-agency safeguarding hub (MASH) may have influenced this as agencies contacting the MASH for advice will be formally logged as a contact. Referrals remain high – and of particular concern is the high and rising rate of re-referrals. Fewer children entered care in 2015/16 but the number of looked after children (LAC) remains similar. A concern this year is the growth in children re-entering care.

Adult services – there is a great increase in adult safeguarding concerns reported. This is seen as an improvement as it is thought to reflect greater awareness of reporting rather than increased prevalence.

Conceptions to under 18s – there were 186 conceptions to girls under 18 in 2014, a significant reduction from 227 in 2013. Conceptions to under 16s is similar to nationally; but while the rate for under 18s is falling faster than nationally, it remains higher than nationally. Rates in Longford, and Binley and Willenhall remain rather high.

Actions

Children’s services – steps are being taking to turn around children’s services. This February, the Department for Education recognised improvements made, including the MASH and referral and assessment service; steps to improve auditing and quality assurance; and on the quality and consistency of practice. The Department was also encouraged by the looked after children and care leavers spoken to and was pleased children’s voices are heard at all level. There are also areas of development identified, including the need for systemic improvements to systems and practice required and concerns over the high and rising rate of re-referrals to social care. To address this, children’s services are moving from managing demand, improving systems and processes to one that focus on quality of practice. The service have developed a stronger more robust programme of audits to inform continuous practice improvement. A number of new initiatives’ are beginning to have an impact, on the workforce and reduce the reliance on agency staff. The service is also embarking on a period of service transformation to ensure that children’s services is fit for purpose in the future with the available resources to deliver good outcomes for children.

Conceptions to under 18s – improved access to advice and contraception (including through the C-card) in community settings; plus targeted prevention for vulnerable young people at risk has reduced conceptions. In addition, the iBumps service, established in 2014, brings together multiple agencies to help support young parents with an individualised approach through pregnancy and early parenthood.



Child sexual exploitation (CSE)

People across the city – including Coventry City Football Club players – have signed the pledge to know the signs and how to report CSE in our city. Find out more at www.coventry.gov.uk/cse/.



Fostering and adoption – there is an ongoing campaign in the city to recruit 100 more foster carers over the next two years, this consists of various streams of advertising and a series of events where people can meet the fostering team and foster carers.

Adult services – the introduction of the Care Act, increasing demand and continued challenges in resourcing has provided a challenging context for adult social care. This is demonstrated by the significant growth in safeguarding alerts recorded, and an increase in the number of adult social care users with long term ongoing support needs. In 2015/16, 73% of adult social care users say they have choice and control over their daily lives, down from 76.2% in 2014/15. This compares to a regional average of 76.5% in the West Midlands Region and 77.4% in England.

Drug and alcohol misuse services – following the production of the city-wide alcohol and drug strategies in 2014/15, the Council has worked with criminal justice agencies, drug and alcohol treatment providers and NHS providers to tackle issues in the city. While the city has seen an overall decrease in drinking and fewer young people taking up drugs, new challenges include ‘legal highs’ and people with significant and multiple issues (drug and substance misuse, homelessness and offending behaviour) – which are being managed through liaison and diversion, intelligence building and public space protection orders.



Early intervention – the Council's early help and prevention services hold 70% of all common assessment framework (CAF) assessments – with external agencies making up the other 30%. The Council is working to redress the balance in holding CAFs by external agencies (to around 40%), so that families can be supported at lower levels of intervention. In 2015/16, progress has been made on an outcome impact tool which will go live in summer 2016, enabling better performance management and reporting against early intervention objectives, supporting children and families as and where required.

Domestic violence – there has historically been under-reporting of domestic violence and abuse, and improved working by the police and other agencies are encouraging people to report the crime. There has been an increase in domestic violence and abuse cases involving children and this is thought to be the result of better recording – the risk, harms and threats to children are better identified and recorded, enabling agencies to respond to the needs of families and intervene earlier as required.

Child sexual exploitation (CSE) – CSE usually involves exploitative situations and relationships where a child may receive 'something' as a result of performing sexual activities. The Council has launched a CSE pledge for local people to pledge to help stop the abuse and sexual exploitation of children by knowing the signs and how to report concerns. Sign the pledge at www.coventry.gov.uk/csepledge/.

Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Looked after children (rate per 10,000 under 18s)	79.2 (587) Mar 2015	78.5 (582) Mar 2016 provisional	79.8-WMR Mar 2015 64.6-England Mar 2015		Target not applicable	
CAF assessments closed with all actions complete	61.0% 2014/15	68.9% 2015/16	-		70%+	
Adult safeguarding concerns	1,027 (400 per 100k) 2014/15	2,009 (782 per 100k) 2015/16	-		Target not applicable	
Adult social care users extremely/very satisfied with care/support	64.9% 2014/15	62.0% 2015/16	65.0%-WMR 2014/15 64.7%-England 2014/15		64.9%+ 2015/16	
Adult social care users with long term ongoing support	3,401 (1,325 per 100k) 31 Mar 2015	3,631 (1,404 per 100k) 31 Mar 2016	1,716 per 100k-England 2014/15		Target not applicable	
People contacting adult social care not already receiving support	9,747 (3,798 per 100k) 2014/15	9,296 (3,595 per 100k) 2015/16	4,758 per 100k-England 2014/15		Target not applicable	
Adult social care users with a personal budget	82.2% 2014/15	80.0% 2015/16	83.9%-WMR 2014/15 82.6%-England 2014/15		90%+ 2015/16	
Adult social care users with a direct payment	20.5% Mar 2015	21.0% 2015/16 provisional	25.4%-WMR Mar 2015 26.0%-England Mar 2015		26.0%+ 2015/16	
Adult social care users who have control over their daily life	76.2% 2014/15	73.0% 2015/16 provisional	76.5%-WMR 2014/15 77.4%-England 2014/15		77.4%+	
Conceptions to girls under 18 (rate per 1,000 15-17 year olds)	39.5 Jan-Dec 2013	33.8 Jan-Dec 2014	28.6-WMR & 22.8-Eng. Jan-Dec 2014		↓	
Total domestic violence offences (crime/non crime) known to police	6,104 2014/15	5,972 (-2.16%) 2015/16	-		Target not applicable	
Repeat victims of domestic violence	10.5% 2014/15	9.5% 2015/16	-		↓	
Domestic violence incidents involving children	34.4% 2014/15	38.0% 2015/16	-		Target not applicable	
Referrals to the Sexual Assault Referral Centre (Cov & Warks)	383 2014/15	446 2015/16	-		Target not applicable	
Households accepted as statutory homeless	635 2014/15	533 2015/16	-		↓	
Homelessness cases prevented	1,935 2014/15	1,536 2015/16	-		1,200+	

Reducing health inequalities

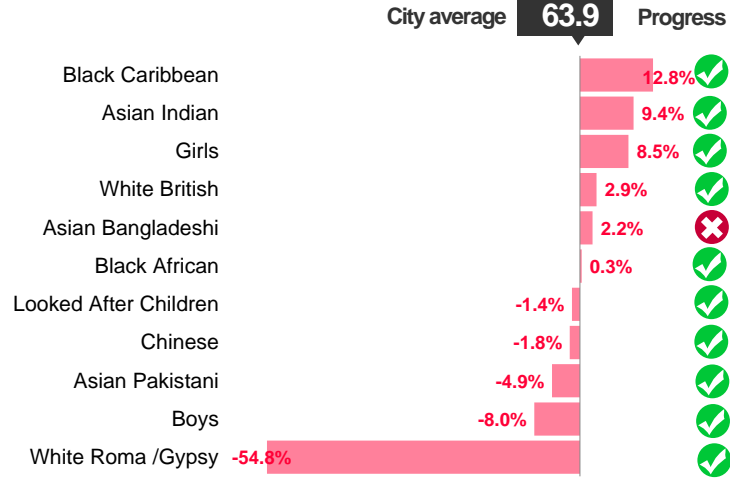
Trends

A Marmot City – the city continues to be “*making a difference in tough times*”, committing further resources to continue as a Marmot City and implementing a new strategy focusing on improving outcomes for young people and ensuring ‘good growth’ in Coventry.

Early years – in 2015, the proportion of five year olds at a good level of development improved significantly and is similar to comparable local areas. However, it still lags behind the national average. While children from poorer backgrounds in Coventry (that is, eligible for free-school meals [FSM]) don’t do as well as others, it is encouraging that they do better on the whole than the national average for children eligible for FSM. The areas with the lowest rates of good development at 5 years are Edgwick in Foleshill (46%) and Wood End, Henley Green & Manor Farm (49%). The early intervention programme, Acting Early has now been rolled out citywide, integrating services for families with young children.

Early years

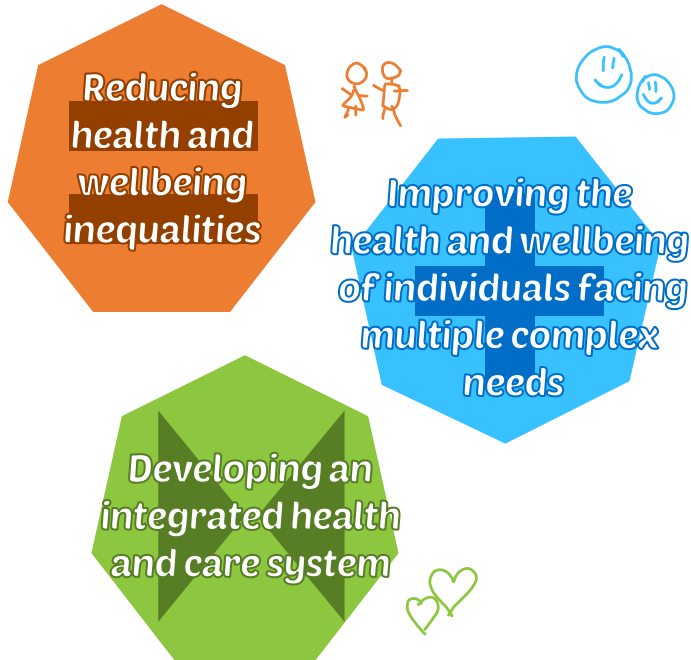
Gap between the following groups and the city average in achieving a good level of development in the early years by age five



Actions

The Coventry Health and Wellbeing Board has identified the following priorities for 2016-2019, for each of the workstreams under the Health and Wellbeing Strategy a series of key outcome measures will be developed, which will be reflected in future iterations of this performance report.

Coventry Health and Wellbeing Strategy 2016-2019



Coventry Marmot Strategy 2016-2019



Find out more about the **Health and Wellbeing Board** at www.coventry.gov.uk/hwbb/

Read the **Marmot Strategy** at www.coventry.gov.uk/downloads/file/20345/



Indicators

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Inequality in male life expectancy at birth	9.8 years (7.5-12.1) 2011-13	9.4 years (7.2-11.6) 2012-14	9.2-WMR 2012-14 9.2-England 2012-14	⊖	↓	⊖
Male healthy life expectancy at birth	61.4 years (59.8-63.1) 2011-13	60.6 years (59.1-62.2) 2012-14	62.4-WMR 2012-14 63.4-England 2012-14	⊖	↑	⊖
Inequality in female life expectancy at birth	8.5 years(6.7-10.3) 2011-13	8.7 years (7.6-9.8) 2012-14	6.9-WMR 2012-14 7.0-England 2012-14	⊖	↓	⊖
Female healthy life expectancy at birth	62.6 years (60.9-64.3) 2011-13	62.7years (60.9-64.5) 2012-14	62.5-WMR 2012-14 64.0-England 2012-14	⊖	↑	⊖
Good level of development in the early years by age five	60.0% 2014	63.9% 2015	63.4%-S/N 2015 66.3%-England 2015	✓	66.3%+	✗
Gap between lowest achieving 20% in the early years and the rest	36.8% 2014	36.0% 2015	36.0%-S/N 2015 32.1%-England 2015	✓	<32.1%	✗
Breastfeeding rates at 6-8 weeks (Coventry & Rugby CCG)	43.9% 2014/15	Update not available	45.7% Arden 2014/15 43.8% England 2014/15	Not available	↑	Not available
Mothers who smoke at time of delivery (Coventry & Rugby CCG)	12.3% 2014/15	13.0% Oct-Dec 2015	10.6% England Oct-Dec 2015	⊖	↓	⊖
Injuries due to falls in people aged 65 and over (rate per 100,000)	2,870 2013/14	2,596 2014/15	2,130-WMR 2014/15 2,125-England 2014/15	✓	↓	✓

Did you know?



...locally committed

👍 88%

are satisfied with their local area same as in 2013 and 6% better than LGA benchmark (82%)

💬 43%

⬆️ 4% more residents feel they can influence local decisions 2016 compared to 2013

Source: Life in Coventry survey 2016



Making the most of our assets

Make savings so that we can continue to support frontline services

Reducing operating costs and carbon emissions

We reduced our carbon dioxide emissions and energy use by improving our street lighting through Lighting Coventry and by reducing electricity usage in offices through agile working, incentives to get people to 'switch off' unnecessary equipment and consolidating offices.

Maximising our income through collecting business rates, council tax and reviewing fees and charges

Using our data and insights like customer segmentation, we are performing more targeted marketing – resulting in a steady increase in the uptake of direct debit for council tax, reducing our administration costs. Our council tax collection rate currently sits just under the target of 96%, at 95.8%. Separately, changes to the council tax support scheme has reduced the amount we pay, saving £2.4 million. As of 7 April, 16,893 more properties are now required to pay compared to a year ago.

Reducing staffing costs

↓272.98 full-time equivalent staff (**↓477** contracts)

by redesigning services & voluntary reduction/early retirement

Rationalising our property portfolio



£3m saved

closing 8 of our buildings & selling properties
investing in commercial sites
changing how we manage property

*strategic property review resolved a £0.5m per year
budgetary pressure on commercial property*

New Broadgate customer services centre



14 reception points consolidated

150 employees now working more collaboratively and flexibly



improved customer experience with services all in one place

Sickness absence



8.51 days per fte lost to sickness

that is a reduction of 0.89 days per fte from the previous year

Facts and figures from the Life in Coventry survey



nearly 7 in 10 residents **trust us** (69%)
compared to LGA benchmark of 58%

6 out of 10

satisfied with the way we run things (61%)
that is 6% below LGA benchmark

Support the regeneration of Coventry's economy

Adding social value and encouraging local contracts

The Council's new Social Value Toolkit is designed to help Council officers understand what social value is in order to be able to practically consider and achieve social value from commissioning and procurement activities. This will help achieve positive outcomes and value for the city in three ways – economic outcomes (such as creating jobs and maximising opportunities for local people); social outcomes (such as equality and diversity and reducing health inequalities) and environmental outcomes (for the benefit of local people and wildlife through efficient use of resources and minimising waste). It seeks to achieve social value across all stages and aspects of the commissioning and procurement process.

Coventry Investment Fund

In 2014/15, the Council set up a £50 million Coventry Investment Fund. The Fund supports major capital investments that will create economic growth, help employment and bring in more business rates to help the city grow, but only in projects that cannot be funded from other sources. In 2015/16, the Council approved investment of £111,000, helping to create 402 fte jobs in the city; on top of the £15 million approved in 2014/15. The existence of the fund helps encourage other lenders to invest in the city. The Fund has already helped to refurbish Cathedral Lanes, helping revive Coventry's night-time economy; develop new industrial units at Lythalls Lane; and supported Fargo Court, a mixed-use development between Far Gosford Street and Sky Blue Way.



Change how we work to become more flexible and adaptable

Putting local people and their needs at the heart of the customer journey

The Customer Journey project has worked on various things to ultimately improve the customer journey, achieve efficiencies and seeking to work in more new and innovative ways to put the customer at the heart of everything we do. An example is the consolidation of reception points into a single customer service centre at Broadgate House. The team is now working with a number of different services including housing and adult social care, exploring techniques such as customer journey mapping to identify potential process improvements and efficiencies, how we can better use our data to truly understand the customer journey and what this insight means for our services.

Developing our workforce and new ways of working through culture change, sharing services and working with our neighbours and the sub-region

The new customer service centre at Broadgate opened in November. It brings together 110 staff from different services, consolidating 14 reception points into one. Customer experience is improved: meet and greet staff help residents with their enquiries including helping them to use online services; while payment kiosks have replaced cashiers. In addition, the council is developing an Information Management (IM) strategy, which will set out our digital aims for the future, to help transform the way in which we gather, store and utilise our data.




Transformation programme savings

80% of target savings achieved

Shortfall of £2m due to significant overspends in adult social care and shortfall of £0.7m in procurement savings targets (where £2.3m of £3m was achieved).

KICKSTART





Regenerated

-  Friargate under construction
-  Bridge deck open
-  Station forecourt changes




Culture

-  New training programme
-  Simpler appraisals
-  Behaviours framework

Transformed

-  New phone system ^{350 users}
-  Agile working
-  File-archive-bin
-  SharePoint collaboration

Customer

-  Customer Service Centre
-  MyAccount
-  Payment kiosks

Active citizens; strong, involved communities

Encouraging people to self-serve by maximising the use of new technology

The Customer Journey project is looking at how to best achieve channel shift targets and increase the uptake of digital services.

We have improved our website, making it more usable on all devices from phones to tablets and computers. In addition, more services are being made available online, and different marketing approaches are being used to encourage people to use them. In 2015, My Account was launched, allowing customers to manage their services in a single place. By increasing online usage and self-service, and reducing more traditional communications channel such as telephone and letter, customers have the freedom to contact us whenever they want, in any way they want – as well as allowing us to become a more efficient organisation.

My Account

Residents can now register for an online account and are able to access our services without having to pick up the phone, write to or visit us.



1 in 5 transactions are now online
saving residents time and money

↓ 24%

face-to-face & telephone contact
freeing up staff time to help people who really need to speak to us on the phone or face to face



Working with neighbours and partners across the voluntary, public and private sectors

Pooling and sharing resources – working together to solve local problems

The Partnership of Coventry is made up of representatives from partners across the public, private, voluntary and community sectors. Through pooled and shared resources, skill sets and influences, the partnership aims to work together to deliver positive change within the city.

The priority of the Partnership for 2015/16 was growing the city and tackling poverty. A piece of work to come out of this is the Feeding Coventry project. The aims of this are to look at more innovative ways to tackle poverty, through things such as community kitchens, local advice, fuel vouchers etc. There are some real examples of the benefits this type of collaborative work can achieve and Birkenhead Council visited recently to talk through their accomplishments and how this is helping the community.

Encouraging the development of social enterprises, mutuals, and other operating models

The Council is engaging with social enterprise and partners to support the growth of the sector and to explore the potential benefits of becoming a social enterprise city. It is estimated that there are already in the region of 200 thriving social enterprises in Coventry that reinvest their profits to deliver social benefits. Social enterprise contribute to the local economy and to the Councils priorities by creating jobs, helping to strengthen communities and creating new and more diverse solutions to delivering services.

West Midlands Combined Authority

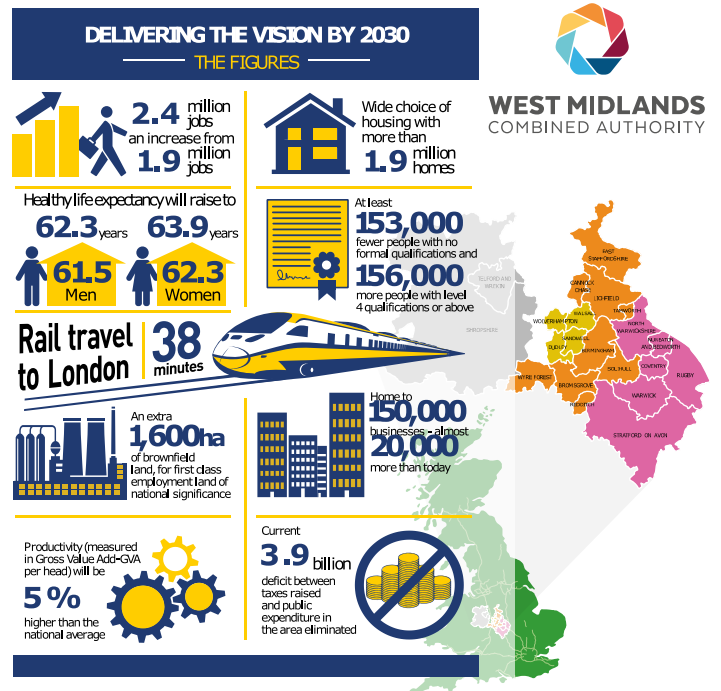
Local authorities and local enterprise partnerships are working together to move powers from Whitehall to the West Midlands and our locally elected politicians, who know this region best. Individual councils will still deliver services and retain their identity but on the big decisions we will have the resources to work together.

The West Midlands Combined Authority, which will give the city the economic clout to compete on a global scale; providing new opportunities for economic growth and benefits for residents, businesses and increased productivity and the re-balancing of the UK economy. The deal brings in an extra £36.5m a year for 30 years, plus gives the region access to funding for transport, housing, business investment, land reclamation, business support and employment, education and skills. Specifically for Coventry, there is also a cash boost of £150million to speed up the regeneration of Coventry city centre; and a sprint bus link to the proposed HS2 UK Central station. The West Midlands Combined Authority has set an ambitious goal for gross value added per head in the combined authority area to reach the national average by 2026.



Partnership FOR COVENTRY

The Partnership for Coventry works together to deliver positive change for Coventry. A new website was launched in June 2016 at www.coventrypartnership.com with new ways for partners to collaborate online.



In June 2016, the Strategic Economic Plan for the West Midlands Combined Authority was launched, setting out how the region will “make our mark” and make the West Midlands the best region in the UK to do business by 2030.

The West Midlands Combined Authority was officially established on 17 June 2016.



Indicators

Making the most of our assets

Indicator	Previous performance	Current performance	Comparators	Progress	Target	Status
Rationalising property portfolio – revenue savings	£1,600,000 2014/15	£3,000,000 2015/16	-		£3m+	
Carbon dioxide emissions from local authority operations	18,940 tonnes ↓0.06% 2014/15	18,665 tonnes ↓1.45% 2015/16 est	-		↓	
LA CO ₂ emissions avoided through the use of local renewable energy	2.5% 2014/15 actual	2.98% 2015/16 Estimate	-		3%+ by 2016/17	
Total energy use in Council buildings excluding schools	Not available revised indicator	38,017,232 kWh 2015/16 estimate	-	Not available	↓	Not available
Transformation programme savings	£15.778m 2014/15	£9.100m 2015/16	-		£11.8m+ 2015/16	
Core employee headcount (fte)	4,515.03 fte Mar 2015	4,242.05 fte Mar 2016	-		↓	
Employee contracts (excluding schools and casual posts)	5,778 contracts 31 Mar 2015	5331 contracts 31 Mar 2016	-		Target not applicable	
% of the workforce which is female	70.2% (4,054) 31 Mar 2015	69.5% (3,705) 31 Mar 2016	45% Coventry		Target not applicable	
% of senior managers (above Grade 10) who are female	50.45% (56) 31 Mar 2015	53.23% (66) 31 Mar 2016	-		Target not applicable	
Black and Minority Ethnic (BME) representation in the workforce	16.4% (945) 31 Mar 2015	16.11% (859) 31 Mar 2016	18% Coventry		Target not applicable	
BME representation in senior management (above Grade 10)	6.31% (7) 31 Mar 2015	8.9% (9) 31 Mar 2016	-		Target not applicable	
Employees who have declared a disability	5.8% (334) 31 Mar 2015	5.4% (288) 31 March 2016	10% Coventry		Target not applicable	
Working days lost due to sickness absence per fte	9.40 days 2014/15	8.51 days 2015/16	-		<8.50days per fte	
Council Tax collection rate	95.4% 2014/15	95.8% 2015/16	-		96.0%+ 2015/16	
National non-domestic rates (business rates) collection rate	96.9% 2014/15	97.8% 2015/16	-		98.5%+ 2015/16	
Allocation of the Coventry Investment Fund	£15m 2014/15	£0.1m 2015/16	-		£6.1m	
External funding attracted	£50m 2014/15	£46.8m 2015/16	-		£35.9m	

Active citizens; strong, involved communities

Indicator	Previous performance	Current performance	Progress	Target	Status
Online transactions	16.16% 2014/15	20% 2015/16		20%+ 2015/16	
Reduction in face to face and telephone contact	12% reduction 2014/15	24% reduction 2015/16		20%+ 2015/16	

List of new, revised or deleted indicators, and indicators with no data available

This list sets out headline indicators that are new, revised or deleted indicators; as well as indicators where no data is available in this report (July 2016) compared to the half-year report in January 2016.

New indicators

There are no new indicators. However as a result of new government reporting requirements following changes to the schools accountability system, we will be reporting on a new set of educational attainment measures from the 2016 results and beyond, as follows:

- Standardised score in reading, writing and mathematics at the end of Key Stage 2 (overall and by key groups)
- Expected progress in reading at the end of Key Stage 2
- Expected progress in writing at the end of Key Stage 2
- Expected progress in mathematics at the end of Key Stage 2
- Attainment 8 at the end of Key Stage 4 (overall and by key groups)
- Progress 8 (progression from the end of Key Stage 2 to the end of Key Stage 4)
- % achieving A* to C in English at the end of Key Stage 4
- % achieving A* to C in Mathematics at the end of Key Stage 4
- Expected progress in English at the end of Key Stage 4
- Expected progress in Mathematics at the end of Key Stage 4

Revised indicators

Locally committed: improving the quality of life for Coventry people

- Reported offences motivated by hatred/prejudice towards a person because of their actual/perceived protected characteristic – from 2015/16 this includes police non-crime incidents as well as police crime and reporting centre incidents
- Total domestic violence offences (crime/non crime) known to police – 2014/15 and 2015/16 figures recalculated

Deleted indicators

There are no deleted indicators.

Indicators with no updates available at end of year

Globally connected: reducing the impact of poverty

- Visitor trips – the latest available data remains 2013

Locally committed: reducing health inequalities

- Breastfeeding rates at 6-8 weeks – available data did not meet validation criteria

Further information

A full set of Council Plan headline indicators is set out on www.coventry.gov.uk/performance/

All indicator data (open data download) <http://smarturl.it/CovPerformanceData>

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Performance Management Framework

Coventry City Council · July 2016

Introduction

Our performance management framework sets out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in our [Council Plan](#).

The Council's approach

Performance management is everyone's responsibility. It is also part of our day-to-day operation. The Council's performance management framework approach recognises the diversity of our business, and is mindful that services already respond to a wide range of other performance management arrangements, for instance, statutory requirements from government or through partnership working arrangements. As a result, our framework seeks to build on the systems and processes already in place.



① Performance Management Cycle

Council Plan

The Council Plan sets out our vision and priorities for the city. The current plan, [Coventry: A Top Ten City](#) was last updated in July 2015. Our priorities are delivered through key strategies.

Strategies

Strategies are used to implement policy and deliver plans for change. Performance standards, measures, targets and reporting timescales should be aligned between the Council Plan and [key strategies](#).

Service/team plans

Directorates are responsible for ensuring that there are plans in place to translate high level objectives into operational activities. These plans may be at directorate, service or a team level as appropriate and determined by service need. Individual managers will identify the content and frequency of performance monitoring and review.

Employee performance management and development

Our priorities are translated into individual objectives, supported by the [behaviours framework](#). Under the Council's [employee performance management process](#), the managers and employees are expected to regularly review an employee's objectives (what they do) and behaviours (how you do it).

Performance measures

Progress towards the Council's priorities is monitored using a consistent set of **headline indicators** – with a particular focus on a number of **core indicators**. A **wider basket of indicators** including **lag** (output oriented, easy to measure but harder to influence) and **lead** (more input oriented, hard to measure but easy to influence) **indicators** are drawn on to explain the trends and stories behind the headlines. A mixed set of measures are used, including:

- **outcomes** that our strategies can influence but not directly control (e.g. long-term ones like life expectancy or short-term ones like unemployment);
- **outputs** showing how much a service has delivered of something (e.g. jobseekers supported);
- **inputs** demonstrating efficiency in our resource usage (e.g. savings delivered); and
- **perceptions** showing what residents think of our services (e.g. % of survey respondents satisfied).

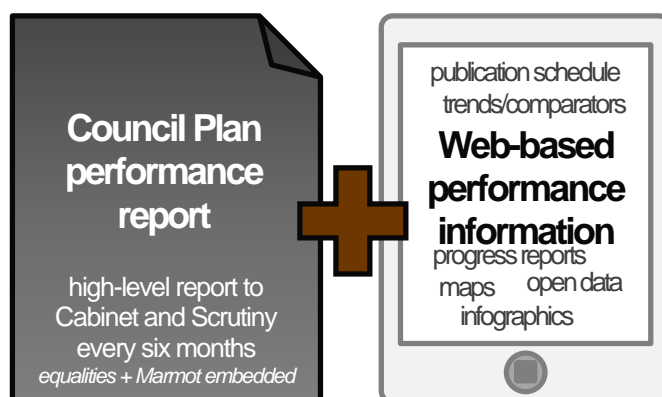
Performance measures and targets are set and reviewed by services with the relevant cabinet member, in line with the relevant strategy. They should take into account our priorities, resources, and comparators. Where possible, indicators are selected from the Council's key strategies or from other directorate measures.

The Council also uses a **Composite Liveability Measure** approach to evaluate the relative merits of different places, and to compare and contrast any set of places to another using any indicator.

Reporting arrangements

The reporting arrangements consists of:

- a high-level Council **Council Plan performance report** to Cabinet and Scrutiny every six months summarising overall performance and embedding equalities and Marmot; and
- web-based performance information setting out a publication schedule; trends/comparators; progress reports; open data; maps and infographics.



Reporting arrangements

Key documents

Our performance management framework is made up of the Council Plan, strategies, service/team plans and individual objectives and targets:

	Strategic Council Plan	Key strategies	Operational Service/Team plans	Individual Employee performance management and development
Purpose	Sets out the Council's overall strategic direction	Sets out the strategic direction to deliver a key priority	Sets out tasks to deliver strategy and services	Sets out individual objectives and actions
Contents	Vision, priorities and measures	Outcomes, outputs, resources, measures, targets, timescales and an action plan	Planned activities, achievements, timescales, resources, responsibilities	Performance against objectives and behaviour framework
Responsibility	Council – with support from partner organisations	Cabinet Member – with management lead (contributions might be cross-directorate)	Determined by management lead at a directorate, service or team level	Individual employee and line manager
Performance measures	Headline indicators and a wider basket of indicators	Indicators to monitor outcomes and outputs	Measures to assess progress towards outcomes and outputs	Tasks and actions for the individual
Reporting and reviewing arrangements	Reported to Cabinet and Scrutiny every six months	Reviewed annually and as appropriate reported to relevant Cabinet Member. Indicators and targets to be revised and approved if necessary.	As determined by management lead	Reviewed regularly as determined by individual employee and line manager
Timescales	10 year plan – reviewed annually and refreshed as required	As appropriate – and refreshed (or decommissioned) before expiry	Typically up to one year (and refreshed as appropriate)	Refreshed at least annually

Find out more

On the Council's website	Council Plan: http://www.coventry.gov.uk/councilplan/ Info and stats: http://www.coventry.gov.uk/infoandstats/ Council performance: http://www.coventry.gov.uk/performance/ Key strategies: http://www.coventry.gov.uk/policy/
On our intranet (Beacon)	Organisational performance management: http://beacon.coventry.gov.uk/policyandperformance/ Employee performance management: http://beacon.coventry.gov.uk/performanceandmanagement/

Version control

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 Last updated on 21 June 2016. To be reviewed in July 2017.
 Document location: <https://coventrycc.sharepoint.com/teams/ChiefExec/PublicHealth/InsightCorpPolicy/>



Public report Cabinet and Council Report

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

**Cabinet
Council**

**5 July 2016
12 July 2016**

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Cllr J O’Boyle

Director Approving Submission of the report:

Executive Director of Place

Ward(s) affected:

Cheylesmore

Title: Development of Whitley South

Is this a key decision?

Yes – the proposals within the report involve financial implications in excess of £1m

Executive Summary:

Whitley South is the site of a proposed Research & Development campus situated on land to the south of the A45 and to the north of Coventry Airport. Warwick District Council (“Warwick DC”) and Coventry City Council (“the Council”) have resolved to grant planning consent for this scheme and the Secretary of State has agreed not to call in the application allowing it to be determined locally. The scheme is predominantly on land in Warwick DC’s administrative area.

The site was previously part of the former Coventry & Warwickshire Gateway scheme and, as such, is subject to an option in favour of the Coventry & Warwickshire Development Partnership LLP.

The Council is the freehold owner of land south of the A45, which borders Coventry Airport. The existing option provides that, on satisfaction of certain conditions, the land comprised in both phases will be let by the Council to the LLP by way of a long term 999 year lease and subject to payment of a premium. It is proposed that this option is varied to provide that the land will be let in two phases at a fixed price for each. The Council understands that it has been agreed in

principle that Jaguar Land Rover ("JLR") will, simultaneously with the grant of the long lease of phase 1 to the LLP, acquire 29 acres from the LLP for expansion of their existing operation.

The Council is close to securing external funding to help to facilitate the provision of public infrastructure to enable the development of Whitley South. This scheme is critical to the current expansion plans of JLR and will also accommodate a number of small medium enterprises, JLR's local supply chain together with a hotel and car show room.

Accordingly, it is proposed that the Council agree to procure the infrastructure required to deliver the development and approve the terms under which the LLP are granted a long leasehold interest in the site.

Recommendations:

Cabinet is requested to recommend that the Council:

- (1) Approve that the Council procure the construction of the infrastructure at Whitley South in accordance with the terms contained in the private report.
- (2) Approve that the Council enters into an agreement (the "**Infrastructure Investment Agreement**") whereby it will agree that the LLP will procure (as agent of the Council) delivery of the infrastructure work up to the total value of the external funding secured.
- (3) Delegate authority to the Executive Director of Place and Executive Director of Resources to vary the Sale & Infrastructure Agreement between the Council and the LLP dated 2 December 2014 to enable the delivery of Whitley South and to extend the existing Sale & Infrastructure Agreement for such period as is necessary to secure the Council's position with regard to the Gateway scheme.
- (4) Delegate authority to the Executive Director of Place and Executive Director of Resources, to make modifications (if necessary) to the Infrastructure Investment Agreement between the Council and the LLP which takes into consideration all legal and financial implications.
- (5) Delegate authority to the Executive Director of Place and Executive Director of Resources, in consultation with the Cabinet Member for Jobs and Regeneration to serve all necessary notices on the existing tenants of the subject land so as to gain vacant possession of the land in order to allow the proposals contained in this report to proceed.
- (6) Approve the inclusion of the external funding once secured on the Council's approved Capital Programme, delegating authority to the Executive Director of Resources to reflect as appropriate once the spend profile is known.

Council is asked to:

- (1) Approve that the Council procure the construction of the infrastructure at Whitley South in accordance with the terms contained in the private report.
- (2) Approve that the Council enters into an agreement (the "**Infrastructure Investment Agreement**") whereby it will agree that the LLP will procure (as agent of the Council) delivery of the infrastructure works up to the total value of the external funding secured.
- (3) Delegate authority to the Executive Director of Place and Executive Director of Resources to vary the Sale & Infrastructure Agreement between the Council and the LLP dated 2 December 2014 to enable the delivery of Whitley South and to extend the existing Sale &

Infrastructure Agreement for such period as is necessary to secure the Council's position with regard to the Gateway scheme.

- (4) Delegate authority to the Executive Director of Place and Executive Director of Resources, to make modifications (if necessary) to the Infrastructure Investment Agreement between the Council and the LLP which takes into consideration all legal and financial implications.
- (5) Delegate authority to the Executive Director of Place and Executive Director of Resources, in consultation with the Cabinet Member for Jobs and Regeneration to serve all necessary notices on the existing tenants of the subject land so as to gain vacant possession of the land in order to allow the proposals contained in this report to proceed.
- (6) Approve the inclusion of the external funding once secured on the Council's approved Capital Programme, delegating authority to the Executive Director of Resources to reflect as appropriate once the spend profile is known.

List of Appendices included:

Appendix A – Previous Gateway proposal

Appendix B – Whitley South proposal

Background papers:

None

Other useful Documents

Report to Council entitled "Coventry & Warwickshire Gateway" 23 October 2012.

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=130&MId=9254&Ver=4>

Has it been or will it be considered by Scrutiny?

No

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?

Yes, 12 July 2016

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Report title: Development of Whitley South

1. Context (or Background)

- 1.1 In December 2014 the Council entered into a Development Agreement with the Coventry & Warwickshire Development Partnership LLP (“the LLP”) to facilitate the delivery of the Coventry & Warwickshire Gateway scheme. This proposal is illustrated in Appendix A.
- 1.2 The Coventry & Warwickshire Gateway scheme proposed the creation of approximately 4,500,000 square feet of office & warehousing space on land to the North & South of Coventry Airport.
- 1.3 Whilst both the Council and Warwick DC resolved to grant planning consent, the scheme was called in by the Secretary of State for Communities & Local Government who determined that planning consent should not be granted at that time and should be determined through the local plan process.
- 1.4 Warwick DC has subsequently proposed that the Gateway scheme is adopted through their local plan process. This will be re-considered by the Secretary of State Department for Communities and Local Government (“DCLG”) through a Public Inquiry towards the end of 2016.
- 1.5 JLR has an urgent requirement to expand their existing Whitley global headquarters and engine development facility. An inability to expand at Whitley increases the likelihood that JLR would leave Coventry and invest elsewhere, which may not necessarily be in the UK.
- 1.6 In order to try and ensure JLR’s headquarters remains in Coventry the Council, working in partnership with Coventry & Warwickshire LEP and Warwick DC promoted Whitley South to the company. Whitley South forms a small part, approximately 20% of the former Gateway proposal sitting on Council owned land to the north of Coventry Airport.
- 1.7 JLR could see the potential of the land and currently propose to occupy approximately half of Whitley South as a campus for engineers employed to support engine and gearbox development. A number of their suppliers also wish to relocate to Whitley South to support JLR’s Research and Development activities. JLR also wish to see a prestige dealership on the site to showcase their products and a hotel to accommodate the growing number of foreign visitors to their global headquarters which is also located at Whitley.
- 1.8 The proposals for Whitley South are illustrated in Appendix B.
- 1.9 In April 2016 both the Council’s and Warwick DC’s planning committees resolved unanimously to grant planning consent for Whitley South. The site has subsequently been referred to the Secretary of State DCLG for determination as it is within the greenbelt. The Secretary of State has determined not to call the proposal in, thereby endorsing the approval granted by both Warwick DC’s and the Council’s planning committees.
- 1.10 As the land upon which Whitley South sits is subject to a legal option to the LLP pursuant to the existing Sale and Infrastructure Agreement their support to the Whitley South development proposals was sought and received.
- 1.11 The Council is seeking external funding to deliver the infrastructure required to support Whitley South. This funding will deliver both the proposed A45 bridge and local road improvements - delivering significant public benefits via road improvements to alleviate

congestion on the A45 Festival island, Siskin Drive, A46 Stoneleigh Island and the A444 Whitley junction. These improvements deliver significant benefits beyond Whitley South.

- 1.12 Under the existing Sale and Infrastructure Agreement the LLP is required to draw down the whole of the Council owned land in one phase. This was because the Sale and Infrastructure Agreement envisaged that the Gateway development would be delivered as a single entity, however as elements of the Whitley South overall scheme will be delivered in advance of the Gateway scheme. It is proposed to vary the Sale and Infrastructure Agreement in order to phase the payments to reflect the phased nature of the development. The payment schedule is considered in your private report.
- 1.13 Under the Sale and Infrastructure Agreement, the LLP was required to pay a minimum sum to the Council for the land with an additional payment to be made dependant on various remediation costs over which the LLP had little control. The proposed variation is set out in your private report.
- 1.14 The Sale and Infrastructure Agreement is subject to a drop dead date of 31 December 2017. In order to ensure that the Sale and Infrastructure Agreement remains in place to for sufficient time for the Gateway proposals to clear the planning process it is proposed to extend this drop dead date by up to five years.
- 1.15 The payments proposed and set out above are currently in the process of being verified by Independent Chartered surveyors, GVA, as representing best consideration as required under S123 of the Local Government Act 1972.

2. Options considered and recommended proposal

- 2.1 It is also clear that as JLR are expanding they are making investments far beyond the sub-region of Coventry. In recent years they have invested in facilities in Brazil, Slovakia and India. In order to secure the on-going presence of JLR in the sub-region it is considered imperative that the Council seek to support JLR expanding their Powertrain activities at Whitley South.
- 2.2 A number of site options were put to JLR however all were rejected in favour of Whitley South as it offered JLR the ability to expand their existing Whitley facility whilst keeping the displaced engineers immediately adjacent to the site.
- 2.3 It was against this backdrop that the Whitley South plan was proposed and adopted as the only option. By not supporting JLR at this time it is perfectly conceivable that JLR would have looked beyond the city and region and may have chosen to make their investment either outside the area or possibly outside the UK altogether.
- 2.4 On the basis that the contents of this report are approved the LLP will be entering into back to back contracts with JLR so as to ensure JLR will take up space at Whitley South. Dovetailing those contracts is an important factor in securing the future success of Whitley South and the wider Gateway site.
- 2.5 By offering JLR the opportunity to expand the existing Whitley facility by expanding into Whitley South it is believed that JLR will be committing investment of approximately £500m to the area and securing their future in the Coventry region for the foreseeable future.

3. Results of consultation undertaken

- 3.1 The Whitley South proposals have been the subject of an outline planning application submitted to both the Council and Warwick DC. As part of the process a public consultation was carried out.

4. How is risk being managed?

- 4.1 The Council intends to dispose of the land to the LLP and simultaneously instruct the LLP to undertake the infrastructure works as agent of and on behalf of the Council. The Council is working with the LLP on how best to structure this transaction, with particular focus on ensuring compliance with the EU state aid and public procurement rules. The Council wishes to avoid entering into any transaction which could expose it to an unacceptably high risk of breach of state aid or procurement legislation.
- 4.2 The Council has mitigated against these risks and have sought advice from Counsel and Financial Advisors who have endorsed the approach adopted.
- 4.3 The Council will incorporate relevant provisions within draft agreements to minimise the risk and exposure to the Council.

5. Timetable for implementing this decision

- 5.1 JLR wish to take first occupation of Whitley South by 2018 which will help to determine the timetable.

6. Comments from the Executive Director of Resources

6.1 Financial implications

- 6.1.1 The Council is close to securing external funding to build new infrastructure at Whitley South. It is proposed that, subject to state aid compliance, the monies are passported to C&W Development Partnership LLP to procure and deliver the infrastructure on behalf of the Council.
- 6.1.2 The revised legal agreements as proposed would generate potential capital receipts and investment returns for the Council.

6.2 Legal implications

6.2.1 Grant and investment powers

- 6.2.2 There are various statutory powers available to the Council when considering to make a grant and/or investment, they are:

- The Council has a specific power to invest under Section 12 of the Local Government Act 2003; and
- The Council also has a general power to make investments/and or a grant under the powers of general competence contained in Section 1 of the Localism Act 2011.

7. Other implications

7.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

7.1.1 If implemented these proposals should help to secure high quality jobs for the people of Coventry, together with the provision of much needed employment land and infrastructure improvements.

7.2 What is the impact on the organisation?

7.2.1 To ensure successful delivery of this project and the Council's ability to provide additional staff resources as may be required. Some staff are already in place for the existing externally funded projects. Any new staff will be recruited on temporary fixed term basis in line with the Council's current recruitment processes.

7.3 Equalities / EIA

7.3.1 An equalities and consultation analysis is not considered necessary for this paper.

7.4 Implications for (or impact on) the environment

7.4.1 The project will have an impact on the environment.

7.5 Implications for partner organisations?

7.5.1 No direct implications.

Report author(s):

Name and job title:

Richard Moon, Senior Development Executive

Directorate:

Place

Tel and email contact:

Richard.moon@coventry.gov.uk

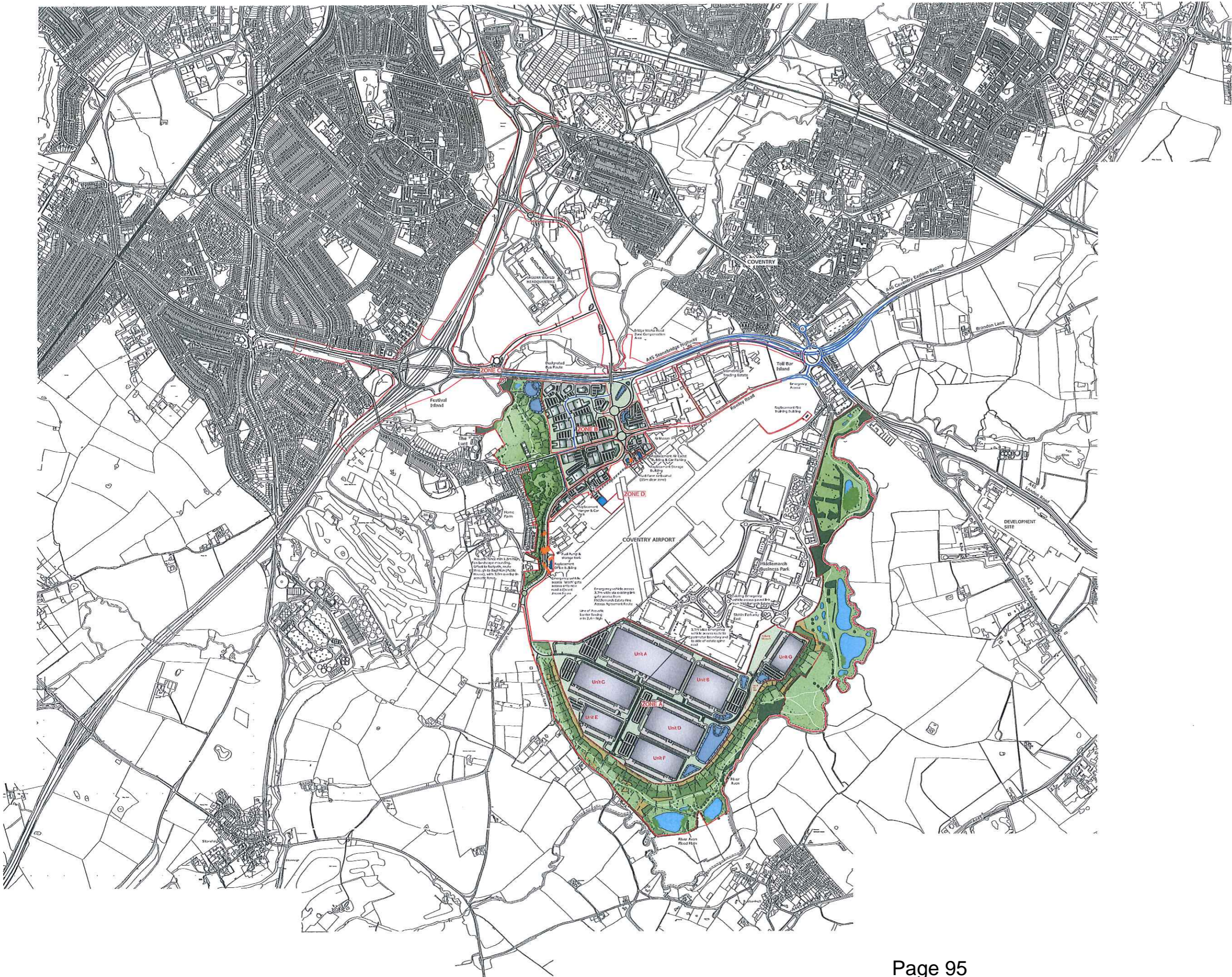
Tel: 02476 832350

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Andy Williams	Head of External Funding	Place	24 May 16	26 May 16
Oluremi Aremu	Major Projects Lead Lawyer	Resources	24 May 16	8 June 16
Lara Knight	Governance Services Co-ordinator	Resources	14 June 16	14 June 16
Names of approvers for submission: (officers and members)				
Finance: Phil Helm	Finance Manager (Place Directorate)	Resources	7 June 16	7 June 16
Legal: Gurbinder Singh Sangha	Major Projects Commercial Lawyer	Resources	24 May 16	8 June 16
Director: Martin Yardley	Executive Director	Place	7 June 16	7 June 16
Members: Councillor O'Boyle				

This report is published on the council's website:

www.coventry.gov.uk/meetings



Zone A Area Schedule

UNIT	Unit GIA	Office GIA	Total GIA
Unit A	92,902 m ²	3,484 m ²	96,386 m ²
Unit B	46,451 m ²	3,484 m ²	49,935 m ²
Unit C	52,954 m ²	1,394 m ²	54,348 m ²
Unit D	51,096 m ²	1,858 m ²	52,954 m ²
Unit E	23,226 m ²	929 m ²	24,155 m ²
Unit F	40,412 m ²	1,394 m ²	41,806 m ²
Unit G	22,761 m ²	1,394 m ²	24,155 m ²
TOTAL	329,802 m²	13,937 m²	343,739 m²
	3,550,000 ft ²	150,000 ft ²	3,700,000 ft ²

Zone B Area Schedule

CAR SHOW-ROOMS	Unit GIA	B1b/B1c	Unit GIA
A	1,857 m ²	D	3,345 m ²
B	1,394 m ²	E	3,902 m ²
C	1,394 m ²	F	3,716 m ²
TOTAL	4,645 m²	G	3,902 m²
	50,000 ft ²	H	3,530 m²
C1 HOTEL (5 floors)		J	5,388 m²
R	11,617 m ²	K	2,601 m ²
	125,045 ft ²	L	2,787 m ²
A1/A3/A5 RETAIL		M	5,203 m ²
S	1,603 m ²	N	3,716 m ²
T	697 m ²	O	3,716 m ²
TOTAL	2,300 m²	P	5,574 m²
	24,757 ft ²	Q	5,388 m²
		U	1,393 m²
		V	1,580 m²
		W	1,580 m²
		X	1,952 m²
		Y	1,672 m²
		Z	1,672 m²
		Zii	2,415 m²
		TOTAL	65,032 m²
			700,000 ft²

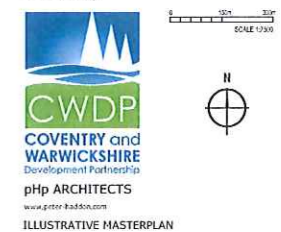
Zone D Area Schedule

Buildings proposed for replacement:

A: Anson House - Offices	8,545 ft ²	794 m ²
B: Aircraft Hanger	17,255 ft ²	1,603 m ²
Replacement hanger	25,445 ft ²	2,364 m ²
C: Air Cadets Building	1,873 ft ²	174 m ²
D: Equipment Store	7,360 ft ²	684 m ²
E: Fuel Farm	29,020 ft ²	2,695 m ²
F: Fire Training Compound	56,000 ft ²	5,202 m ²
G: Fuel point		
H: Gatehouse	215 ft ²	20 m ²
Replacement gatehouse	344 ft ²	32 m ²

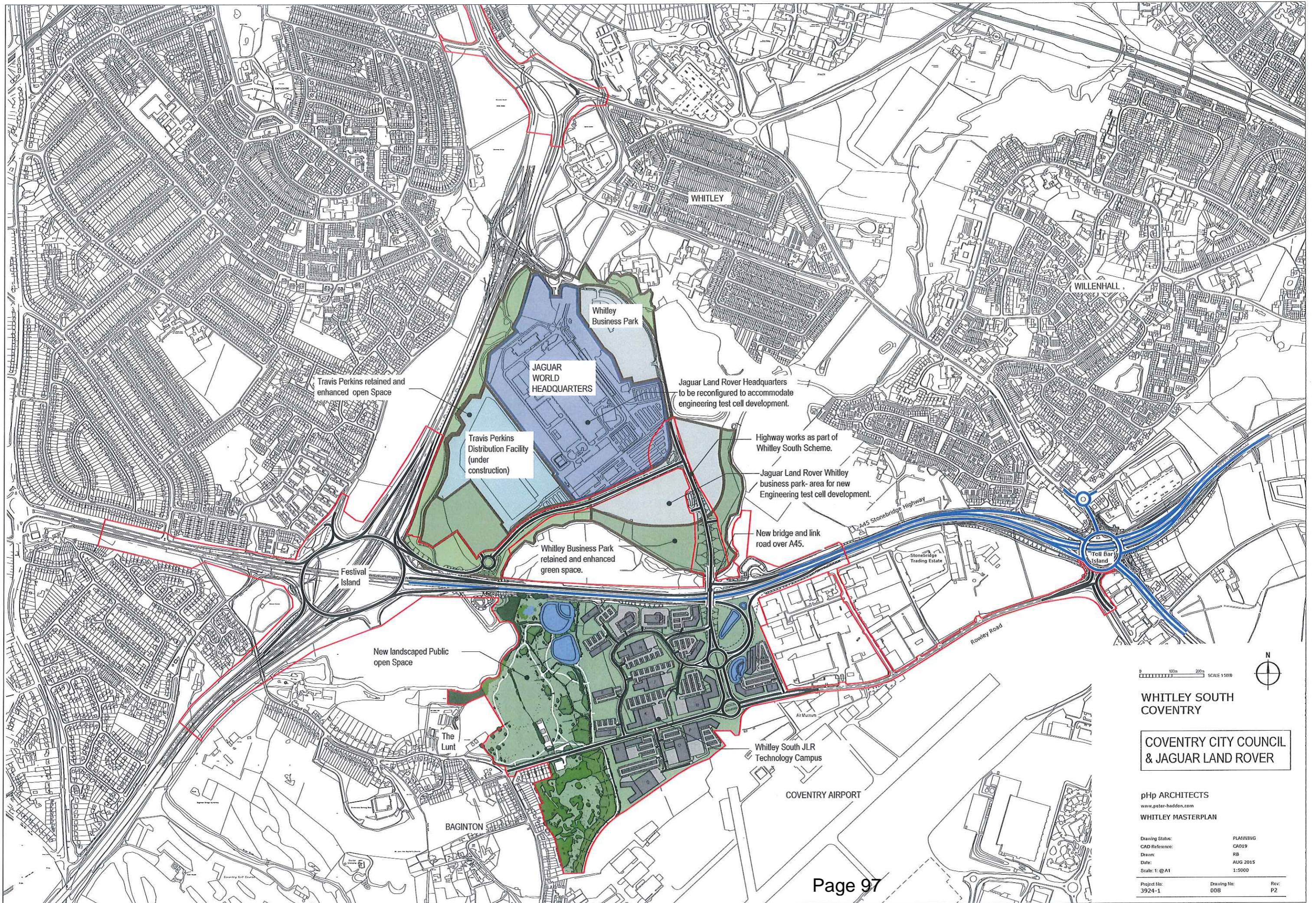
(A) - Demolished buildings
 A - New replacement buildings

Coventry & Warwickshire Gateway



Drawing Status:	PLANNING
CAD Reference:	C4008
Drawn:	PH
Checked:	AUG 2012
Scale:	1:7,500
Project No:	3924
Drawing No:	020
Rev:	P23

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Travis Perkins retained and enhanced open Space

JAGUAR WORLD HEADQUARTERS

Jaguar Land Rover Headquarters to be reconfigured to accommodate engineering test cell development.

Travis Perkins Distribution Facility (under construction)

Highway works as part of Whitley South Scheme.

Jaguar Land Rover Whitley business park- area for new Engineering test cell development.

Whitley Business Park retained and enhanced green space.

New bridge and link road over A45.

New landscaped Public open Space

Festival Island

The Lunt

Whitley South JLR Technology Campus

COVENTRY AIRPORT

BAGINTON

0 10m 20m SCALE 1:5000



WHITLEY SOUTH COVENTRY

COVENTRY CITY COUNCIL & JAGUAR LAND ROVER

pHp ARCHITECTS
www.peter-haddon.com

WHITLEY MASTERPLAN

Drawing Status:	PLANNING
CAD Reference:	CA019
Drawn:	RB
Date:	AUG 2015
Scale: 1: @A1	1:5000

Project No:	Drawing No:	Rev:
3924-1	008	P2

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CONFERENCES/SEMINARS
AUTHORITY FOR ATTENDANCE

THIS FORM TO BE USED FOR COUNCILLORS (FOR ATTENDANCE BOTH IN AND OUTSIDE THE U.K.) AND FOR EMPLOYEES (OUTSIDE THE U.K. ONLY OR, IF ACCOMPANYING A COUNCILLOR, INSIDE THE UK)

1. Title of Conference	CIPFA Annual Conference		
2. Organising Body	CIPFA		
3. Location	Manchester Central Covention Centre		
4. Date(s)	12-14 th July 2016		
5. Councillor(s) recommended to attend	Cllr Blundell to attend		
6. Employee(s) recommended to attend	Chris West, Barry Hastie		
7. Cost per person, including travel, etc (Note: If total cost is less than £100, formal Cabinet/Cabinet Member approval is not required)	Delegate Fee	£654	
	Accommodation	£185	
	Travel	£160	
	Total	£999	
8. Is participation at this event as part of a group	YES		
9. If so, how many people IN TOTAL will be attending the event as part of that group	3		
10. Is there anyone travelling with the Member, officer or group in relation to whom any of the costs of travel, accommodation or any other expense will be paid for by a Member or officer. If "YES" please state number.	No		
11. Source of Funding (FIS Code)	11716		
12. What are the reasons for attendance and what benefits to the City Council are expected from attendance	<p>The conference explores issues facing the sector, its organisations and employees to help attendees develop the crucial information and skills needed to lead their organisations.</p> <p>Completed By/Signed: Chris West</p> <p>Date: 17/5/2016</p>		
13. Is this conference part of an overall project involving further visits in the future?	NO		
14. Recommendation of Cabinet Member/	YES/NO		

Cabinet/Chair of any other City Council Committee	
(a) Are you satisfied that there is a genuine reason for attendance and genuine benefit for the Council?	YES/NO

(b) Will Councillor attendance affect the decision-making processes of the Council?	YES/NO
(c) Is attendance recommended?	YES/NO Signed: Date:
15. Cabinet Member's recommendation	YES/NO Signed: Date:
16. Leader's recommendation	YES/NO <i>Yes</i> Signed: <i>[Signature]</i> Date: <i>2/6/16</i>
17. Person responsible for booking conference following approval of attendance	Name: Hema Patel Department: Resources Telephone No: 02476833700

THIS FORM SHOULD NOW BE RETURNED TO THE DIRECTOR OF CUSTOMER AND WORKFORCE SERVICES (Room CH 59)

FOR CUSTOMER AND WORKFORCE SERVICES DIRECTORATE'S USE ONLY

Decision	<i>Cabinet Member/Cabinet</i>
APPROVED / NOT APPROVED	<i>Date:</i>

Notification to:	<u>YES/NO</u>	<u>DATE</u>
(a) Officer responsible for booking conference		
(b) Councillor attending		
(c) Member of Management Board		
(d) Members' Services		
(e) Committee Officer		

Date report back obtained	
----------------------------------	--

Date of meeting of Scrutiny to receive report back	
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Cabinet

5th July 2016

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor Duggins

Director approving submission of the report:

Executive Director of Resources

Ward(s) affected:

N/A

Title:

Outstanding Issues

Is this a key decision?

No

Executive summary:

This report is to identify those issues on which further reports have been requested or are outstanding so that Members are aware of them and can monitor their progress.

Recommendations:

The Cabinet are recommended to consider the list of outstanding items as set out below and to ask the Member of the Management Board concerned to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

List of Appendices included:

Table of outstanding issues

Other useful background papers:

None

Has it or will it be considered by scrutiny?

N/A

Has it, 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:
Outstanding Issues**

1. Context (or background)

- 1.1 In May 2004, the City Council adopted an Outstanding Minutes system, linked to the Forward Plan, to ensure that follow-up reports can be monitored and reported to Members.
- 1.2 The Table appended to the report outlines items where a report back has been requested to a future Cabinet meeting, along with the anticipated date for further consideration of the issue.
- 1.3 Where a request has been made to delay the consideration of the report back, the proposed revised date is identified, along with the reason for the request.

2. Options considered and recommended proposal

- 2.1 N/A

3. Results of consultation undertaken

- 3.1 N/A

4. Timetable for implementing this decision

- 4.1 N/A

5. Comments from Executive Director of Resources

- 5.1 Financial implications

N/A

- 5.2 Legal implications

N/A

6. Other implications

- 6.1 **How will this contribute to achievement of the council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Coventry Sustainable Communities Strategy?**

N/A

- 6.2 **How is risk being managed?**

This report will be considered and monitored at each meeting of the Cabinet

- 6.3 **What is the impact on the organisation?**

N/A

6.4 Equalities / EIA

N/A

6.5 Implications for (or impact on) the environment

N/A

6.6 Implications for partner organisations?

N/A

Report author(s):

Name and job title:

Lara Knight
Governance Services Co-ordinator

Directorate:

Resources

Tel and email contact:

E-mail: Lara.knight@coventry.gov.uk
Tel: 024 7683 3237

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Names of approvers: (officers and Members)				

This report is published on the council's website: www.coventry.gov.uk/moderngov

	Subject	Minute Reference and Date Originally Considered	Date For Further Consideration	Responsible Officer	Proposed Amendment To Date For Consideration	Reason For Request To Delay Submission Of Report
1. *	UK City of Culture 2021 Bid To receive updates on the progress in developing the bid	Minute 20/15 - 7 th July 2015	June 2016 December 2016	Martin Yardley / David Nuttall		

* identifies items where a report is on the agenda for your meeting.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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