

**Time and Date**

2.00 pm on Tuesday, 1st August, 2017

Place

Committee Room 3 - Council House

Public business**1. Apologies****2. Declarations of Interest****3. Minutes** (Pages 5 - 12)

(a) To agree the minutes from the meeting of Cabinet on 4th July 2017

(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. Council Plan 2016/17 End of Year Performance Report (Pages 13 - 50)

Report of the Chief Executive

Note: The Scrutiny Co-ordination Committee considered this report at their meeting on 12th July 2017 and a briefing note detailing their additional recommendations is appended to the report at page 49.

6. Improved Better Care Fund (Pages 51 - 76)

Report of the Deputy Chief Executive (People)

7. The Future of the Employment Support Service (TESS) (Pages 77 - 84)

Report of the Deputy Chief Executive (Place)

8. Procurement of a Framework for Purchase of Modular Build Classrooms and Separate Purchase of 3 Units to Satisfy Immediate Nursery Requirement (Pages 85 - 90)

Report of the Deputy Chief Executive (People)

9. **Friargate Letting to Financial Ombudsman Service** (Pages 91 - 96)
Report of the Deputy Chief Executive (Place)
10. **Extension of Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport** (Pages 97 - 102)
Report of the Deputy Chief Executive (Place)
11. **Outstanding Issues** (Pages 103 - 106)
Report of the Deputy Chief Executive (Place)
12. **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

13. **Friargate Letting to Financial Ombudsman Service** (Pages 107 - 118)
Report of the Deputy Chief Executive (Place)

(Listing Officer: D Cockroft, tel: 024 7683 3964)
14. **Extension of Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport** (Pages 119 - 126)
Report of the Deputy Chief Executive (Place)

(Listing Officer: C Barclay, tel: 024 7678 7393)
15. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Martin Yardley, Deputy Chief Executive (Place), Council House Coventry

Monday, 24 July 2017

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:

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

Non-voting Deputy Cabinet Members:- Councillors P Akhtar, R Ali, B Kaur, R Lakha, C Thomas, and D Welsh

By invitation:- Non-voting Opposition representatives:- Councillors A Andrews and G Ridley

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.

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Public Document Pack Agenda Item 3

Coventry City Council

Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 4 July 2017

Present:

Members: Councillor G Duggins (Chair)
Councillor L Bigham
Councillor F Abbott
Councillor K Caan
Councillor J Innes
Councillor A Khan
Councillor K Maton
Councillor J O'Boyle
Councillor E Ruane
Councillor T Sawdon

Deputy Cabinet Members Councillor P Akhtar
Councillor B Kaur
Councillor R Lakha
Councillor C Thomas
Councillor D Welsh

Non-Voting Opposition Members: Councillor G Ridley
Councillor T Sawdon (Substitute for Councillor A Andrews)

Other Members: Councillor R Brown
Councillor J Clifford
Councillor J McNicholas

Employees (by Directorate):

People G Quinton, Deputy Chief Executive (People)
K Nelson, People Directorate
Place M Salmon, Resources Directorate
B Hastie, Resources Directorate
C Hickin, People Directorate
P Beesley, Place Directorate
P Bowman, Place Directorate
J Grant, Place Directorate
C Knight, Place Directorate

Apologies: Councillor R Ali
Councillor A Andrews (Substitute Councillor T Sawdon)
Councillor J Mutton
Councillor M Mutton

Public Business

10. Declarations of Interest

There were no disclosable pecuniary interests made.

11. Minutes

Subject to the amendment of the virement in recommendation 3 of minute 4/17, 'headed Revenue and Capital Outturn 2016/2017', to read "£1.4m", and the updated attendance, the minutes of the meeting held on 13th June 2018 were agreed and signed as a true record.

There were no matters arising.

12. **Exclusion of Press And Public**

RESOLVED that the Cabinet agrees to exclude the press and public under Sections 100(A)(4) of the Local Government Act 1972 relating to the private report in minute 19 below headed "Connected and Autonomous Vehicles Test Bed - Proposed Funding Bid" on the grounds that the report involves the likely disclosure of information defined in Paragraph 3 of Schedule 12A of the Act, as it contains information relating to the financial affairs of a particular person (including the authority holding that information) and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

13. **Car Park Pricing Review 2017/2018**

The Cabinet considered a report of the Deputy Chief Executive (Place) that was also considered by the Communities and Neighbourhoods Scrutiny Board (4) at their meeting on 28th June 2017 (their minute 4/17 referred), that sought approval to implement a new car parking tariff structure and for a review of tariffs to be undertaken every year, starting in April 2019, in conjunction with the Council's annual review of fees and charges.

Coventry City Council adopted the City Centre Parking Strategy in September 2016. The strategy set out a number of the aims, issues, key objectives and policies and provided a comprehensive framework for parking within Coventry city centre for the next decade. The purpose of the strategy was to clearly define the vision for parking in support of the development and regeneration of the city centre, recognising the need to manage off-street parking within a clearly defined hierarchy of uses, together with a parking tariff structure that was clear, coherent and flexible.

A comprehensive review of all car park prices was last carried out during 2010. The majority of tariffs have remained unchanged since then and many haven't changed significantly since 2003. During that time the operational running costs of the Council's car parks have continued to increase as has the cost of using public transport.

On-street parking during the evening (from 6pm) within Coventry city centre is free.

Parking for Blue Badge holders is free at all times off street and for up to three hours on-street.

A full review of on and off-street car park prices had recently been completed in line with the requirements of the City Centre Parking Strategy and the report set

out the findings of the review and the proposals for a new car parking tariff structure.

The Cabinet noted that the report had been considered by the Communities and Neighbourhoods Scrutiny Board (4) at their meeting on 28th June 2017, and a briefing note setting out their recommendations had been circulated. The Board:

1. Supported recommendations 1) to 3) and 5) and 6) of the report to Cabinet.
2. Recommended that the Cabinet Member for City Services revisited recommendation 4) of the report regarding the proposals for Holmsdale Road, in conjunction with the Foleshill Ward Councillors, and the implementation of any resulting proposals be delayed until September to enable the consultation to take place.

RESOLVED that the Cabinet:

- 1) Notes that the Communities and Neighbourhoods Scrutiny Board (4) endorses recommendations 1) to 3) and 5) and 6) of the report to Cabinet.**
- 2) Agrees that, in respect of recommendation 4) of the report, the proposals for Holmsdale Car Park be revisited, in conjunction with the Foleshill Ward Councillors, and that the implementation of any resulting proposals be delayed until September 2017 to enable this consultation to take place.**
- 3) Approves the revision to the car parking tariff structures in order to ensure that prices are coherent and consistent.**
- 4) Agrees that, subject to the approval of recommendations 1) and 2) of the report, instruct officers to commence the process of advertising the relevant Notice of Variations to come into effect during August 2017.**
- 5) Approves the recommendation to make Wellington Street car park chargeable in accordance with the tariff structure for suburban car parks, subject to consideration of any objections in accordance with the applicable legislation.**
- 6) Agrees that officers be instructed to commence the process of advertising the Notice of Proposals for Wellington Street car park following the implementation of the Hillfields Residents Parking Scheme within the area, and delegates authority to the Cabinet Member for City Services to consider any objections received in response and make a determination accordingly.**
- 7) Agrees that, there being no objections received within the relevant statutory time period to the Notice of Proposals for Wellington Street car park, delegates authority to officers to proceed with the Notice of Making and make the amendments to the Off Street Parking Places Order.**

14. **Proposed City Wide Public Space Protection Order**

The Cabinet considered a report of the Deputy Chief Executive (Place) that sought permission to publically consult on the creation of a Public Space Protection Order (PSPO) that would replace the current Designated Public Spaces Protection Order (DPPO) in relation to public drinking of alcohol which expired in October 2017.

In addition, it was also proposed that the PSPO would have conditions within it to address the unauthorised use of 'off-road' motorbikes and other specific mechanically propelled vehicles in the city. It would also seek to control the use of Nitrous Oxide (laughing gas) in public spaces.

RESOLVED that the Cabinet:

- 1) **Approves the public consultation on a new City-wide Public Space Protection Order to address the drinking of alcohol in public places and the use of 'off-road' motor bikes and other specific mechanically propelled vehicles in the city. The Order will also include the granting of powers to officers to seize canisters of nitrous oxide from individuals where it is felt their use will contribute towards anti-social behaviour.**
- 2) **Requests that a further report is brought back to the Cabinet with the findings of the public consultation.**

15. **The Future Provision of Woodlands Academy**

The Cabinet considered a report that set out proposals for future provision of the Woodlands Academy situated in Broad Lane, Coventry, for which the City Council was the freehold owner of the site.

The Woodlands School occupied a site of approximately 42 acres (17hectares) with the main school buildings situated on roughly 13 acres, with the school playing fields surrounding to the east, south and west. The buildings comprised eleven blocks, which had been classified as Grade II Listed by English Heritage/Heritage England.

Pursuant to the Academies Act 2010 the Woodlands School converted to academy status and became Woodlands Academy in 2011 and a 125 year lease was granted by the Council, dated 29th July 2011, in accordance with the 2010 Act. In April 2016 a decision was taken by Woodlands Academy Trust to amalgamate Woodlands Academy with Tile Hill Wood Academy due to the unsustainability of the school. The pupils from Woodlands Academy transferred to be educated at Tile Hill Wood Academy from September 2016. These pupils would officially join the roll of the school from September 2017 and the school would be renamed West Coventry Academy. Subsequently, the Woodlands Academy would officially close from 31st August 2017 as its funding agreement would cease and it was expected that a notice would be served on the Council to terminate the long-lease. It was anticipated by officers that the lease would automatically determine on the termination of the funding agreement on the 31 August 2017. If the termination clause was triggered as per the lease, the Woodlands Academy site would revert and become the responsibility of the Council as freehold owner.

There were a number of community groups using the facilities on the site and there was an expectation within the local community that this arrangement would continue despite the Academy ceasing to exist.

The Department for Education has confirmed that it has no other educational body prepared to use the facility.

The long term future of the site was to be determined but in the short term, a budget would be required to continue to maintain the site once the Council assumed responsibility. It was proposed to make budgetary provision until the 31st March 2018 to allow the continuity of the on-going community arrangements whilst a longer-term plan was determined. It was also proposed to approach the Education Funding Agency seeking funding to assist with carrying out any necessary repairs to the Grade II Listed School buildings.

The City Council's Education Department would hold the site within their portfolio whilst formulating a plan for the long term use of the site.

RESOLVED that the Cabinet:

- 1) Approves the allocation of a budget towards the on-going running costs of the Woodlands Academy site until 31st March 2018, subject to the presentation and approval of a long term plan for the reutilisation of the site to the Cabinet Member for Strategic Finance and Resources, the Cabinet Member for Education and Skills and the Cabinet Member for Jobs and Regeneration.**
- 2) Approves that the City Council's Education Department fulfil the role of managing the site in the interim whilst formulating a long term strategy for the former Woodlands Academy site, with a further report submitted to the Cabinet outlining the strategy at a later date.**
- 3) Approves that officers will approach the Education Funding Agency seeking funding to assist with carrying out any necessary repairs to the School buildings.**

16. Connected and Autonomous Vehicles Test Bed – Proposed Funding Bid

The Cabinet considered a report of the Deputy Chief Executive (Place) on an opportunity to bid for additional funding as part of a £55m government funded initiative being run by Innovate UK, which aimed to make the UK one of the world's most attractive centres for connected and autonomous vehicle (CAV) development and testing.

A corresponding private report detailing confidential aspects of the proposals was also submitted to the meeting for consideration.

Coventry had a growing reputation for advanced automotive research and engineering led by the City's two universities and major local businesses, including Jaguar Land Rover and MIRA. This reputation had been enhanced by the City Council's success over recent years in helping to secure new funding for innovative transport solutions which use emerging technology to find new ways to

cut congestion, reduce the impact of cars and other forms of transport on air quality and support people of all ages and mobility levels to travel more freely. A summary of the key transport innovation projects the Council was currently involved in was outlined in Appendix 1 to the report.

Connected vehicles were capable of 'talking' to each other and to roadside equipment like traffic lights, using the wireless network to help inform the choice of routes to minimise congestion and pollution and to avoid accidents. An autonomous vehicle took this concept a step further by taking over aspects of the driving tasks, ultimately to the point of full automation, meaning a vehicle that was capable of driving itself without human intervention.

If a bid was successful it would place Coventry and the wider region at the centre of a national research and development programme into connected and self-driving vehicles of all types, making the City and region a global leader in this field. This would also further enhance Coventry's growing reputation for advanced automotive research and engineering led by the City's two universities and major local businesses, such as Jaguar Land Rover.

The funding bid required 100% industry match funding but research organisations and local authorities could be funded at 100%, meaning there would be no match funding required by the City Council. In addition, any maintenance and other costs throughout the expected 10 year life of the test facilities would be funded through the project, resulting in the proposal having a zero Net financial impact on the City Council. The scope of a potential bid, which had to be submitted by the 19th July 2017, was being developed with potential partners by a joint Coventry City Council and Transport for West Midlands team.

A requirement of the bid was that organisations had to work together as part of a consortium which should be led by a business or research organisation rather than a local authority and bids were encouraged to limit the number of partners. Non-Disclosure Agreements and a collaboration agreement would be required between the partners; as well as contracts with the funders and the formation of an entity to construct and operate the testing infrastructure. The bid would be for an element of the £55m, which due to the competition rules, was limited to a maximum £17.5m grant to be shared between the collaborators and match-funded by industry over the build and operational life of the project. The final value of the bid would be dependent on the amount of match funding secured from industry. If the full £17.5m match funding could be secured the total funding package available could be up to £35m. A number of other bids from the West Midlands for laboratory and off-road elements of the testing eco-system were anticipated and would be co-ordinated with the bid to maximise the West Midlands impact, with only this bid addressing testing infrastructure for the operation on the public highway.

This bid presented an excellent opportunity to help cement Coventry's reputation as a global leader in this field and came at a time when the automotive industry was moving rapidly towards CAV and was an opportunity therefore for Coventry to be at the heart of the development and possible production of the next generation of motor vehicles. Subject to Cabinet approval, it was proposed to submit a joint bid with the other consortium members as outlined in the private report.

Given the timescales involved in submitting the bid it was also proposed that approval of the final submission document, non-disclosure and collaboration agreement was delegated to the Deputy Chief Executive (Place), following consultation with the Cabinet Member for Jobs and Regeneration and Cabinet Member for City Services.

In the event of a successful bid whereupon the exact value of the grant secured and the conditions attached were finalised, a separate report would be submitted to Cabinet and/or Council seeking authority to enter into any grant agreement in accordance with Paragraph 2.3 of Part 3F (Financial Procedure Rules) of the Constitution.

RESOLVED that the Cabinet:

- 1) **Authorises that the City Council take part in a joint funding bid as part of a consortium for the Connected and Autonomous Vehicles Test Bed competition.**
- 2) **Authorises the City Council to enter into a Non-Disclosure Agreement, Collaboration Agreement and associated contracts with the other submission partners as part of the bid process.**
- 3) **Delegates approval of the final submission document and completion of the legal agreements to the Deputy Chief Executive (Place) following consultation with the Cabinet Member for Jobs and Regeneration and Cabinet Member for City Services.**

17. **Outstanding Issues**

The Cabinet considered a report of the Deputy Chief Executive (Place) that contained the list of outstanding issues and summarised the current position in respect of each item.

RESOLVED that the Cabinet approves the dates for future consideration of matters relating to the outstanding issues items listed in the report.

18. **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.

19. **Connected and Autonomous Vehicles Test Bed – Proposed Funding Bid**

Further to Minute 16 above, the Cabinet considered a private report of the Deputy Chief Executive (Place) that set out confidential aspects of the proposals to bid for additional funding as part of a £55m government funded initiative being run by Innovate UK, which aimed to make the UK one of the world's most attractive centres for connected and autonomous vehicle development and testing.

RESOLVED that the Cabinet:

- 1) **Authorises that the City Council take part in a joint funding bid as part of a consortium for the Connected and Autonomous Vehicles Test Bed competition.**
 - 2) **Authorises the City Council to enter into a Non-Disclosure Agreement, Collaboration Agreement and associated contracts with the other submission partners as part of the bid process.**
 - 3) **Delegates approval of the final submission document and completion of the legal agreements to the Deputy Chief Executive (Place) following consultation with the Cabinet Member for Jobs and Regeneration and Cabinet Member for City Services.**
20. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of private business.

(Meeting closed at 3.15 pm)



Coventry City Council

Public report
Cabinet

Scrutiny Co-ordination Committee
Cabinet

12 July 2017
1 August 2017

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor Duggins

Director approving submission of the report:

Chief Executive

Ward(s) affected:

Not applicable

Title:

Council Plan 2016/17 end of year performance report

Is this a key decision?

No

Executive summary:

The Council Plan is Coventry City Council's corporate plan. It sets out the Council's strategic direction and priorities for the next ten years. The current plan, last reviewed in July 2016, sets out the Council's vision and priorities for the city. As part of this vision, the Council seeks to promote the **growth** of a sustainable economy; is committed to **reform** so that everybody, including our most vulnerable residents, can share in the benefits of the city's growth; underpinned by a Council that is **enabling** communities to solve local problems, at a time when the Council has to deliver its priorities with fewer resources.

This 2016/17 end of year performance report sets out the progress made towards the Council Plan in April 2016 to March 2017. The report uses indicators, contextual information and comparative information to describe and explain how the Council and the city's performance compares to previous years, and to other places.

Recommendations:

Scrutiny Co-ordination Committee is asked to:

1. Consider the Council's performance this year as set out in the performance report.
2. Identify any issues they may wish to raise to Cabinet.
3. Identify areas that Scrutiny Co-ordination Committee or other Scrutiny Boards may wish to address as part of this year's scrutiny work programme.

Cabinet is asked to:

1. Consider issues raised by Scrutiny Co-ordination Committee.
2. Approve the performance report.

3. Work with officers with a view to develop more streamlined and timely performance reporting arrangements.
4. Consider the Council's performance this year as set out in the performance report.
5. Identify areas that they wish to address in further detail.

List of appendices included:

Appendix I – Council Plan 2016/17 end of year performance report

Appendix II – Performance management framework

Appendix III – Table of indicators

Background papers:

None

Other useful documents:

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

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

Performance management framework <https://smarturl.it/PMF>

Composite liveability measure www.coventry.gov.uk/cclm/

Composite liveability measure (maps) <https://coventry-city-council.github.io/cclm/>

Equality objectives www.coventry.gov.uk/equality/

Statement of accounts www.coventry.gov.uk/statementofaccounts/

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee 12 July 2017

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 2016/17 end of year performance report

1. Context (or background)

- 1.1 The Council Plan is Coventry City Council's corporate plan. It sets out the Council's vision and priorities for the city. The current plan was last reviewed in July 2016.
- 1.2 As part of this vision, the Council seeks to promote the growth of a sustainable economy; is committed to reform so that everybody, including our most vulnerable residents, can share in the benefits of the city's growth; underpinned by a Council that is enabling communities to solve local problems, at a time when the Council has to deliver its priorities with fewer resources.
- 1.3 The 2016/17 end of year performance report (Appendix I) sets out the progress made towards the Council Plan in April 2016 to March 2017. The report uses indicators, contextual information and comparative information to describe and explain how the Council and the city's performance compares to previous years, and to other places. Where possible, the report compares progress with previous years; and where previous data is unavailable, the data forms the baseline against which to measure future progress.
- 1.4 More detailed reporting including a publication schedule, trends, comparator data, progress reports, open data, maps, and infographics are available on the Council's information and statistics portal at www.coventry.gov.uk/infoandstats/.
- 1.5 The Council's priorities are delivered through strategies aligned to the Council Plan; as set out in the performance management framework. 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 are aligned to the overall Council Plan.
- 1.6 This report also includes data setting out the impact and progress made this year for groups with protected characteristics as set out in the Council's equality objectives, and towards the Council's Marmot (health inequalities) agenda.

2. Options considered and recommended proposal

- 2.1 The Council Plan is measured using **68** headline indicators. **43** indicators improved or stayed the same (63.2%); **14** indicators (20.6%) got worse; we can't say for **4** indicators (5.9%) and target is not applicable for the remaining **7** indicators (10.3%). This progress has been made in the context of continued and sustained reduction in the overall resources available to the Council – with core funding reducing from £217m in 2010/11 to £122m in 2016/17.
- 2.2 The performance report not only sets out how the Council is performing towards its priorities, but also, as many of the Council's key priorities have an equality dimension or address an inequality caused by social deprivation, the report also sets out how the Council is addressing these inequalities. Detailed progress updates illustrating the Council's progress towards its equalities objectives and Marmot priorities (health inequalities) are discussed at relevant Cabinet Member meetings as appropriate.
- 2.3 Members are asked to consider the Council's performance towards the Council's priorities as set out in the performance report, and to identify areas and issues to be addressed through relevant work programmes, boards and committees.

2.4 The Council's performance management framework (Appendix II) sets out how the Council plans and organises its resources to achieve its vision and priorities. Responding to the Council's digital strategy to "maximise the value in our data and information", officers are currently trialling new methods to improve transparency and good governance through streamlining the timeliness of performance reporting. This includes:

- **online digital performance dashboards** built on a balanced scorecard of metrics automatically kept up-to-date with data from the Council's data warehouse – meaning that up-to-date performance information is made available instead of through formal performance reports; and
- **publishing more datasets online as open data**, in particular, where data is frequently requested through Freedom of Information (FOI) requests, backed by a publication schedule – improving the experience for the public and significantly reducing the time spent by officers to respond to bespoke information requests.

2.5 Such changes may have implications on the way Cabinet (and other committees) currently sign-off performance reports. The intention is to develop some of the current ideas and thinking with elected members over 2017/18 to introduce a revised performance management framework for 2018/19 onwards.

3. Results of consultation undertaken

3.1 The Council has consulted with employee representatives, community and interest groups, and partner organisations to help the Council achieve its equality objectives.

3.2 Where appropriate, this report uses residents' perceptions to help understand residents' views of the Council and the city. These are typically collected through surveys, for instance, the 2016 Life in Coventry survey.

4. Timetable for implementing this decision

4.1 The Council regularly monitors and reviews its performance as set out in the performance management framework (Appendix II). It also publishes regular updates about the Council and the city's performance on the information and statistics web pages at www.coventry.gov.uk/infoandstats/.

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

There are no financial implications for this report.

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 is committed to providing information that helps the Council work together with neighbours and partners, fulfilling its Council Plan priorities; and 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 report helps the Council manage risk by measuring and reviewing progress in relation to the priorities of the Council Plan. It identifies areas where we are making good progress, areas where progress is not as expected, and areas where the Council needs to take corrective action.

6.3 What is the impact on the organisation?

The Council Plan impacts on the whole organisation. 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. This includes 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.

6.5 Implications for (or impact on) the environment

Progress is measured through air quality measures, 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.

Report author(s):

Names and job titles:

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Directorate:

People

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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:				
Barbara Barrett	Head of Human Resources and Organisational Development	People	19/06/2017	29/06/2017
Adrienne Bellingeri	Head of Customer & Business Services	People	05/04/2017	19/04/2017
Stella Botchway	Consultant in Public Health (Insight)	People	17/06/2017	23/06/2017
Anne Brennan	11-19 Education Lead	People	05/04/2017	15/06/2017
Nigel Clews	Director of Kickstart	Place	19/06/2017	29/06/2017
David Cockroft	Director of City Centre & Major Projects	Place	19/06/2017	29/06/2017
Lisa Commane	Director of Customer Services & Transformation	People	17/06/2017	29/06/2017
Kevin Coughlan	Performance Manager (Data Team – Education, Early Years and YOS)	People	05/04/2017	07/06/2017
Amanda Durrant	Head of Employment Services	People	05/04/2017	26/04/2017
Tom Evans	Analyst	Insight	05/04/2017	14/06/2017
Peter Fahy	Director of Adult Services	People	19/06/2017	19/06/2017
Paul Ferris	Performance Manager (Social Care & Communities)	People	05/04/2017	26/05/2017
Nicole Firth	HR Advisor	People	05/04/2017	09/05/2017
Liz Gaulton	Acting Director of Public Health	People	17/06/2017	26/06/2017
John Gregg	Director of Children's Services	People	19/06/2017	21/06/2017
Paul Hargrave	Programme Manager – Lifestyles	People	05/04/2017	08/05/2017
Nigel Hart	Head of Communications	People	22/06/2017	29/06/2017

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Matthew Haynes	Operations Manager, Youth Offending Services	People	22/06/2017	22/06/2017
Paul Jennings	Finance Manager (Corporate Finance)	Place	05/04/2017	08/05/2017
Colin Knight	Director of Transportation and Highways	Place	19/06/2017	29/06/2017
John Kyffin-Hughes	Low Carbon Project Development Officer	Place	05/04/2017	08/05/2017
Martin McHugh	Street Enforcement Manager	Place	05/04/2017	06/06/2017
Bev McLean	Performance Information Officer	People	17/06/2017	27/06/2017
Richard Moon	Director of Project Management & Property Services	Place	19/06/2017	29/06/2017
Kirston Nelson	Director of Education, Libraries & Adult Learning	People	19/06/2017	29/06/2017
Gail Quinton	Deputy Chief Executive (People)	People	17/06/2017	29/06/2017
Glen Robinson	Highways Asset Manager Engineer	Place	05/04/2017	09/05/2017
Rachael Sherwood	Housing Options Service Manager	People	05/04/2017	10/05/2017
Louise Slevin	Information Officer	Place	05/04/2017	08/05/2017
Barrie Strain	Senior Operational Mgr – Revenue	Place	05/04/2017	03/05/2017
Andrew Walster	Director of Streetscene & Regulatory Services	Place	19/06/2017	29/06/2017
Martin Yardley	Deputy Chief Executive (Place)	Place	17/06/2017	29/06/2017
Lara Knight	Governance Services Co-ordinator	Place	17/06/2017	19/06/2017
Names of approvers for submission: (officers and members)				
Finance: Barry Hastie	Director of Finance & Corporate Services	Place	17/06/2017	29/06/2017
Legal: Helen Lynch	Legal Services Manager (Place & Regulatory)	Place	17/06/2017	28/06/2017
Director: Martin Reeves	Chief Executive		17/06/2017	19/06/2017
Members: Cllr Duggins	Cabinet Member for Policy and Leadership		27/06/2017	27/06/2017

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Coventry City Council

Council Plan

End of Year Performance Report 2016-17



Insight Team

July 2017



Coventry City Council

Overview

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Council Plan

Council Plan 2016–2024

Coventry: A Top Ten City

Globally connected

Promoting the growth of a sustainable Coventry economy

Supporting businesses to grow	Creating the infrastructure
Developing the city centre	Raising the profile of Coventry
Helping local people into jobs	Reducing the impact of poverty
Supply, choice & quality of housing	Arts, sports & cultural opportunities

Locally committed

Improving the quality of life for Coventry people

Create an attractive, cleaner & greener city	Make communities safer
Improving educational outcomes	Improve health and wellbeing
Protecting our most vulnerable people	Reducing health inequalities

Delivering our priorities

with fewer resources






Making the most of our assets	Active communities & empowered citizens
-------------------------------	---

Indicators

The Council uses a number of indicators agreed with managers to show progress made towards its priorities. This is supported by a wider basket of measures such as equality 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. Core indicators are shown in **bold** text.

Abbreviations & symbols used

SN = Statistical neighbours (similar authorities)
 WMCA = West Midlands Combined Authority area
 WMR = West Midlands Region

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).	–
	Can't say – no clear direction of travel. (E.g. in cases where we are encouraging increased reporting so measured figures will rise but outcome is not desirable.)	–
	Not available – no updated data	Not applicable – no target set



www.coventry.gov.uk/performance/

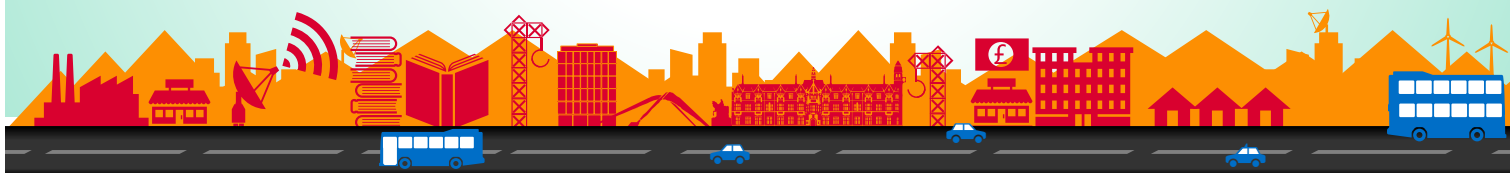
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Executive summary

Globally connected: promoting the growth of a sustainable Coventry economy

Globally connected key messages

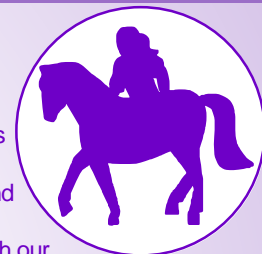
- 1. Growth** – There are more active enterprises and the city is attracting additional investment. This is helping the city grow.
- 2. Infrastructure** – Physical and digital infrastructure and better transport connections is helping the city become more attractive to businesses.
- 3. City centre** – A range of projects are underway to improve the city centre. The city has seen a recent increase in evening footfall which has offset a general decline nationally in city centre footfall.
- 4. Tourism** – While the number of trips to the city has decreased in recent years, there has been an increase in the value of tourism to the city and increased jobs in this sector.
- 5. Jobs** – Qualification levels are improving and there are less young people not in education, employment or training.
- 6. Business** – Attracting more businesses into the city centre should also increase business rates collected by the Council. This is increasingly important for funding services in the future.
- 7. Housing** – There are still challenges for the city in keeping up with anticipated population growth and matching the demand for new housing. The Local Plan outline the city's approach to facilitate this growth.



Locally committed: improving the quality of life for Coventry people

Locally committed key messages

- 1. Highways** – Highway maintenance has improved. Satisfaction for the speed and quality of repairs has improved. The number of potholes reported has also reduced.
- 2. Fly-tipping** – Fly-tipping has increased. This may be due to a combination of easier reporting, reduced enforcement action and increased disposal fees.
- 3. Recycling** – The city continues to have low rates of recycling for household waste. The recent growth in waste volumes has seen a greater proportion sent to the waste-to-energy incinerator or to landfill.
- 4. Crime** – Crime rates have gone up in the city, as has happened across the region. However, the city continues to have lower crime rates than Birmingham and Wolverhampton and the rate of increase has been lower than these areas.
- 5. Domestic violence** – There has been a decrease in the number of repeat incidents of domestic violence, suggesting that the support provided by the police and partner agencies and the management of repeat offenders is having an impact.
- 6. Education** – Coventry's schools have made good progress, with primary schools being better than average and secondary schools having closed much of the gap and are more similar to comparator areas. However, there remain challenges to reach our target of being at or above the national average.
- 7. Health** – Healthy life expectancy is increasing. More adults are physically active. However, there are still challenges around levels of smoking and increasing rates of child obesity.
- 8. Children's social care** – Children's social care have seen fewer re-referrals and fewer children re-entering care. The recent Ofsted inspection highlighted the progress made, moving from 'inadequate' to 'requires improvement'.
- 9. Adult social care** – More adults using social care are receiving self-directed support and more people are receiving direct payments. Additionally, the number of regulated services rated as inadequate has reduced and more adult social care service users feel the service makes them feel safe.



Delivering our priorities with fewer resources

Delivering our priorities with fewer resources

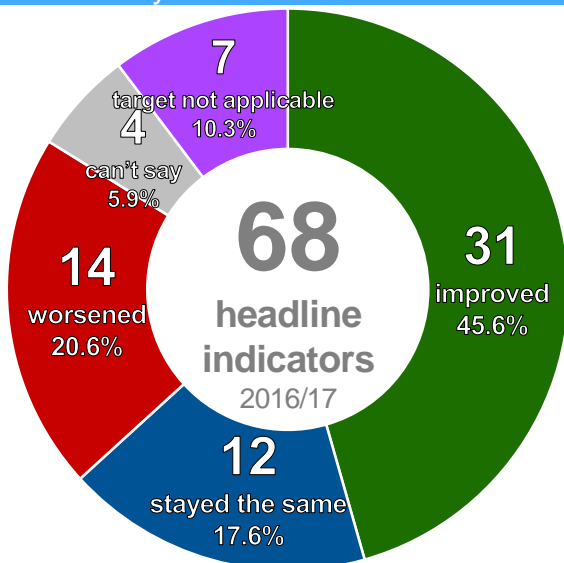
- Finance** – The Council's total revenue expenditure is funded from a combination of resources including settlement funding from the government, specific grants, Council Tax, retained business rates, as well as fees, charges and other income. The equivalent settlement funding has fallen from £217m in 2010/11 to £122m in 2016/17. As the number of households have risen as overall resources have been cut, the equivalent funding per household has more than halved, £1,642 to around £800. However, the Council's participation in the West Midlands 100% business rates pilot has made new resources available over the next three years.
- Savings** – The Council's carbon dioxide footprint has reduced mostly through its building rationalisation programme, including the move to One Friargate later this year.

key messages

- Efficiency** – The Council is continuing to find ways to deliver services more efficiently. This include responding to the demand for services to be made available online. The Council has invested in improving its digital infrastructure – alongside developing the skills of its workforce, and developing skills in the city.
- Digital** – 28% of transactions with the Council are now done online, allowing telephone and face-to-face contact to deal with more complex enquiries and/or for individuals that are unable to use online methods.
- Investment** – As the challenge for funding services remains, the Council is continuing to attract external funding for capital programmes, including a £35m Whitley infrastructure grant.



Overall summary



The Council Plan is measured using 68 headline indicators. 43 indicators improved or stayed the same (63.2%); 14 indicators (20.6%) got worse; we can't say for 4 indicators (5.9%) and target is not applicable for the remaining 7 indicators (10.3%).

Globally connected (20 indicators)



Locally committed (42 indicators)



Delivering our priorities with fewer resources (6 indicators)

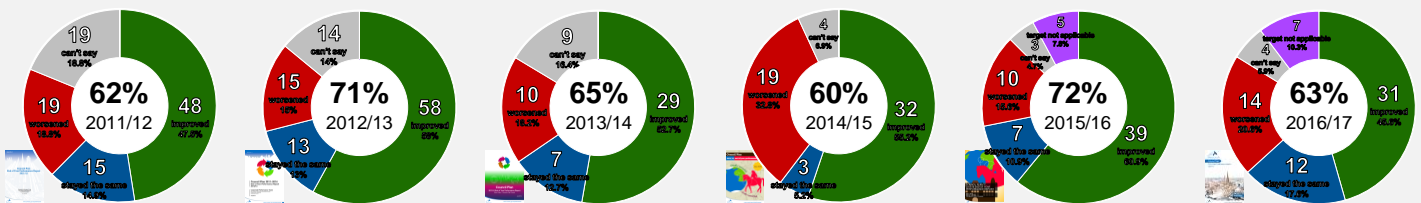


Overall position (68 indicators)



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

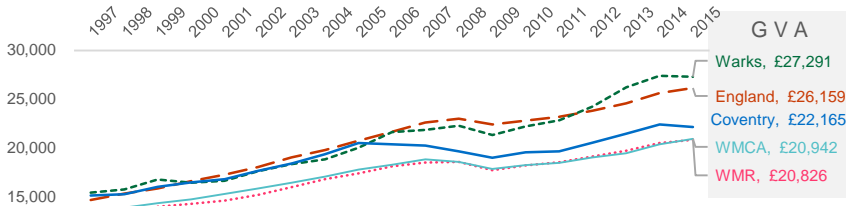
Performance towards Council Plan headline indicators 2011/12 to 2016/17



The percentage figure is the percentage of indicators that improved/stayed the same.

Supporting businesses to grow

Trends



£300.7 million ↑

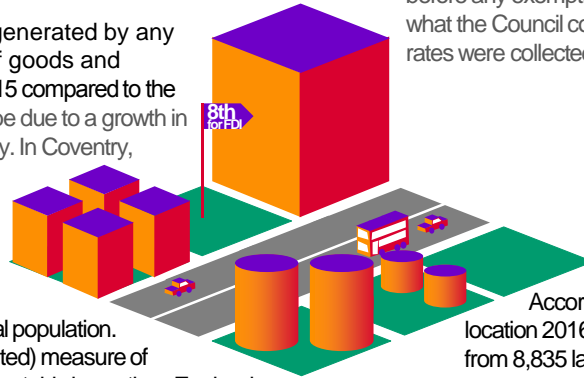
NON-DOMESTIC RATEABLE VALUE MARCH 2017

Business rates are worked out based on a non-domestic property's 'rateable value'. The total rateable value of non-domestic properties in Coventry increased by £0.7m this year but remains stable overall. This suggests that any growth from new properties or those with increased rateable value has been neutralised by those removed from the list or received a reduced rating. The rateable value is before any exemptions, rebates or refunds and so it differs from what the Council collects. In 2016/17, 97.8% of collectable business rates were collected – same as in 2015/16.

£7.65 billion ↑1.2%

GROSS VALUE ADDED (GVA) 2015

Regional GVA measures the economic value generated by any business unit engaged in the production of goods and services. Coventry's GVA grew by 1.2% in 2015 compared to the England rate of 3.0%. An increase in GVA can be due to a growth in the number of businesses, activity, or productivity. In Coventry, productivity has been stagnant but there have been a growth in the number of businesses.



£22,165 ↓

GVA PER HEAD 2015

GVA per head divides overall GVA by residential population. It is often used as a basic (but imperfect and limited) measure of productivity. Coventry's GVA per head remains notably lower than England overall (£26,159). While the city's overall GVA increased, the per head figure decreased because the local economy grew slower than its population. The city's population is fast-growing and this is partly being fuelled by the growth of the local universities, and the majority of students are economically inactive.

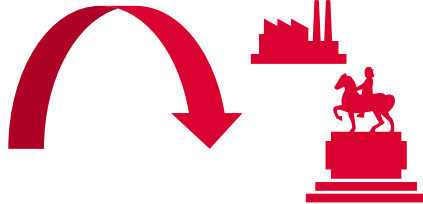
9,505 ↑

ENTERPRISES 2016

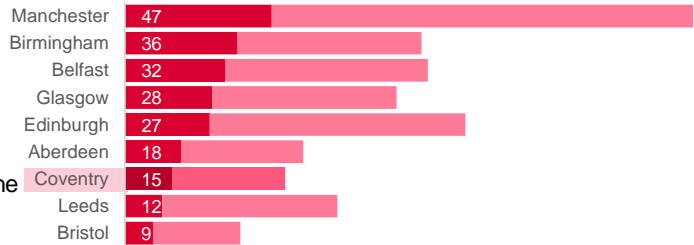
According to ONS UK business; activity, size and location 2016, the city gained 670 enterprises in 2016, up from 8,835 last year. The strong growth continues a trend over the past few years and has been driven by increases in new business start-ups. However, Coventry began from a lower starting point – and the number of active enterprises per head of population remains lower than the WMCA area, Warwickshire, or England.

Actions

15



Foreign Direct Investment projects (excluding London)



■ FDI projects in 2016 ■ FDI projects 2014-16

In 2016, Coventry secured 15 foreign direct investment (FDI) projects into the city. That is the 2nd highest number of projects in the West Midlands (after Birmingham, with 36), and 8th highest in the UK, according to the UK Attractiveness Survey 2017 conducted by EY, a professional services firm. Coventry's three-year total number of FDI projects stands at 36.



The aerospace cluster in the Coventry and Warwickshire sub-region has been recognised by fDi magazine, a publication focusing around foreign direct investment, with a specialism in aerospace award.



The Council offers a business support service that supports individuals looking to start a business; addresses barriers to business growth; helps businesses develop, test and market innovative new products, services or technologies; and to help improve energy efficiency levels and grow the scale of operations in the low carbon economy.

Indicators

Indicator	Previous	Current	Comparators				Progress	Target	Status
Gross value added (£ per head) income approach	£22,427 2014 revised	£22,165 2015 Provisional	£27,291 Warks 2015	£20,942 WMCA 2015	£20,826 WMR 2015	£26,159 England 2015	✗	N/A	N/A
Change in business rates tax base (index from 2002 base [100])	132.74 2013/14	132.30 2014/15	130.79 CIPFA 2014/15			142.89 England 2014/15	✗	N/A	N/A
Business rates rateable value and collection rate	£300.0m 97.8% 2015/16	£300.7m 97.8% 2016/17	97.3% All Metropolitan Districts 2016/17				=	£297.5+ 98.5%	✗
Enterprises (rate per 10,000 residents aged 16+ and the number of firms)	318 (8,835) 2015	335 (9,505) 2016	583 (26,585) Warks	363 (81,755) WMCA	430 (200,550) WMR	495 (2.21m) England	✓	N/A	N/A



Creating the infrastructure

Trends

FRIARGATE COVENTRY

The Council has worked with the private sector developers of Friargate, the new business district by the railway station, to encourage businesses to relocate to the city.

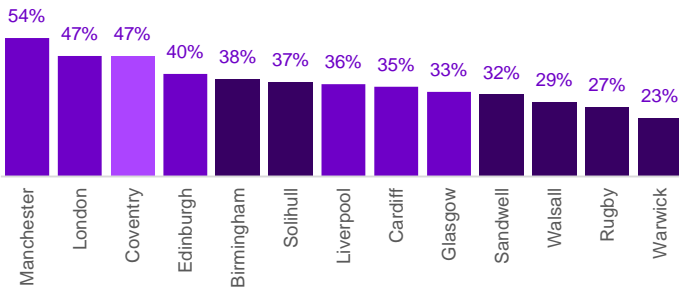
In June 2017, Friargate and the Council has successfully attracted a second tenant, the Financial Ombudsman Service, which will share two floors of tower one and bring 320 jobs to the city.



RAIL STATION COVENTRY STATION MASTERPLAN

The Coventry Station Masterplan sets out a five-year programme to transform Coventry Rail Station, one of the fastest-growing stations, in terms of passenger numbers, in the city. In 2016/17, the Council undertook work on a new tunnel under Warwick Road to connect the railway station to the new platform built as phase 2 of the NUCKLE project, which connects Coventry and Leamington Spa including a new station at Kenilworth.

Growth in tech and digital businesses
2011-2016



TECH & DIGITAL COVENTRY

Just as important as physical infrastructure is the digital infrastructure. In 2015, the tech and digital sector employed 5,984 people in Coventry, 5.9% of total employment, according to the Tech and Digital Deep Dive Report 2017. In addition, Coventry has seen a 47% increase in tech and digital businesses between 2011-2016 – the largest increase in the West Midlands; matching London (47% increase) and second only to Manchester (54% increase).

Actions

UK Central Plus – Connecting Coventry

UK Central is the name given to the planned developments around Birmingham Airport and the National Exhibition Centre. The Council is working with the WMCA and partners to ensure that Coventry benefits from opportunities arising from the growth and expansion of UK Central, through a package of highway and public transport improvements known as UK Central Plus. This includes:

Coventry North: road capacity improvements to the North West of the city and on the A444 and M6 junction 3.

City Centre: major increase in capacity via the Coventry Station Masterplan and the creation of an additional 744,000 square metres of commercial space.



Coventry South: to facilitate growth, especially around Jaguar Land Rover and the University of Warwick and to provide connectivity to HS2 and UK Central (including a proposed A46 Link Road).

Rapid Transit: investment and implementation of very light rail connecting Coventry City Centre with Whitley South Technology Campus (Jaguar Land Rover) and the University of Warwick.

Coventry Station Masterplan



The full Coventry Station Masterplan package includes a second footbridge; a second station entrance building; a new multi-storey car park; a bus interchange; highway improvements; and a new platform to enable two trains per hour between Coventry and Nuneaton.

National Battery Prototype Centre



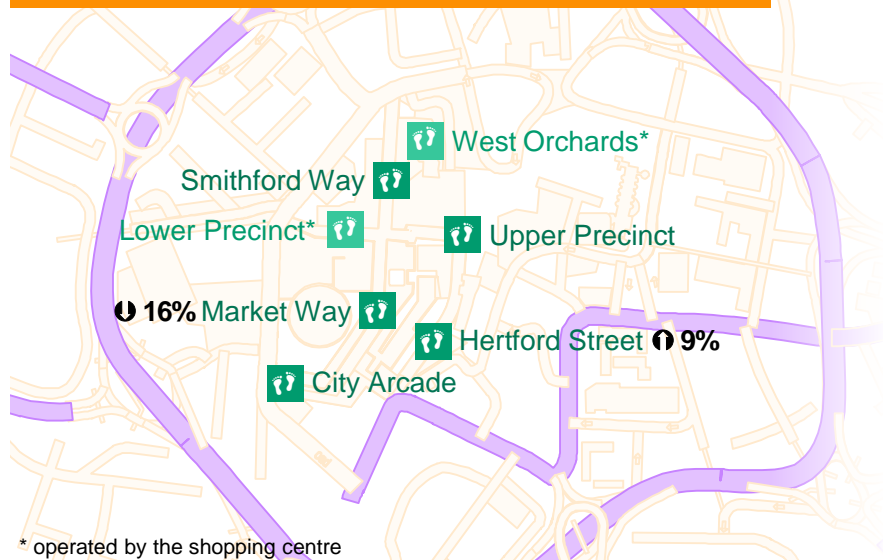
The Warwick Manufacturing Group (WVG) and the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) have outlined plans for a National Battery Prototype Centre which would undertake research, development and testing of batteries for self-driving, connected and electric vehicles. Located as part of the Whitley South Technology Campus, the proposal, supported by the WMCA, could potentially bring some 10,000 jobs to the city.

Developing the city centre

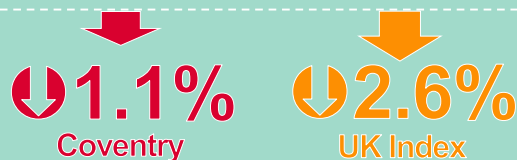
Trends

City centre footfall

The Council operates a network of footfall cameras in the city centre, which gives local retailers and businesses an idea about the number of people in the city centre at any given time. In April 2016 to March 2017, footfall was 1.1% lower compared to a year ago – however, the fall is smaller in magnitude to the estimated fall across UK overall, which was 2.6%.



City centre footfall fell – but it fell by less than nationally.



Evening footfall



Footfall in the evening (after 7pm) has continued to buck the trend however with overall levels 9% higher than 2015/16.

Actions

City centre developments

The Council continues on further public realm improvement works, funded by the government's Growth Deal. Current works taking place include:

GREYFRIARS LANE

Wider pavements, improved lighting and planting to create an attractive walkway towards Broadgate and the Cathedral Quarter.

HALES STREET

Wider pavements and new trees planted to create a better environment for pedestrians while maintaining vehicle and cycle access between the Britannia Hotel and the Whittle Arch.



Last year, the Council sold off Civic Centre 1-4 to Coventry University. Earlier this year, the bridge link between the Council House and the civic centres was removed. The university's plans for the site include a new headquarters and facilities for postgraduate work and international engagement. Other works undertaken by the university in the city centre include:

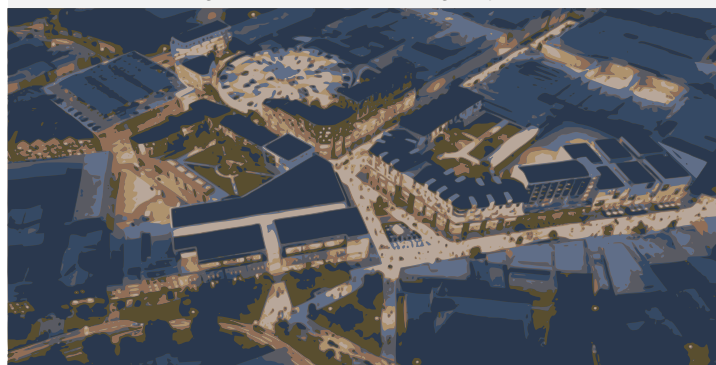
- a new science and health building (opening this summer);
- a second engineering and computing building;
- remodelling of the arts & humanities and business & law faculties; and
- student accommodation at Bishop Gate.



The WMCA Annual Plan for 2017/18 identified that Coventry's "retail units are no longer suitable for 21st century retailing" and the "underperformance of the shopping centre has also been cited frequently as the main impediment to new inward investment in the city centre".



The WMCA is investing in the city centre. Schemes funded by the Collective Investment Fund (CIF) this year include a £3.7m loan to Complex Development Projects, a developer, to acquire the former Coventry Evening Telegraph offices in Corporation Street, which will be turned into a boutique hotel featuring a bar and restaurant; along with residential units and the acquisition of the former gas works in Abbots Lane, opposite Belgrade Plaza, a derelict large city centre site.



Conceptual drawing of city centre south regeneration

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
City centre footfall (year-on-year % change)	+1.3% 2015/16	-1.1% 2016/17	-2.6% UK index 2016/17		N/A	



Raising the profile of Coventry + arts, sports & cultural opportunities

Trends

Coventry Tourism Economic Impact Assessment



Day trips to the city
3%
 2015 vs 2013



Overnight visits to the city
3%
 2015 vs 2013



Total value of tourism to the city
£600m
 ↑2.7% compared to 2013



Jobs supported by tourism
10,580
 6.8% of all jobs; a 3.9% increase from 2013

Despite the number of trips falling over this period, there was an increase in the day trip spend and overnight spend of visitors.



20,000
 hotel beds in Coventry, Warwickshire and Birmingham at present...



+250
 new hotel rooms required if the city becomes City of Culture 2021

The Council, The University of Warwick, and Coventry University are Principal Partners of the bid and are providing significant support. The Ricoh Arena is Bid Sponsor while Jaguar Land Rover, Adient, Friargate, Coventry Building Society, the Coventry and Warwickshire Chamber of Commerce, Birmingham Airport, PET-Xi, SCC, Pertemps, CEF (City Electrical Factors) and Listers are also Bid Development Sponsors.

Actions



The Coventry 2021 bid committee submitted Coventry's bid to become City of Culture 2021. Coventry is well situated to attract visitors from across the UK, with 20 million people 2 hours from the city, and winning UK City of Culture could bring economic benefits of some £80 million to the city.

Coventry's bid themes include 'moving', 'underground', 'reinvention' and 'being human' and will help to form the programme that would run throughout 2021 and could include up to 1,000 events during the year.

Ideas include the first ever **Streets of Cultures** celebration would see 21 streets across the city given the opportunity to shape and showcase City of Culture right on their doorstep.



CULTURAL STRATEGY 2017-27

BY 2027 COVENTRY WILL BE A CULTURALLY ATTRACTIVE, VIBRANT AND PROSPEROUS CITY TO LIVE IN, WORK IN AND ENJOY.

Building on the heritage and culture of Coventry, the Council and partners put together a strategy setting out a ten year vision for the cultural life of the city.



Partnership – a new partnership approach to cultural growth, which ensures access and sustainable funding for a wide range of cultural organisations activities and events across the city.



Lifelong learning – all children and young people have an entitlement to the arts and digital creativity in schools and in their community which is not limited by family income, location or age.



Diversity – communities and individuals are empowered to celebrate and share their heritages, cultures, abilities and identity and participate in the cultural life of the city.



Health and wellbeing – arts and culture are core to the health and wellbeing of the city. Culture makes a major contribution to encouraging healthy lifestyles and physical activity.



Economic growth – Coventry is a culturally vibrant, attractive and prosperous city that enriches the lives and environment for all residents.



Supported using public funding by ARTS COUNCIL ENGLAND

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Visitor trips	8,217,000 2013	7,973,000 2015	N/A		N/A	

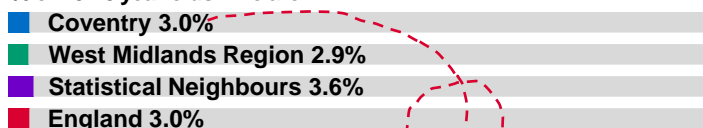
Helping local people into jobs

Trends

16-18 year olds not in education, employment or training (NEET)

Most young people in Coventry are in gainful education, employment or training. Draft figures for March 2017 suggest that only a small proportion, 3%, are **not** in education, employment or training (NEET). This is in line with the national average. The final 2016/17 figures are not yet published but they are expected to show an improvement, that is, fewer NEETs. However, these figures will not be comparable to previous years because young people's whose education, employment or training status is unknown will now be added to the NEET figures.

% of 16-18 year olds who are NEET:

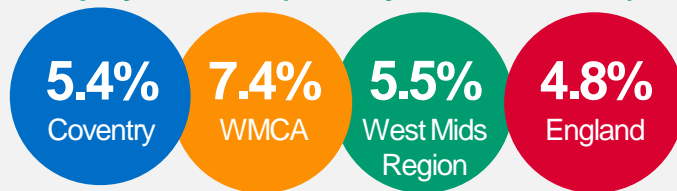


3% NEET, that is...

220 NEETs

in addition, the activity of 215 young people are not known

Unemployment rate (January-December 2016)



Working aged residents qualified to NVQ Level 4+



76,800

residents aged 16-64 qualified to at least NVQ Level 4
2016 estimate

Since 2004, the proportion of residents qualified to NVQ Level 4+ continues to increase steadily. However, Coventry remains below the England average. Coventry's overall working aged population has increased significantly during this period, so that the actual number of residents qualified to NVQ Level 4 or above has increased from an estimated 45,300 in 2004 to 76,800 in 2016.



Actions

Supporting NEETs: Ambition Coventry

Ambition Coventry supports young people aged between 16-29 who are currently not in employment, training or education through their journey into sustained employment or learning. Help offered by the programme include:

- Applying for jobs
- Motivation
- Budgeting
- Improving Maths & English
- Training
- Information, advice and guidance
- Own your future
- New you!



So far, the Ambition Coventry programme is supporting more young people with health issues or disability than forecast. In addition, a new **routes to ambition** programme (aimed at 15-24 year old pre-NEETs) began this year, and will be running from now until 2019.



Chamber of Commerce

The Chamber of Commerce is working with employers to educate them about the benefits of recruiting locally and supporting them to do so, as well as to provide 'good quality' jobs and increase the number of apprenticeship opportunities.



Workplace Wellbeing Charter

In 2016, over 200 organisations engaged with the Workplace Wellbeing Charter service, exceeding the target of 100.



THE WORKPLACE WELLBEING CHARTER
NATIONAL AWARD FOR ENGLAND

Supporting disabled people



Work is underway between the Chamber of Commerce and Remploy to look at ways of maximising employment opportunities for people with disabilities and/or mental health issues.

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Average resident employment rate	64.4% Jan-Dec 15	68.9% Jan-Dec 16	65.5% WMCA Jan-Dec 16	71.1% WMR Jan-Dec 16	75.0% England Jan-Dec 16	N/A
Unemployment rate (model based)	6.3% Jan-Dec 15	5.4% Jan-Dec 16	7.4% WMCA Jan-Dec 16	5.5% WMR Jan-Dec 16	4.8% England Jan-Dec 16	N/A
16-17 year olds not in education, employment or training (NEET)	4.7% 2015/16	3.0% March 2017 provisional	2.9% WMR March 2017	3.6% SN March 2017	3.0% England March 2017	3.0%
18-24 year olds claiming jobseekers allowance	1.6% Mar 2016	1.8% Mar 2017	4.5% WMCA Mar 2017	3.5% WMR Mar 2016	2.8% England Mar 2017	N/A
Residents aged 16-64 qualified to NVQ level 4+	29.5% Jan-Dec 15	33.7% Jan-Dec 16	29.0% WMCA Jan-Dec 16	31.5% WMR Jan-Dec 16	37.9% England Jan-Dec 16	N/A



Reducing the impact of poverty

Trends

4,400 (1.9%)

CLAIMANT COUNT (SEASONALLY-ADJUSTED) MARCH 2017

The claimant count includes unemployed claimants of universal credit as well as those claiming jobseeker's allowance. In Coventry, the claimant count has remained broadly as it is for the past twelve months, but in recent months it has started to increase which could be due to the roll-out of the full universal credit service in Coventry. The Office for National Statistics (ONS) has **stopped** reporting claimant count in its economic review because under universal credit a broader span of claimants are required to look for work than under jobseeker's allowance. As the full service is rolled out, the number of people recorded as being on the claimant count is therefore likely to rise for the same level of unemployment – making the claimant count an increasingly unreliable indicator of the level of unemployment. This is thought to be happening in Coventry – so changes in the claimant count should be interpreted with caution.

9,200 (5.4%)

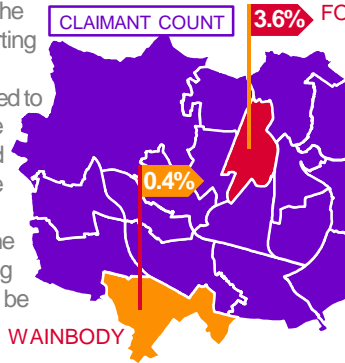
UNEMPLOYMENT RATE JAN-DEC 2016

Coventry's current unemployment rate of 5.4% is slightly higher than the national rate of 4.8% - but overall trends show a fall in unemployment.

3.2%

INEQUALITY GAP IN CLAIMANT COUNT RATE APRIL 2017

The gap in the claimant count rate is the percentage point difference between the claimant count rate in the Coventry ward with the highest rate and the ward with the lowest rate. The ward with the highest claimant rate continues to be one of its most deprived wards, Foleshill; and the ward with the lowest claimant rate continues to be one of the city's most affluent wards, Wainbody. The overall gap remains unchanged.



£14,527 per head

GROSS DISPOSABLE HOUSEHOLD INCOME 2015

Gross disposable household income (GDHI) is a measure of wealth. In 2015, Coventry's total GDHI was just over £5 billion. It increased by 3.5% in the past year, which is a slower rate of growth than the England rate of 3.8%. However, GDHI growth in Coventry outstripped gross value added (GVA), which grew by just 1.2%; meaning that overall household income grew faster than economic activity in the city. On a per-head basis, Coventry's GDHI was £14,527; notably lower than England's £19,447. While total GDHI in Coventry increased from 2014 to 2015 by 3.5%, GDHI per head increased by just 1.1%. This means, once population growth is taken into account, household income grew even slower than the growth in economic activity. Coventry's GDHI per head ranks lowly relative to other parts of the country, and compared to how Coventry ranks for GVA. Reasons include the city's relatively large in-commuting flows and higher rate of economic inactivity.

Actions

Feeding Coventry

Feeding Coventry is a partnership of public, education & third sector organisations in Coventry, and a local pilot of Feeding Britain for the relief of poverty. The Council has worked with organisations across Coventry, including the Centre for Agroecology, Water and Resilience (CAWR) at Coventry University to look at raising awareness and promoting new ideas around combating food poverty and creating a sustainable food network.

Coventry's scheme is one of a number of pilot schemes emerging across the country alongside Sheffield, Birkenhead and Bristol, bringing partners together to find joint solutions to tackling food poverty, strengthen and expand initiatives towards delivering sustainable food practices.

Issues considered include the causes of food poverty, how to promote urban food growing, the value of community food cultures and sustainable food planning. For the latest news on ending food poverty and building resilience, follow **@FeedingCoventry** on Twitter.



Indicators

Indicator	Previous	Current	Comparators		Progress	Target	Status
Claimant count (seasonally-adjusted)	1.9% Mar 2016	1.9% Mar 2017	2.3% WMC Mar 2017	1.9% UK Mar 2017		N/A	
Median annual pay for residents (full-time)	£26,913 2015 revised	£28,043 2016 provisional	£25,850 WMC 2016	£26,278 WMC 2016		N/A	
Median annual pay	£21,905 2015 revised	£22,319 2016 provisional	£21,794 WMC 2016	£21,795 WMC 2016		N/A	
Gap in the claimant count rate between the city's most affluent and deprived wards	3.2% Mar 2016	3.2% Apr 2017	9.0% Birmingham Apr 2017	5.6% Wolverhampton Apr 2017		N/A	
Gross disposable household income per head	£14,371 2014	£14,527 2015 provisional	14,768 WMC 2015	16,559 WMC 2015		N/A	

Supply, choice & quality of housing

Trends

Council Tax



Increase in domestic properties

↑ 1,328

140,507 in March 2017, vs. 139,179 a year ago

...under higher Council Tax bands



↑ 731

41,370 in March 2017, vs. 40,639 a year ago

Council Tax collection rate

TAX

95.8%

a strong position given that Council Tax support was reduced last April

Average house prices in Coventry

£166,324 **↑9.48%**

AVERAGE PRICE

£311,877 **↑11.18%**

DETACHED PROPERTY

£194,710 **↑9.76%**

SEMI-DETACHED PROPERTY

£147,058 **↑8.87%**

TERRACED PROPERTY

£111,057 **↑9.88%**

FLAT OR MAISONETTE

Land Registry House Price Index data for March 2017.
% change shown is annual percentage change.

Actions

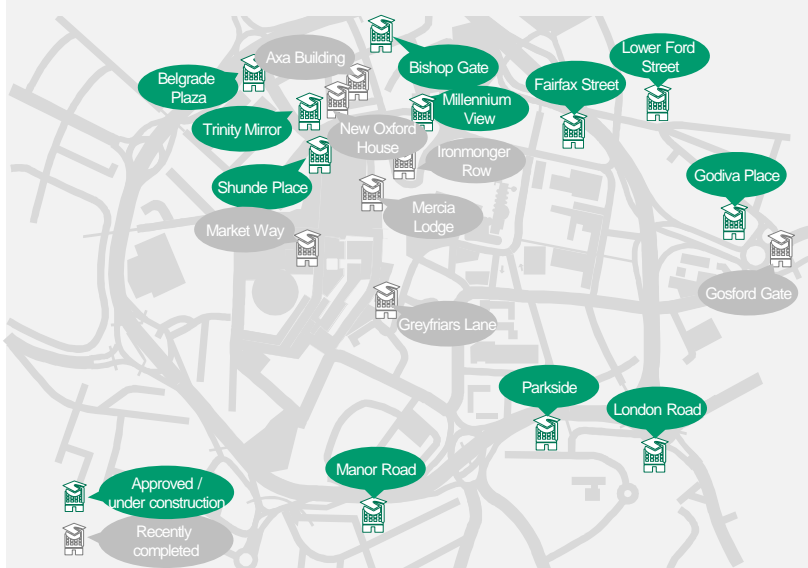
Addressing the housing crisis

Like other growing cities in the UK, demand for housing in the city exceeds supply. The current housing strategy in Coventry is the five-year housing and homelessness strategy set for 2013-18. This set out the Council's approach to housing and homelessness, including increasing the supply, choice and quality of new housing; preventing and tackling homelessness; improving the quality and use of housing stock; and encouraging balanced, stable and sustainable communities. The unified strategy serves to recognise that addressing homelessness cannot be seen in isolation from the range of other housing factors that influence homelessness such as addressing the wider supply and demand issues in the housing market.

The Local Plan

In 2015/16, the Council worked on its the Local Plan and City Centre Area Action Plan, which was submitted to the Secretary of State in April 2016. This year, in 2016/17, the Council appointed an independent inspector to oversee public examination of the Plan and its evidence base – which ran from July 2016 to January 2017. Following the final hearing session, the Council consulted on proposed modifications to both Plans in March to April 2017 – and all responses have now been reviewed and submitted to the nominated inspector.

Freeing up housing for families: encouraging the development of city centre student housing schemes



Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Change in Council tax base (index from 2009 base [100])	105.45 2015/16	106.67 2016/17	106.63 CIPFA 2016/17	107.75 England 2016/17	✓	N/A
Council tax collectable value and number of properties	£120.21m (139,179 properties) Mar 2016	£130.48m (140,507 properties) Mar 2017	N/A	N/A	✓	N/A
Properties in higher Council Tax bands (C to H)	29.20% (40,639) Mar 2016	29.44% (41,370) Mar 2017	35.23% WMCA Mar 2015	55.74% England Mar 2015	✓	N/A
Council Tax collection rate	95.8% 2015/16	95.8% 2016/17	95.4% All Metropolitan Districts 2016/17	=	96%+	✗



Create an attractive, cleaner & greener city

Trends

Highways



most improved for public satisfaction

The National Highways & Transport Network public satisfaction survey found that, out of 102 participating English local authorities, Coventry City Council saw the greatest percentage increase in public satisfaction for the speed and quality of repair and the for the information it provides about its winter gritting services.

Did you know? Coventry can make the proud boast of having the longest serving Council employee in the country, starting work for the Council in 1960 as a highway operative he has served the City in this role for 57 years!

Repairs



↓ 25% potholes reported

732 reported in 2016/17 down from 976 a year ago

Fly-tipping

Unfortunately, fly-tipping incidents are increasing. This appears to be a national trend.



3,342 fly-tips

in 2016/17, up 44% from 2015/16

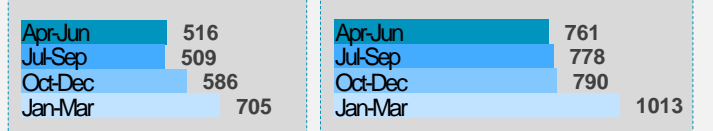
The increase in Coventry may be down to a number of factors including:

- **reduced enforcement action** – team restructured/reduced as resources limited
- **easier reporting** – online reporting tool means more people now report fly-tips
- **increased disposal fees** – people dumping their waste to avoid paying

Fly-tipping incidents by year...



...and by quarter



Actions

Fly-tipping

- The Council is increasing enforcement actions against fly-tipping via:
- new street enforcement team working with neighbourhood enforcement, continuing work on targeting **hot streets**; and
 - new surveillance equipment deployed at known **hot spots** to deter fly-tipping and identify repeat offenders.

Household waste recycling & composting

↑ 2.46%

household waste to landfill/incinerator

↑ 0.87%

household waste recycled

Household waste that was **not** sent for recycling, reuse or composting grew more quickly than waste sent for recycling. Actions taken include promoting home composting with Master Composters; 5,000 interactive waste education books given out to children in year 5; and moving onto alternate week waste (green bin) collections in September.



Swanswell viaduct maintenance

In 2015, the Council secured an extra £5.5m of Department for Transport funding towards the structural refurbishment of the Swanswell viaduct between ring road junctions 2-4. Following preparatory work, the main construction work is now due to commence in May 2017 and be completed by March 2018.

Highways maintenance incentive fund

The Council demonstrated that it has an effective and efficient approach to highways asset management, and successfully attracted the maximum funding allocation from the Department for Transport's incentive fund.

Alternate weekly waste collections

From September, the Council will move to alternate weekly green household waste bins collections, to save £1 million a year. It is hoped that this will also encourage recycling. Further details about the redesigned collection will be available online at www.coventry.gov.uk/recycling/.

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Principal roads (A roads) in a good / acceptable condition	99% 2015/16	99% 2016/17	N/A		95%	
Non-principal roads (B & C roads) in a good / acceptable condition	98% 2015/16	98% 2016/17	N/A		95%	
Unclassified roads in a good / acceptable condition	80% 2015/16	80% 2016/17	N/A		80%	
Pedestrian footways / pavements in a good / acceptable condition	36% 2015/16	36% 2016/17	N/A		38%	
Fly-tips reported in the city	2,316 2015/16	3,342 2016/17	N/A		<2,200	
Household waste recycled and composted	30.3% 2015/16	29.9% 2016/17 provisional	44.0% WMR 2015/16		43.0% England 2015/16	50%+ by 2020

Make communities safer

Trends

Crime rate

Coventry recorded an increase of 8% in total recorded crime (+1,680 offences) in 2016/17. This is lower than the West Midlands Police area, which increased by 11.2% (+20,631 offences). While any increase in crime is unwelcome, Coventry saw the second lowest increase (with Walsall in first place with a 1% increase).

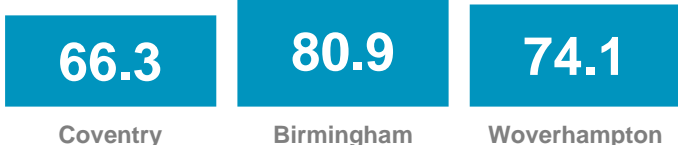


↑8% crime

22,909 crimes in 2016/17 vs 21,229 in 2015/16
an increase of 1,680 offences in Coventry

Crime rate per 1,000 population

Coventry's crime rate remains lower than Birmingham or Wolverhampton:



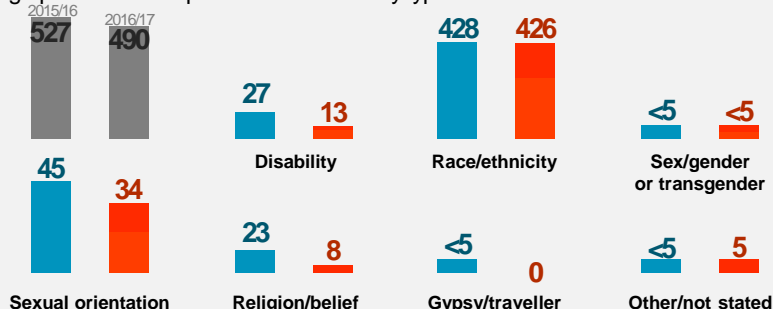
What crimes have increased?

In Coventry, there has been a 20% increase (355 offences) in theft from motor vehicles. Four offences account for nearly half of all crimes recorded by local neighbourhood policing units, these are:

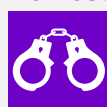


Hate crime incidents

490 hate incidents (both crime and non crime) were recorded in 2016/17. The graphic below compares hate incidents by type in 2015/16 and 2016/17.



Domestic violence and abuse



5,771 incidents ↓3.4%

reduction of 201 incidents (-3.4%) from 2015/16

Main crimes committed are: assault – actual bodily harm (n=710); common assault (n=432); wounding; breach of restraining order; and criminal damage to dwelling



53% involving children ↑15.8%

Exposure to adverse childhood experiences like domestic violence impacts on future violence victimisation or perpetration, and lifelong health and opportunities.

Actions

Preventing domestic violence and abuse



6.7% repeat victims

291 incidents in 2016/17 compared to 565 in 2015/16
Repeat incident rate fell from 9.5% to 6.7%

Domestic violence and abuse is everybody's business – it is important to recognise that domestic abuse has an impact on the lives of the victims, the offenders, the children, and the community, and that often suffering is hidden from view. This year saw a significant decrease in the number of repeat incidents of domestic violence – 291 in 2016/17 compared to 565 in 2015/16. While overall domestic violence figures remained stable (falling by 3.4%) the decrease in the repeat incidents is thought to be a positive impact from improvements in the...

support provided by police and partner agencies; and

management of repeat offenders – reducing repeat victimisation.

First time entrants to the youth justice system



126 first time entrants

in 2016/17, up from 114 in 2015/16
rate per 100,000 increased from 399 to 432

The rate per 100,000 is now above the statistical neighbour average for 2015/16. The majority of first-time entrants (70) received a court disposal; and the main offences are violence (38, 30.2%) or possession of a weapon (15, 11.9%) – specifically, knives and bladed articles.

Addressing sexual violence

The Council have commissioned Coventry Rape & Sexual Abuse Centre and Barnados, a children's charity, to provide a sexual violence prevention programme. This is intended to raise awareness and educate young people about sexual violence, appropriate behaviour and consent. It is being delivered to children, young people, teachers and parents in schools and youth groups. Further work is underway to develop an intimate partner violence prevention programme alongside this.

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Crime rate per 1,000 population & number of crimes	61.5 21,229 (↓1.0%) 2015/16	66.3 22,909 (↑8%) 2016/17	74.1 Wolverhampton 2016/17	80.9 Birmingham 2016/17	N/A	N/A
First time entrants to youth justice system (rate per 100,000)	399 2015/16	432 2016/17	422 Family group average (SN) 2015/16	N/A	N/A	N/A
Domestic violence (crime and non-crime) offences known to the police	5,972 (↓2.16%) 2015/16	5,771 (↓3.4%) 2016/17	N/A	N/A	N/A	N/A
Repeat victims of domestic violence reported	9.5% 2015/16	6.7% 2016/17	N/A	N/A	N/A	N/A

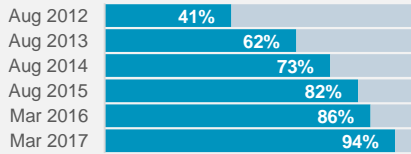


Improving educational outcomes

Trends/Actions

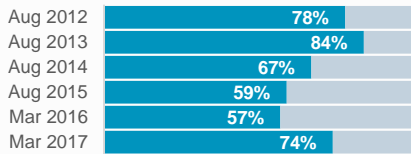
Coventry schools rated good or outstanding by Ofsted

94% of Coventry primary schools are rated good or outstanding. This is a eight point increase from last year; and is above the national average of 89%.



Building on the successes of the school to school support model, the Council is now working with schools to create more outstanding schools.

74% of the city's secondaries are rated as good/outstanding. Since April, three more schools are now rated as good.



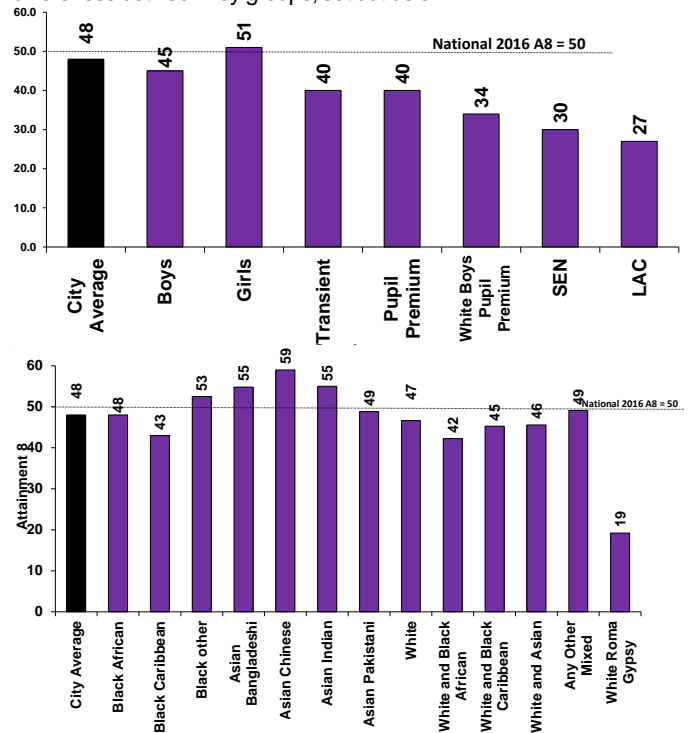
All of Coventry's secondary schools have adopted and implemented a new secondary improvement model with four new collaborative school-to-school support groupings. This has led to improved Ofsted inspection results this year.

Adult education rated as good by Ofsted

Ofsted recognised that the service's "highly effective and customised study programmes" for care leavers, NEETs, and those who have missed school "made a significant difference to their future prospects".

Key stage 4 results in 2016

Coventry's Attainment 8 result for 2016 is 48.1%, however there are differences between key groups, set out below:



Indicators

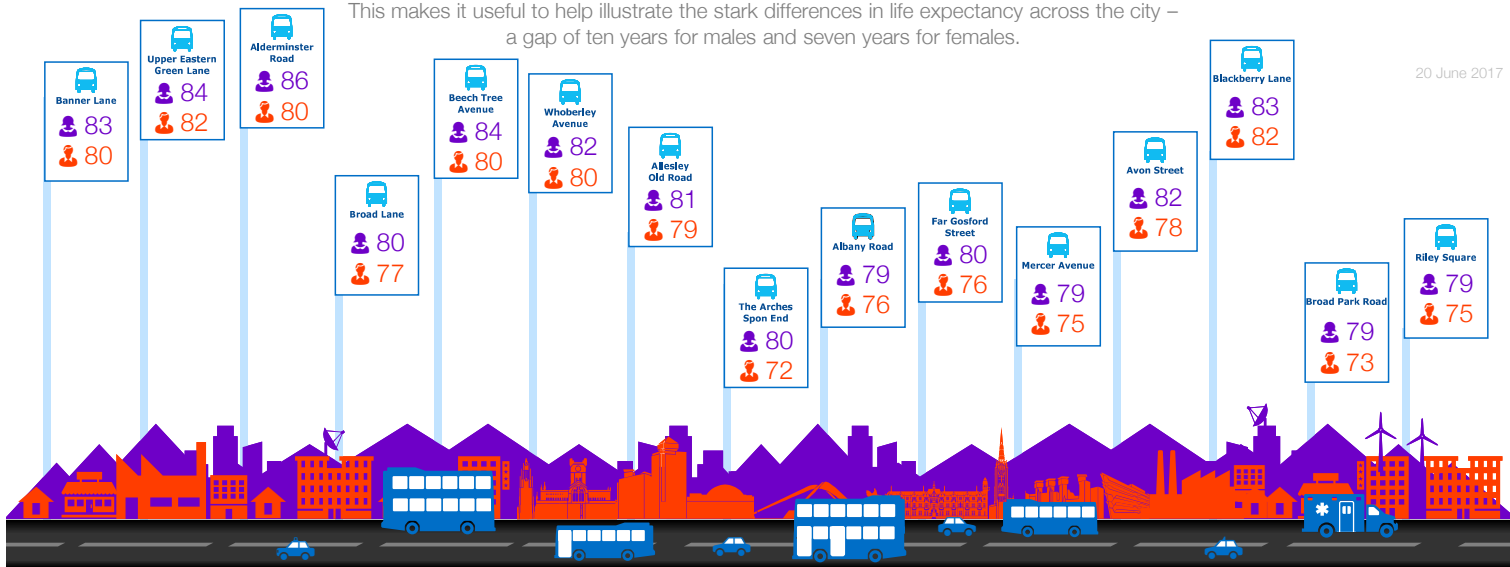
Indicator	Previous	Current	Comparators	Progress	Target	Status
Primary schools judged as good/outstanding by Ofsted	86% March 2016	94% March 2017	87% SN March 2017	89% England March 2017	89%+	✓
Secondary schools judged as good/outstanding by Ofsted	57% March 2016	74% March 2017	76% SN March 2017	82% England March 2017	82%+	✗
Key stage 2: expected standard in reading, writing & maths	N/A	49% 2016	50% SN 2016	53% England 2016	53%+	✗
Key stage 4: attainment 8	45 2015	48.1 2016	47.9 SN 2016	49.9 England 2016	49.9+	✗
Key stage 4: progress 8	0.03 2015	-0.05 2016	-0.11 SN 2016	-0.03 England 2016	0.00+	✗
Key stage 4: Basics A*-C English and maths	N/A	61% 2016	59% SN 2016	63% England 2016	63%+	✗
Key stage 5 level 3 average point score A Level entry	N/A	28.29 (Grade C-) 2016	27.94 (Grade C-) SN 2016	30.45 (Grade C) England 2016	30+	✗
Key stage 5 level 3 average point score per tech level entry	N/A	28.63 (Merit+) 2016	30.82 (Dist-) SN 2016	30.77 (Dist-) England 2016	31+	✗
Key stage 5 level 3 average point score per general applied entry	N/A	35.08 (Distinction) 2016	34.41 (Dist.) SN 2016	34.67 (Dist.) England 2016	35+	✓

Improve health and wellbeing

Trends

Life expectancy at birth in Coventry 2010-2014

Coventry's bus route 10 crosses the city's more affluent and more deprived neighbourhoods. This makes it useful to help illustrate the stark differences in life expectancy across the city – a gap of ten years for males and seven years for females.



20 June 2017

Actions

Smoking

stop-smoking services
3,798 smokers
 engaged with services in 2016/17

smoke-free four weeks later
1,927 smoke-free
 including 154 pregnant women

The Council has worked with Coventry and Warwickshire Mind, a mental health charity, to help support smokers with mental health conditions reduce their tobacco intake and has also worked with pharmacies to improve access to a wider range of stop smoking medications.

Conceptions to under 18s

158 conceptions
 to girls aged under 18 in 2015

Conceptions to girls aged under 18 in Coventry remain much higher than nationally; and is amongst the highest when compared to similar local authority areas. However, this is a decrease from the rate in 2014, continuing a trend over several years of significant improvement. Between 1998 and 2008 there were around 350 conceptions every year, this is now decreased down to 158.

Child injuries

1,112 injuries to children
 resulting in hospital admissions in 2015/16 (+168)

Sustainability & transformation partnerships (STP)

The STP sets out a vision for the future of health and care services and focuses on helping people to stay healthier for longer and on providing better care at home or closer to home. Focuses this year include: out-of-hospital care through strengthening community hubs; public health prevention through embedding prevention across all partners; and community capacity.

Health and wellbeing board priorities

- Working together as a Marmot City to reduce health and wellbeing inequalities
- Improving the health and wellbeing of individuals with multiple complex needs
- Developing an integrated health & care system that provides the right help and support to enable people to live their lives well

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Adults achieving 150 minutes of physical activity per week	55.4% (51.1%-59.7%) 2014	58.8% (54.6-63.0%) 2015	55.1% WMR 2015	57.0% England 2015	N/A	N/A
Smoking prevalence in adults: current smokers	15.8% (13.7%-18.0%) 2014	16.6% (14.5%-18.8%) 2015	15.7% WMR 2015	16.9% England 2015	N/A	N/A
Smoking quitters at four weeks – rate per 100,000 smokers	4,493 (2,075 quitters) 2015/16	4,280 (1,927 quitters) 2016/17	3,522 WMR 2015/16	2,598 England 2015/16	N/A	N/A
Hospital admissions caused by injuries in children 0-14 per 10,000	149.9 (944 injuries) 2014/15	173.2 (1,112 injuries) 2015/16	110.4 WMR 2015/16	104.2 England 2015/16	N/A	N/A
Conceptions to girls aged under 18 (rate per 1,000 girls aged 15-17)	33.8 Jan-Dec 2014	29.9 Jan-Dec 2015	27.1 WMCA 2015	19.5 Warks 2015	23.7 WMR 2015	20.8 England 2015



Protecting our most vulnerable people

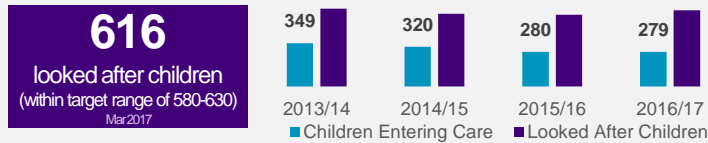
Trends/Actions

Early years

3,009 children achieved a good level of development at the end of reception that is, **65.4%** in 2016, up from 63.9% last year.

Although recent trends has been upwards, the rate improvement is slower than nationally (69.3%), so we have moved from being better than average to worse than average. However, among those that receive free school meals, a proxy for deprivation, 57.4% (479 children) achieving a good level of development in Coventry compared to 54.4% nationally.

Children's social care



616 looked after children (within target range of 580-630) Mar 2017

Fewer re-referrals:
23.9% are re-referrals in 2016/17 vs. 28.7% in 2015/16 & vs. 22.6% in similar authorities

Fewer re-entering care:
14.3% previously looked after children re-entering care; vs 23.5% in 2015/16

Work is being targeted at the multi-agency safeguarding hub (MASH) to ensure children and families receive services appropriate to their needs; and that looked after children and their families receive more effective interventions during their time in care.

Ofsted inspection

Following the first full inspection since 2014, Ofsted reported on 13 June 2017 that Coventry's children's services has improved to be moved into the 'requires improvement' category. Since being rated as 'inadequate' three years ago, the Council has been working to improve services it provides to protect and support the most vulnerable children and young people in the city. The report made a series of recommendations, many of them procedural, to help continue the journey to becoming 'good'.

Child sexual exploitation (CSE)

CSE is a form of sexual abuse. It occurs when an individual/group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person into sexual activity. The Council's Horizon team, which tackles and raises awareness of CSE, has won silver in the team of the year category in the 2016 social worker of the year awards. The team consists of social workers, youth workers, children & families workers, a CSE co-ordinator, a specialist police officer and a health worker.

Adult safeguarding and adult social care

- 1,269** People in long-term support per 100,000 18+ population **↓6%**
- 6** Placements in residential care rated inadequate (0.7%)
- 88%** Adult social care users who receive self-directed support **↑8%**
- 24%** Adult social care users with direct payments

Homelessness



65-75 people present to the Council as 'homeless on the night' every week in addition to people contacting us in advance of becoming homeless

1,015 homelessness cases prevented and relieved

Over recent years, social housing property lets decreased. In addition, it has been difficult to find suitable homes for larger families. The Council is currently looking at its responses to the introduction of the homelessness reduction act.

Children's services transformation programme

The transformation programme is made up of eight discrete projects:



"The children's services transformation plan is ambitious, and is appropriately focused to mitigate outstanding deficits, in relation to providing responsive, consistently good-quality support for children and their families."
— Ofsted inspection of Coventry's children's services, published 13 June 2017

Indicators

Indicator	Previous	Current	Comparators		Progress	Target	Status
Good level of development at age 5	63.9% 2015	65.4% 2016	66.4% SN 2016	69.3% England 2016		69.3%+	
Gap between the lowest achieving 20% in the early years and the rest	36.0% 2015	35.1% 2016	35.6% SN 2016	31.4% England 2016		<31.4%	
Looked after children rate per 10,000 & number	78.3 (580) Mar 2016	83.1 (616) Mar 2017 provisional	73.2 WMR 2015/16	76.4 SN 2015/16	60.3 England 2015/16	580-630 children	
Repeat referrals to children's social care	28.7% 2015/16	23.9% Mar 2017 provisional	20.2% WMR 2015/16		22.3% England 2015/16	<15%	
% of children with three or more placements in the previous 12 months	14.1% 2015/16	11.5% 2016/17 provisional		10% England 2015/16		<10%	
Common assessment framework assessments closed with all actions complete	68.8% 2015/16	70.7% 2016/17 provisional		N/A		>70%	
Households accepted as statutory homeless (in priority need)	533 2015/16	653 2016/17		N/A		N/A	
Homelessness cases prevented and relieved	1,536 2015/16	1,015 2016/17		N/A		N/A	
Adults using social care who receive self-directed support	80% Mar 2016	88% Mar 2017 provisional	91.4% CIPFA 2015/16		88.2% England 2015/16	>90%	
Adults using social care who receive direct payments	21% Mar 2016	24% Mar 2017 provisional	29% CIPFA 2015/16		28% England 2015/16	>21%	
Adult safeguarding (rate of S42 enquiries per 100,000 population)	357 966 enquiries 2015/16	326 881 enquiries 2016/17 prov.	290 WMR 2015/16		239 England 2015/16	N/A	
Regulated adult social care services rated as inadequate	3% 31 Mar 2016	<1% 31 Mar 2017		N/A		≤3%	
Adult social care service users receiving long term on-going support rate per 100,000	1,343 (3,631 users) 31 Mar 2016	1,269 (3,430 users) 31 Mar 2017	1,386 CIPFA 2015/16		1,716 England 2015/16	3,400-3,800 users	
Proportion of adult social care services users who feel safe	70.0% 2015/16	75.0% 2016/17 provisional	68.7% CIPFA 2015/16		68.8% England 2015/16	>68%	
Adults who contacted social care not previously receiving social care support rate per 100,000	3,440 (9,296 people) 2015/16	3,496 (9,446 people) 2016/17	5,215 CIPFA 2015/16		4,200 England 2015/16	9,000-10,000 people	
Breastfeeding rates at 6-8 weeks	N/A* 2015/16	48.3% Apr-Jun 2016 49.4% Jul-Sep 2016	N/A* WMR 2016/17		44.7% Apr-Jun 2016 44.4% Jul-Sep 2016 England	N/A	

* data not published – failed validation tests



Reducing health inequalities

Trends/Actions

Life expectancy at birth

Coventry, 2013-15



Males

78.4 years



Females

82.3 years

Inequality in life expectancy



Excess weight

In 2015/16, there was a large increase in excess weight among year 6 pupils (10-11 year olds) with 37.5% overweight/obese (vs 35.4% in 2014/15). This is mainly driven by an increase in obese children: 23.1% of children are obese, up from 21.1% in 2014/15. Among 4-5 year olds 22.4% are overweight/obese in 2016/17; same as in 2015/16. A new childhood obesity alliance has been established, and a reduction in childhood obesity is a key outcome of the procurement of a family health and lifestyle service to become operational in 2018.

Excess weight by ward		Obese by ward	
Reception	Year 6	Reception	Year 6
29.9%	43.5%	13.2%	27.9%
Foleshill	Radford	Wyken	Radford
12.8%	25.3%	5.1%	13.0%
Cheylesmore	Cheylesmore	Cheylesmore	Cheylesmore

Drugs and alcohol

2,000 regular opiate/crack cocaine users (9.2 per 1,000 vs 8.2 nationally)

13,000 high risk drinkers (50+ units per week (males), 35+ units per week (females))

Two-thirds of population exhibit two or more lifestyle risks:

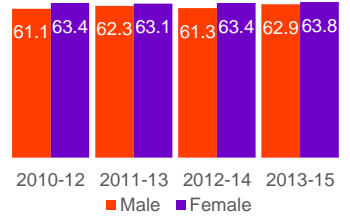
smoking 1+ cigarette a day	physically inactive
excessive alcohol consumption	eating <5 portions of fruit/vegetables

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Male healthy life expectancy at birth	61.3 (59.8-62.9) 2012-14	62.9 (61.3-64.5) 2013-15	62.4 WMR 2013-15	63.4 England 2013-15	N/A	N/A
Female healthy life expectancy at birth	63.4 (61.7-65.1) 2012-14	63.8 (62.1-65.5) 2013-15	63.2 WMR 2013-15	64.1 England 2013-15	N/A	N/A

Healthy life expectancy

The overall trend for healthy life expectancy is increasing. In Coventry, the average healthy life expectancy for Coventry residents in 2013-15 is now 62.9 years for males and 63.8 years for females.



Mental wellbeing

Good mental wellbeing is essential to help people achieve their potential. However, one in four adults experience a mental health problem in any given year, and 10.4% of Coventry 16-74 year olds estimated to have anxiety or depressive disorders compared to a UK average of 8.9%. For children, 10% of 5-16 year olds nationally estimated to have a mental health disorder but 70% do not get appropriate interventions early enough.

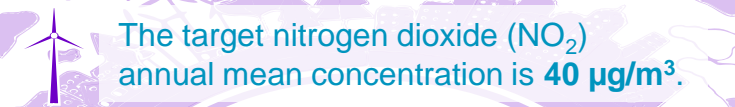
Dementia

3,600 people in Coventry are estimated to have dementia; but only 50% will have a diagnosis or have access to related services.

HIV

Coventry has the highest rate of HIV infection in the region, with 3 in every 1,000 15-59 year olds living with the condition. 54% of people are diagnosed late, when treatment is less effective. We are urging people to have an HIV test if they are at risk, and pharmacies and GPs across the city now offers finger prick blood tests for HIV, which provide a result in 60 seconds.

Air quality



Marmot



People facing multiple complex needs (MCN)

A multi-agency multiple complex needs board has been set up to address issues faced by people who experience several problems at the same time; have ineffective contact with services; and live chaotic lives, such as a combination of mental ill health, substance misuse, violence, sexual abuse and adverse childhood experiences.

Making every contact count

Reducing health inequalities is about services working more effectively together. With making every contact count, partners check individuals' general wellbeing, and alert other partners when additional needs are identified. An example is the fire service conducting safe and well checks during home visits, alerting partners to people's additional needs.

Making the most of our assets

Make savings so that we can support frontline services

Financial resources

The Council's total revenue expenditure is funded from a combination of resources including settlement funding from the government, specific grants, Council Tax, retained business rates, as well as fees, charges and other income. The equivalent settlement funding has fallen from £217m in 2010/11 to £122m in 2016/17. As the number of households have risen as overall resources have been cut, the equivalent funding per household has more than halved, £1,642 to around £800. However, the Council's participation in the West Midlands 100% business rates pilot has made new resources available over the next three years.

Employee statistics (March 2017)

5,144 employees (number of contracts)
 3,571 are female (69.4%) 1,573 are male (30.6%)
 ... 794 are from a BME community (15.4%)
 ... 268 declared a disability (5.2%)

122 employees (contracts) are senior managers above Grade 10
 69 are female (56.6%) 53 are male (43.4%)
 ... 9 are from a BME community (7.4%)

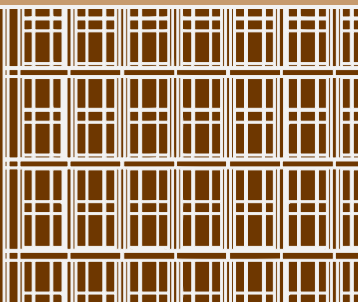
Sickness absence (days per full-time employee)

2015/16	8.51
2016/17	8.64

Building rationalisation

The Council will move to One Friargate towards the end of 2017.

One Friargate
 Coventry
 CV1 2GN



Carbon dioxide emissions



↓ 15,500 tonnes (15%)

estimated reduction in carbon dioxide emissions in 2016/17, mainly as a result of the Council's building rationalisation programme



The Council's carbon reduction target of 35% by 2020 has already been achieved!

Support the regeneration of Coventry's economy

Think local: social value policy in action

-  **64** local businesses benefited from supply chain opportunities
-  **149** local people have been employed on construction sites
-  **586** apprenticeship weeks from major developments
-  **2,000+** young people attending site visits or careers talks
-  **11** planning conditions resulting in a skills and employment plan on site
-  **59** procurement contracts appraised for social value consideration

Friargate

The Council is moving most of its staff to One Friargate, in the city's new business quarter. The Financial Ombudsman Service will be relocating from London to Coventry and sharing two floors of One Friargate – bringing 320 jobs to the city.



Financial
 Ombudsman
 Service

Attracting external funding

The Council has continued to be successful in attracting external funding to support capital programmes, including a £35m Whitley infrastructure grant and funding from the Regional Growth Fund – however a significant part of the schemes to which these grants applies is still to be delivered.

Coventry investment fund

No new approvals have been agreed this year, as the Council has decided to make no further activity linked to the Coventry investment fund in the 2017/18 budget setting process. Future schemes may be eligible for WMCA or Council funding on an individual basis where it can be demonstrated that this is cost-neutral.

Change how we work to become more flexible and adaptable

Voice of the customer strategy

The Council is looking to improve the way it gathers and records customer satisfaction. A customer engagement manager has been appointed; and as part of the role, the new manager will work with teams across the Council to determine how to measure satisfaction consistently across the Council.

Information management

The Council's information management strategy group is looking at ensuring the Council is adopting best information governance practices; master data management; open data; electronic document and records management systems; and ensuring that all Council officers are fully trained and up-to-date on data protection, information governance and digital skills.

Dashboard and balanced scorecards

Support teams across the Council are working to provide managers a better view of the organisation, for instance by making quality/outcome, financial, workforce, customer and other corporate indicators more readily accessible.

Digital Coventry

The Council's Digital Coventry strategy sets out the scene for the Council and partners for the future direction of digital services, infrastructure and innovation. The strategy seeks to:

- focus limited public resources on achieving the best digital outcomes across the whole Council, the city and beyond;
- encourage and direct investment in the digital programme by others and to maximise limited public resources;
- encourage services, people and organisations to work together to share developments and knowledge;
- address the growing demand for digital services and focus on what residents want in order to deliver outcomes that matter to them; and
- enable the Council, residents, businesses and partners to get the most out of digital.



Active communities & empowered citizens

Empowering citizens and encouraging active communities

Connecting communities

The scale of grant cuts means the current way in which services are being delivered is no longer sustainable. To address this, the Council embarked on *Connecting Communities*, an ambitious approach to redesigning services through collaboration with local communities. Phase 2 of Connecting Communities focused on how services and support could be delivered differently in local communities with the greatest need, within the resources available. As a consequence of cuts, a target of £3.8m was set for this work. The intention of Connecting Communities is to balance the Council's financial position and the needs of residents, alongside making radical changes in the delivery of services. This has involved working closely with residents and partners in new ways to maximise the total public funding that remained to support the most vulnerable in the city.



Residents' perceptions (Life in Coventry survey 2016)



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

6/10 satisfied with the way we run things (61%) (6% below LGA benchmark)

88% satisfied with their local area (6% better than LGA benchmark)

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

Online transactions



1 in 4 transactions with the Council conducted online

Self-service & reduction in face-to-face contact

More and more residents are choosing self-service when engaging with the Council. This year, the Council have made more services available online, while ensuring that support is still available via telephone and face-to-face for those who have more complex enquiries and/or for individuals unable to self-serve. The Council has also improved telephone answering performance in its contact centre – reducing repeat contact attempts. More online forms are in development to drive the uptake of self-service.

West Midlands Combined Authority



WEST MIDLANDS
COMBINED AUTHORITY

On 4 May, inaugural elections for the West Midlands mayor was held. This was won by Andy Street, who will serve as mayor until May 2020. The priorities for the WMCA are around improving the economy, skills, transport and housing.

Partnership for Coventry



Partnership
FOR COVENTRY

The priorities for the Partnership for Coventry, the local strategic partnership, is "growing the city and tackling poverty". This year, among other things, the partnership's armed forces community covenant also received a "bronze" award.

Indicators

Indicator	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions from local authority operations	16,368 tonnes ↓ 9% 2015/16 actual	15,500 tonnes ↓ 5% 2016/17 estimate	N/A		↓ 35% by 2020	
Core employee headcount (full-time equivalents, fte)	4,242.05 Mar 2016	4,108.31 Mar 2017	N/A		N/A	
Council staff sickness absence per fte	8.51 days 2015/16	8.64 days 2016/17	N/A		<8.0 days	
External funding attracted	£46.8m 2015/16	£54.4m 2016/17	N/A		£17.8m	
Transactions done online	20% 2015/16	28% 2016/17	N/A		35% by Mar 2017	
Reduction in face to face and telephone contact	24% 2015/16	30% 2016/17	N/A		↓ 30%	

Further information

Indicator change log

This list sets out indicators that are new, revised or deleted indicators; in this report (July 2017) compared to the report in (July 2016)

New indicators

Globally connected:

- Change in business rates tax base
- Gap in the JSA claimant rate between the city's most affluent and deprived wards
- Change in Council tax base

Locally committed:

- First time entrants to youth justice system
- Key stage 2: expected standard in reading writing and maths
- Educational attainment at key stage 4: Attainment 8, Progress 8, basics A*-C English and maths
- Key stage 5: level 3 Average Point Score per A Level entry
- Key stage 5: level 3 Average Point Score per Tech Level entry
- Key stage 5: level 3 Average Point Score per General Applied entry
- Adults achieving 150 minutes of physical activity per week
- Repeat referrals to children's social care
- Stability of looked after children's placements (% of children with three or more placements in the previous 12 months)
- Proportion of adult social care users who feel safe
- Regulated adult social care services rated as inadequate
- Hospital admissions caused by injuries in children 0-14 per 10,000

Revised indicators

Locally committed:

- From **percentage of pupils** to **percentage of primary schools** judged as good/outstanding by Ofsted
- From **percentage of pupils** to **percentage of secondary schools** judged as good/outstanding by Ofsted
- Adult safeguarding enquiries (S42 enquires) numbers and rate per 100,000 population
- From total number of enterprises to number of active enterprises

Deleted indicators

Globally connected:

- Adult and junior credit union members

Locally committed:

- Level 4 or above in reading writing and maths at key stage 2
- Expected progress from key stage 2 to 4 in English and in maths
- Five good GCSE's (A-C) including English and maths
- Key Stage 5 Level 3 value added
- Adult social care service users who have control over their daily life

Delivering our priorities with fewer resources:

- Rationalising property savings
- Carbon dioxide emissions avoided through the use of local renewable energy in local authority operations
- Total energy use in Council buildings
- Coventry investment fund allocation
- Transformation programme savings

Open data

The Insight Team at Coventry City Council publishes information and statistics about the city and the Council online at www.coventry.gov.uk/infoandstats/. Performance towards the Council's key priorities, as measured through Council Plan, equality (and Marmot) indicators, are set out online at www.coventry.gov.uk/performance/. The Council has set out its intention to support open data and innovation in its Digital Strategy for 2017-2022, and our performance indicators are available on the open data page at www.coventry.gov.uk/opendata/ and also on [GitHub](#).

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Performance Management Framework

Coventry City Council · Policy Document · 2017/18

Introduction

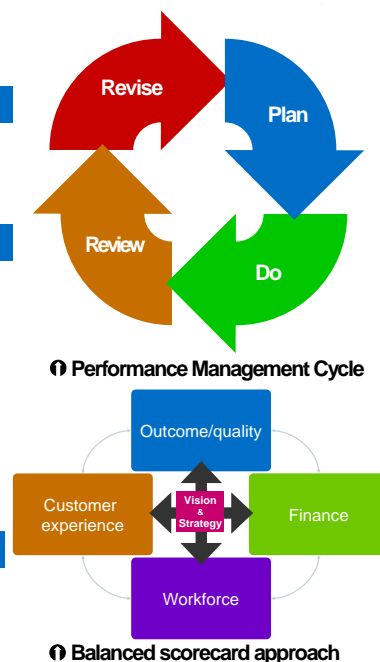
Our performance management framework sets out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in our [Council Plan](#).

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; e.g. statutory returns or partnership working arrangements. As a result, this framework seeks to strike a balance between minimising the administrative burden of performance management by building on the systems and processes already in place, while ensuring a degree of commonality across the organisation.

Balanced scorecard approach

The Council recommends using a balanced scorecard approach to managing its performance, to ensure that its outcomes, outputs and measures of quality and customer experience are aligned to its inputs such as finance and workforce.



Council Plan

The Council Plan sets out our vision and priorities for the city. The current plan, [Coventry: A Top Ten City](#) was last refreshed in July 2016, and reviewed every year. 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](#).

Directorate, service and team plans

The Council's directorates ensure that plans are in place to translate the Council's strategies 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 appraisal and development

Our priorities are translated into individual objectives, supported by the [behaviours framework](#). Under the Council's [employee appraisal 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**. 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:

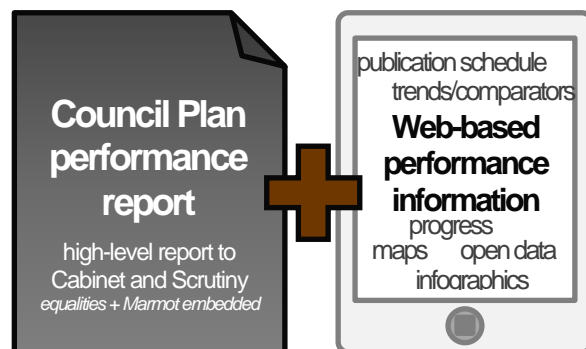
- **outcomes** that our strategies can influence but not directly control (e.g. long-term ones like life expectancy or short-term ones like unemployment);
- **outputs** showing how much a service has delivered of something (e.g. jobseekers supported);
- **inputs** demonstrating efficiency in our resource 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. 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 current reporting arrangements consists of:

- **Council Plan performance report** to Cabinet and Scrutiny Co-ordination Committee summarising the Council's progress towards its priorities, including progress towards its equalities objectives and Marmot priorities (health inequalities);
- web-based performance information setting out a publication schedule; trends/comparators; progress reports; maps and infographics; and
- indicator data published as **open data**.



Reporting arrangements

Key documents

Our performance management framework is made up of...

	<i>Strategic</i> Council Plan	Key strategies	<i>Operational</i> Directorate, service and team plans	<i>Individual</i> Employee appraisal process
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 Co-ordination Committee regularly for review; reviewed / refreshed by Cabinet as required	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	Long-term plan; reviewed annually and refreshed by Cabinet as required	As appropriate – and refreshed (or decommissioned) before expiry	Typically up to one year (and refreshed as appropriate)	Refreshed at least annually

Next steps and future developments

Responding to the Council's **digital strategy** to "maximise the value in our data and information", there are plans in place to trial new ways of reporting and new technologies. The intention is to improve transparency and good governance, as well as streamline and improving the timeliness of performance reporting. Some of the current ideas and thinking include:

- **online digital performance dashboards** built on a balanced scorecard of metrics automatically kept up-to-date with data from the Council's data warehouse – meaning that up-to-date performance information is made available instead of through formal performance reports; and
- **publishing more datasets online as open data**, in particular, where data is frequently requested through Freedom of Information (FOI) requests, backed by a publication schedule – improving the experience for the public and significantly reducing the time spent by officers to respond to bespoke information requests.

The Insight Team is keen to hear your views and work with departments across the council to continually develop the Council's performance management framework to best meet the needs of individual teams and that of the organisation.

Find out more

Information and statistics hub: <https://www.coventry.gov.uk/infoandstats/>

Council Plan: <https://www.coventry.gov.uk/councilplan/>

Performance: <https://www.coventry.gov.uk/performance/>

Key strategies: <https://www.coventry.gov.uk/policy/>

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Version control

Document owner: Insight Team, Coventry City Council insight@coventry.gov.uk

Last updated on 29 June 2017. To be reviewed in July 2018.

Document location: <https://smarturl.it/PME>

Table of Indicators

Globally connected

Supporting businesses to grow

Indicator	Previous	Current	Comparators			Progress	Target	Status
Gross value added (£ per head) income approach	£22,427 2014 revised	£22,165 2015 Provisional	£27,291 Warks 2015	£20,942 WMCA 2015	£20,826 WMR 2015	£26,159 England 2015	N/A	N/A
Change in business rates tax base (index from 2002 base [100])	132.74 2013/14	132.30 2014/15	130.79 CIPFA 2014/15	142.89 England 2014/15			N/A	N/A
Business rates rateable value and collection rate	£300.0m 97.8% 2015/16	£300.7m 97.8% 2016/17	97.3% All Metropolitan Districts 2016/17				£297.5+ 98.5%	
Enterprises (rate per 10,000 residents aged 16+ and the number of firms)	318 (8,835) 2015	335 (9,505) 2016	583 (26,585) Warks	363 (81,755) WMCA	430 (200,550) WMR	495 (2.21m) England	N/A	N/A

Developing the city centre

Indicator	Previous	Current	Comparators	Progress	Target	Status
City centre footfall (year-on-year % change)	+1.3% 2015/16	-1.1% 2016/17	-2.6% UK index 2016/17		N/A	N/A

Raising the profile of Coventry

Indicator	Previous	Current	Comparators	Progress	Target	Status
Visitor trips	8,217,000 2013	7,973,000 2015	N/A		N/A	N/A

Helping local people into jobs

Indicator	Previous	Current	Comparators			Progress	Target	Status
Average resident employment rate	64.4% Jan-Dec 15	68.9% Jan-Dec 16	65.5% WMCA Jan-Dec 16	71.1% WMR Jan-Dec 16	75.0% England Jan-Dec 16		N/A	N/A
Unemployment rate (model based)	6.3% Jan-Dec 15	5.4% Jan-Dec 16	7.4% WMCA Jan-Dec 16	5.5% WMR Jan-Dec 16	4.8% England Jan-Dec 16		N/A	N/A
16-17 year olds not in education, employment or training (NEET)	4.7% 2015/16	3.0% March 2017 provisional	2.9% WMR March 2017	3.6% SN March 2017	3.0% England March 2017		3.0 %	
18-24 year olds claiming jobseekers allowance	1.6% Mar 2016	1.8% Mar 2017	4.5% WMCA Mar 2017	3.5% WMR Mar 2016	2.8% England Mar 2017		N/A	N/A
Residents aged 16-64 qualified to NVQ level 4+	29.5% Jan-Dec 15	33.7% Jan-Dec 16	29.0% WMCA Jan-Dec 16	31.5% WMR Jan-Dec 16	37.9% England Jan-Dec 16		N/A	N/A

Reducing the impact of poverty

Indicator	Previous	Current	Comparators			Progress	Target	Status
Claimant count (seasonally-adjusted)	1.9% Mar 2016	1.9% Mar 2017	2.3% WMR Mar 2017	1.9% UK Mar 2017			N/A	N/A
Median annual pay for residents (full-time)	£26,913 2015 revised	£28,043 2016 provisional	£25,850 WMCA 2016	£26,278 WMR 2016	£28,503 England 2016		N/A	N/A
Median annual pay	£21,905 2015 revised	£22,319 2016 provisional	£21,794 WMCA 2016	£21,795 WMR 2016	£23,350 England 2016		N/A	N/A
Gap in the claimant count rate between the city's most affluent and deprived wards	3.2% Mar 2016	3.2% Apr 2017	9.0% Birmingham Apr 2017	5.6% Wolverhampton Apr 2017	3.8% Derby Apr 2017		N/A	N/A
Gross disposable household income per head	£14,371 2014	£14,527 2015 provisional	14,768 WMCA 2015	16,559 WMR 2015	19,447 England 2015		N/A	N/A

Supply, choice & quality of housing

Indicator	Previous	Current	Comparators			Progress	Target	Status
Change in Council tax base (index from 2009 base [100])	105.45 2015/16	106.67 2016/17	106.63 CIPFA 2016/17	107.75 England 2016/17			N/A	N/A
Council tax collectable value and number of properties	£120.21m (139,179 properties) Mar 2016	£130.48m (140,507 properties) Mar 2017	N/A				N/A	N/A
Properties in higher Council Tax bands (C to H)	29.20% (40,639) Mar 2016	29.44% (41,370) Mar 2017	35.23% WMCA Mar 2015	55.74% England Mar 2015			N/A	N/A
Council Tax collection rate	95.8% 2015/16	95.8% 2016/17	95.4% All Metropolitan Districts 2016/17				96%+	

Locally committed

Create an attractive, cleaner & greener city

Indicator	Previous	Current	Comparators		Progress	Target	Status
Principal roads (A roads) in a good / acceptable condition	99% 2015/16	99% 2016/17	N/A			95%	
Non-principal roads (B & C roads) in a good / acceptable condition	98% 2015/16	98% 2016/17	N/A			95%	
Unclassified roads in a good / acceptable condition	80% 2015/16	80% 2016/17	N/A			80%	
Pedestrian footways / pavements in a good / acceptable condition	36% 2015/16	36% 2016/17	N/A			38%	
Fly-tips reported in the city	2,316 2015/16	3,342 2016/17	N/A			<2,200	
Household waste recycled and composted	30.3% 2015/16	29.9% 2016/17 provisional	44.0% WMR 2015/16	43.0% England 2015/16		50%+ by 2020	

Make communities safer

Indicator	Previous	Current	Comparators		Progress	Target	Status
Crime rate per 1,000 population & number of crimes	61.5 21,229 (U1.0%) 2015/16	66.3 22,909 (U8%) 2016/17	74.1 Wolverhampton 2016/17	80.9 Birmingham 2016/17		N/A	
First time entrants to youth justice system (rate per 100,000)	399 2015/16	432 2016/17	422 Family group average (SN) 2015/16			N/A	
Domestic violence (crime and non-crime) offences known to the police	5,972 (U2.16%) 2015/16	5,771 (U3.4%) 2016/17	N/A			N/A	
Repeat victims of domestic violence reported	9.5% 2015/16	6.7% 2016/17	N/A			N/A	

Improving educational outcomes

Indicator	Previous	Current	Comparators		Progress	Target	Status
Primary schools judged as good/outstanding by Ofsted	86% March 2016	94% March 2017	87% SN March 2017	89% England March 2017		89%+	
Secondary schools judged as good/outstanding by Ofsted	57% March 2016	74% March 2017	76% SN March 2017	82% England March 2017		82%+	
Key stage 2: expected standard in reading, writing & maths	N/A	49% 2016	50% SN 2016	53% England 2016		53%+	
Key stage 4: attainment 8	46.2 2015	48.1 2016	47.9 SN 2016	49.9 England 2016		49.9+	
Key stage 4: progress 8	0.03 2015	-0.05 2016	-0.11 SN 2016	-0.03 England 2016		0.00+	
Key stage 4: Basics A*-C English and maths	N/A	61% 2016	59% SN 2016	63% England 2016		63%+	
Key stage 5 level 3 average point score A Level entry	N/A	28.29 (Grade C-) 2016	27.94 (Grade C-) SN 2016	30.45 (Grade C) England 2016		30+	
Key stage 5 level 3 average point score per tech level entry	N/A	28.63 (Merit +) 2016	30.82 (Dist-) SN 2016	30.77 (Dist-) England 2016		31+	
Key stage 5 level 3 average point score per general applied entry	N/A	35.08 (Distinction) 2016	34.41 (Dist.) SN 2016	34.67 (Dist.) England 2016		35+	

Improve health and wellbeing

Indicator	Previous	Current	Comparators		Progress	Target	Status
Adults achieving 150 minutes of physical activity per week	55.4% (51.1%-59.7%) 2014	58.8% (54.6-63.0%) 2015	55.1% WMR 2015	57.0% England 2015		N/A	
Smoking prevalence in adults: current smokers	15.8% (13.7%-18.0%) 2014	16.6% (14.5%-18.8%) 2015	15.7% WMR 2015	16.9% England 2015		N/A	
Smoking quitters at four weeks – rate per 100,000 smokers	4,493 (2,075 quitters) 2015/16	4,280 (1,927 quitters) 2016/17	3,522 WMR 2015/16	2,598 England 2015/16		N/A	
Hospital admissions caused by injuries in children 0-14 per 10,000	149.9 (944 injuries) 2014/15	173.2 (1,112 injuries) 2015/16	110.4 WMR 2015/16	104.2 England 2015/16		N/A	
Conceptions to girls aged under 16 (rate per 1,000 girls aged 15-17)	33.8 Jan-Dec 2014	29.9 Jan-Dec 2015	27.1 WMCA 2015	19.5 Warks 2015	23.7 WMR 2015	20.8 England 2015	

Protecting our most vulnerable people

Indicator	Previous	Current	Comparators	Progress	Target	Status
Good level of development at age 5	63.9% 2015	65.4% 2016	66.4% SN 2016	69.3% England 2016	69.3%+	
Gap between the lowest achieving 20% in the early years and the rest	36.0% 2015	35.1% 2016	35.6% SN 2016	31.4% England 2016	<31.4%	
Looked after children rate per 10,000 & number	78.3 (580) Mar 2016	83.1 (616) Mar 2017 provisional	73.2 WMR 2015/16	76.4 SN 2015/16	60.3 England 2015/16	580-630 children
Repeat referrals to children's social care	28.7% 2015/16	23.9% Mar 2017 provisional	20.2% WMR 2015/16	22.3% England 2015/16	<15%	
% of children with three or more placements in the previous 12 months	14.1% 2015/16	11.5% 2016/17 provisional	10% England 2015/16		<10%	
Common assessment framework assessments closed with all actions complete	68.8% 2015/16	70.7% 2016/17 provisional	N/A		>70%	
Households accepted as statutory homeless (in priority need)	533 2015/16	653 2016/17	N/A		N/A	
Homelessness cases prevented and relieved	1,536 2015/16	1,015 2016/17	N/A		N/A	
Adults using social care who receive self-directed support	80% Mar 2016	88% Mar 2017 provisional	91.4% CIPFA 2015/16	88.2% England 2015/16	>90%	
Adults using social care who receive direct payments	21% Mar 2016	24% Mar 2017 provisional	29% CIPFA 2015/16	28% England 2015/16	>21%	
Adult safeguarding (rate of S42 enquiries per 100,000 population)	357 966 enquiries 2015/16	326 881 enquiries 2016/17 prov.	290 WMR 2015/16	239 England 2015/16	N/A	
Regulated adult social care services rated as inadequate	3% 31 Mar 2016	<1% 31 Mar 2017	N/A		≤3%	
Adult social care service users receiving long term on-going support rate per 100,000	1,343 (3,631 users) 31 Mar 2016	1,269 (3,430 users) 31 Mar 2017	1,386 CIPFA 2015/16	1,716 England 2015/16	3,400-3,800 users	
Proportion of adult social care services users who feel safe	70.0% 2015/16	75.0% 2016/17 provisional	68.7% CIPFA 2015/16	68.8% England 2015/16	>68%	
Adults who contacted social care not previously receiving social care support rate per 100,000	3,440 (9,296 people) 2015/16	3,496 (9,446 people) 2016/17	5,215 CIPFA 2015/16	4,200 England 2015/16	9,000-10,000 people	
Breastfeeding rates at 6-8 weeks	N/A* 2015/16	48.3% Apr-Jun 2016 49.4% Jul-Sep 2016	N/A* WMR 2016/17	44.7% Apr-Jun 2016 44.4% Jul-Sep 2016 England	N/A	

* data not published – failed validation tests

Reducing health inequalities

Indicator	Previous	Current	Comparators	Progress	Target	Status
Male healthy life expectancy at birth	61.3 (59.8-62.9) 2012-14	62.9 (61.3-64.5) 2013-15	62.4 WMR 2013-15	63.4 England 2013-15	N/A	
Female healthy life expectancy at birth	63.4 (61.7-65.1) 2012-14	63.8 (62.1-65.5) 2013-15	63.2 WMR 2013-15	64.1 England 2013-15	N/A	

Delivering our priorities with fewer resources

Indicator	Previous	Current	Comparators	Progress	Target	Status
Carbon dioxide emissions from local authority operations	16,368 tonnes ↓ 9% 2015/16 actual	15,500 tonnes ↓ 5% 2016/17 estimate	N/A		↓ 35% by 2020	
Core employee headcount (full-time equivalents, fte)	4,242.05 Mar 2016	4,108.31 Mar 2017	N/A		N/A	
Council staff sickness absence per fte	8.51 days 2015/16	8.64 days 2016/17	N/A		<8.0 days	
External funding attracted	£46.8m 2015/16	£54.4m 2016/17	N/A		£17.8m	
Transactions done online	20% 2015/16	28% 2016/17	N/A		35% by Mar 2017	
Reduction in face to face and telephone contact	24% 2015/16	30% 2016/17	N/A		↓ 30%	

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To: Cabinet

Date: 1st August 2017

Subject: Council Plan 2016/17 end of year performance report

1 Purpose of the Note

- 1.1 To inform Cabinet of the outcome of the discussions at Scrutiny Co-ordination Committee's meeting on 12th July 2017 on the Council Plan 2016/17 end of year performance report.

2 Recommendations

- 2.1 That Cabinet considers the addition of indicators in the following areas for inclusion in the 2017/18 report;

Health Indicators on Obesity, TB and Diabetes in the City

Housing indicators on Social Housing, Homefinder performance, numbers of empty properties and the numbers brought back into use.

3 Information/Background

- 3.1 SCRUCO considered the Council Plan 2016/17 end of year performance report at their meeting on 12th July 2017.
- 3.2 The Board asked Officers questions about the performance of a number of areas within the report including;
- Flytipping and reasons behind the increase;
 - Gross Value Added data and how this is collected and how performance compares with that of other Local Authorities
 - Development of purpose built student accommodation and whether this seems to be resulting in Houses in Multiple Occupation being released back into family usage.
 - Student retention rates
 - Footfall in the City Centre
 - Forecast numbers of young people who are NEET (not in education, employment or training)
 - Whether trend data could be shown for indicators, for example smoking cessation to demonstrate how behaviours have changed over 5/10 years rather than just from 2015/16
- 3.3 The Board requested that Officers look to add a further narrative to the report which provides additional context to the report and accentuates the positives and highlights the challenging environment in which the Council is currently operating.
- 3.4 The Board identified some additional work programme items for Scrutiny from the report, which included the new funding formula for school finance, fly-tipping and early involvement of SCRUCO in the development of the 2017/18 Council Plan performance report.
- 3.5 The Board thanked Officers for the work that went into producing the document.

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Health and Well-Being Board
Cabinet
Council

10 July 2017
1 August 2017
5 September 2017

Name of Cabinet Member:

Cabinet Member for Adult Services – Councillor Abbott

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title:

Improved Better Care Fund

Is this a key decision?

Yes, due to level of spend and City-wide implications

Executive Summary:

The integration of health and care has been a long standing policy ambition based on the premise that more joined up services will help to improve the health and care of local populations and make more efficient use of available resources.

Whilst the Sustainability and Transformation Programme (STP) is the primary planning tool for health and care, the Better Care Fund is the only mandatory policy to facilitate integration. The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.

In March 2017 a new policy framework for the Better Care Fund covering the period 2017 to 2019 was issued at the same time as significant additional funding being made available to councils in order to protect adult social care. These sums arise from the 2015 spending review and the 2017 spring budget. Taken together these sums comprise the Improved Better Care Fund (iBCF).

This additional funding, which is being made available by the Department for Communities and Local Government direct to councils is intended for three purposes:

1. to meet adult social care need

2. to provide support to the NHS (especially through application of the 8 High Impact Changes)
3. to sustain the social care provider market

Plans for use of the grant need to be agreed by the City Council with the relevant CCG (in this case Coventry and Rugby Clinical Commissioning Group (CRCCG) and with the local Health and Well-being board. Once plans are agreed the resources can start to be spent but must be done so through a pooled budget arrangement (unless ministerial exception is granted).

Since the implementation of the Better Care Fund (BCF) in 2015, the Council has had a BCF plan facilitated by the Health and Wellbeing Board supported by a section 75 partnership agreement with Coventry and Rugby Clinical Commissioning Group (CRCCG). A new plan is required covering the period to 31 March 2019 with a supporting section 75 partnership agreement identifying how the additional resources identified in the spring budget are to be used. Once the planning tools are made available this new plan will be developed followed by the required section 75 partnership agreement.

This report and associated appendices seek approval for the use of the additional Better Care Fund resource against the three stated purposes. The use of the grant without the associated planning tools being provided, completed and assured is permissible on the basis that spend plans have been agreed by the Local Authority and the CCG through the Health and Well-Being Board

Recommendations:

Health and Wellbeing Board is recommended to:

1. Support the programme plan for the resources made available through the iBCF against the areas identified
2. Accept a further report on the BCF plan once the planning tools have been provided and completed

Cabinet is recommend to:

1. Approve the programme plan for the resources made available through the iBCF against the areas identified for 2017/19.
2. Approve entering into a new Section 75 Partnership Agreement with CRCCG for the delivery of the BCF plan once the plan is completed. This will include the governance arrangements for the operation of the Section 75 Partnership Agreement and maintain the City Council as the host for the pooled budget to enable the delivery of the BCF plan.
3. Delegate authority to the Director of Adult Services and Director of Finance and Corporate Resources, as Section 151 officer, following consultation with the Cabinet Member for Adult Services and Cabinet Member for Strategic Finance and Resources to finalise the section 75 agreement with Coventry and Rugby Clinical Commissioning Group following approval of the plan.
4. Recommend that Council approve acceptance of a grant in excess of £2.5m in relation to the additional BCF grant.

Council is recommended to:

1. Approve acceptance of grant income in excess of £2.5m in relation to the additional BCF grant.

List of Appendices included:

Appendix One: iBCF programme plan

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 – Health and Wellbeing Board – 10th July 2017

Will this report go to Council?

Yes – 5th September 2017

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Report title: Improved Better Care Fund

1. Context (or background)

- 1.1 The integration of health and care has been a long standing national policy ambition based on the premise that more joined up services will help improve the health and care of local populations and make more efficient use of available resources. There is no single way to integrate health and care and no single methodology about what elements should be integrated and what good integration looks like in terms of impact for the person that comes into contact with health and care.
- 1.2 Nationally, the primary planning tool being used to deliver improved and sustainable health and care is the Sustainability and Transformation Programme (STP), which provides a system level framework within which organisations in local health and care economies can plan effectively and deliver a sustainable, transformed and integrated health and care service.
- 1.3 Prior to, and subsequently alongside the STP the Better Care Fund was launched in 2013 as part of a government drive to integrate health and care. The Better Care Fund was valued at a minimum of £3.8bn nationally and has covered two financial years, 2015/16 and 2016/17 (£5.3bn was pooled nationally in 2015/16 and £5.8bn in 2016/17). The resources covered by the BCF required the development of a Section 75 agreement which is a partnership agreement whereby NHS organisations and local authorities contribute an agreed level of resource into a single pot (the pooled budget) that is then used to drive the integration and improvement of existing services. In Coventry a total of £52m for 2015/16 and £56m for 2016/17 was pooled between the City Council and Coventry and Rugby Clinical Commissioning Group (CRCCG) across a series of project areas. The City Council is currently the host of the section 75 Partnership Agreement and it is proposed that this arrangement continues once the new BCF plan is completed and approved, the timescale for which is uncertain as it is dependent on planning guidance being issued by government.
- 1.4 In March 2017 the Department of Health and the Department for Communities and Local Government issued a new Integration and Better Care Fund policy framework covering the period April 2017 to March 2019. This made an additional £2bn available to councils arising from the 2017 spring budget which taken together with the previously announced Better Care Fund monies comprise the Improved Better Care Fund (iBCF).
- 1.5 Nationally, the additional funding made available through iBCF is a welcome response to the acknowledged national funding pressures facing Adult Social Care. However, the 2016/17 budget survey undertaken by the Association of Directors of Adult Services identified that for 2016/17 £941m of additional savings were required nationally. These additional savings equate to approximately half of the £2bn made available through the spring budget.
- 1.6 The funding pressures facing Adult Social Care in Coventry have resulted in a position where year on year the City Council has experienced significant overspends in Adult Social Care which have been offset by a combination of one off reserves and savings elsewhere in the City Council. These overspends have been incurred as a result of costs of delivering the statutory requirement under the Care Act 2015
- 1.7 In recognising these pressures on social care the CRCCG have transferred to the local authority the various sources of funding identified nationally to protect adult social care as outlined in the previous BCF guidance.

1.8 iBCF Policy Framework

- 1.8.1 The policy framework for iBCF was issued by the Department of Health and Department for Communities and Local Government in March 2017. Following the publication of this policy framework there has been a significant delay in the issuing of the planning guidance from the LGA and the NHS on the use of this funding. This has caused a degree of uncertainty over the precise requirements relating to iBCF, the submission of plans and how progress will be monitored. Nevertheless, the grant determination has been issued and the funds are being paid monthly to the City Council via a section 31 grant so are available for use once agreement on use has been reached. .
- 1.8.2 This report and associated appendices contain a number of proposals for the use of the funding. These are categorised against each of the three purposes described in the grant determination, these being:
- a. Meeting adult social care need
 - b. Providing support to the NHS
 - c. Sustaining the social care provider market
- 1.8.3 In addition to meeting these purposes four national conditions also exist that need to be satisfied in producing a plan for the use of the additional money, these being:
- a. Plans to be signed off by the Health and Wellbeing Board, and by the constituent councils and Clinical Commissioning Groups
 - b. NHS contribution to adult social care is maintained in line with inflation, as part of the wider BCF resourcing
 - c. Agreement to invest in NHS commissioned out of hospital services, which may include 7 day services and adult social care
 - d. Managing transfers of care
- 1.8.4 The manner in which conditions (b) to (d) are met are described in each of the proposals below and the associated appendices. Condition (a) will be met through ensuring the relevant approvals are in place before spend is committed.
- 1.8.5 In delivering against the purpose and meeting the national conditions the iBCF does create an opportunity to invest over a three year period in changes that will have a long term and sustainable impact on the health and care system in Coventry and the people that use it (however it must be recognised that whilst the funding has been identified for 3 years, the planning window at this stage is only for the first two years). This is particularly important as there is no indication of the availability of further funding following year three.

1.9 iBCF Programme Plan

- 1.9.1 The programme plan for iBCF contained in Appendix One contains a series of project areas which deliver against the three purposes of the funding as described in sections 1.10 to 1.12 below

1.10 Meeting adult social care need

- 1.10.1 Ensuring that people who require Adult Social Care have the relevant care and support available in a timely and effective manner is critical to preventing further deterioration as well as helping to ensure that people's individual outcomes are met. This is recognised through iBCF through the 'meeting adult social care need' purpose. In meeting this purpose it is important that we do not just provide more of the same as this creates

financial risk in the years following expiry of the iBCF. Therefore it is proposed that we use the iBCF resource in a manner that reduces as much as possible the ongoing care and support needs of people that would otherwise require long term social care.

- 1.10.2 To this end it is proposed that a Community Promoting Independence service is developed. The purpose of this will be to support people, identified through Community Social Work teams, for a short term period to enable them to the point where social care is not required or, if this is not possible, is at a lower level than would otherwise have been the case.
- 1.10.3 In Coventry there are already Short Term Services to Maximise Independence (STSMI) in place, however the demand is such that virtually all of this resource supports hospital discharge meaning that people identified as needing social care direct from the community do not have the same opportunity to regain their independence and move away from an ongoing requirement for social care.
- 1.10.4 As the people that will be targeted for this approach would otherwise be in receipt of ongoing social care, and therefore a cost would already be incurred by the local authority, the iBCF will be used to fund the additional costs associated with the greater level of input required to make a Community Promoting Independence service a success. This includes additional Occupational Therapy and Social Work input plus a recognition that additional provider costs may be incurred through the increased input required.
- 1.10.5 In addition to maximising the independence of people when they first come into contact with social care, the iBCF provides an opportunity to invest in preventative services that reduce the requirement for health and/or social care in the longer term. Aligning this to the Proactive and Preventative workstream of the Sustainability and Transformation Programme is important to ensure overall system fit and avoid duplication. In doing this, preventative initiatives are proposed that focus on areas including support for people experiencing mental ill health, interventions to develop volunteer capacity to reduce social isolation and interventions that will enable people to take a more active role in managing their health and well-being in the community.

1.11 Providing support to the NHS

- 1.11.1 The improved Better Care Fund provides the requirement for local authorities to use part of the additional funding to support the NHS. The CRCCG currently commissions residential capacity to support the Discharge to Assess pathway, this was originally commissioned on a short term basis due to availability of funds but demand has been such that to remove this capacity at this point in time would have a significant and detrimental impact on numbers of discharges. Therefore, the iBCF resource will be used to support the CCG in maintaining the existing level of discharge to assess beds. In addition to this, people awaiting a care package in their own homes is a common reason for delays so the iBCF will also be used to support an increase in short term home support capacity to facilitate discharge.
- 1.11.2 In addition to this, additional capacity will be commissioned for the period covering November to March for both years of the plan (peak seasonal pressures) to help ensure that hospital system flow is maintained over this period which is often the most challenging for the health and social care system.
- 1.11.3 As well as capacity to facilitate hospital discharge the iBCF provides an opportunity to support a system change that improves long term performance. To this end it is proposed that an element of the available resource is identified to support a programme of work to improve system performance through pre-admission, whilst in hospital and then

discharge. The details of this work are to be developed through the Accident and Emergency delivery board and external capacity may be required in order to deliver the required improvements.

1.12 Supporting the sustainability of social care

1.12.1 Supporting the sustainability of social care through recognising the ongoing pressures on Adult Social Care as a result of reductions in local government funding and the impact this has had on wider city council resources is an important element of the iBCF grant. In order to meet its statutory responsibilities in respect of Adult Social Care the City Council has experienced overspends against its Adult Social Care budget which have been met through the delivery of savings in other areas and reserves. This is in addition to £5.99m of savings being delivered by Adult Social Care since 2015/16.

1.12.2 In order to set a balanced budget the City Council, through its budget setting in February 2017, identified that a proportion of BCF resources were required in order to deliver a balanced budget along with additional savings to be delivered from 2018/19. In order to resource the growing demands in ASC and deliver a balanced budget for the City Council, a proportion of the additional resources were identified as required in the Councils budget setting report in February. This is in addition to savings targets that will also need to be delivered.

1.12.3 In addition to this there are market sustainability pressures associated with costs, such as increases in the national living wage and changes to pension legislation. Where these can be evidenced, not meeting these additional costs could result in provider failure and the social care provider market becoming unsustainable. If this was to happen, this may lead to closures which would have a direct impact on the health and social economy resulting in more delayed transfers of care and possibly more admissions to hospital if providers withdrew services at short notice and no alternatives were readily available. There are also anticipated additional financial demands on the City Council as a result of Continuing Health Care reviews undertaken by CRCCG.

1.12.4 Although the provider market has remained relatively stable with only one closure of a care home since 2015/16 the number of providers requesting additional package costs has increased, and is expected to increase further. The City Council will continue to recognise a genuine sustainability issue as a result of costs increasing outside of the providers control. The resources available through the iBCF will support the City Council to meet these additional costs where required without further impacting on the need to use reserves or make other cuts to support social care.

1.13 Integrating commissioning

1.13.1 As the only mandated policy for integration the iBCF provides a policy impetus to consider areas of health and social care that could be more closely integrated. In Coventry the focus of this integration activity under the iBCF will be in our commissioning activity. There are a number of enablers already in place to support the progression of this including:

- The Health and Well-Being Board Concordat agreed in October 2016 set out a number of principles for commissioning across Coventry and Warwickshire
- The establishment of a Commissioning Collaborative group across Coventry and Warwickshire which brings together the Accountable Officers for CCGs, the Director of People (Warwickshire) and the Deputy Chief Executive (People) for Coventry to consider and align commissioning issues across the STP footprint. Aligned to this a

commissioning collaborative document has been produced that outlines how commissioners across Coventry and Warwickshire will work together on significant issues to achieve better integration and improve outcomes.

- In Coventry there has been a Joint Adult Commissioning Board in place for a number of years which is chaired by the Director of Adult Services and attended by colleagues across the Coventry and Rugby Clinical Commissioning Group to agree on areas of joint commissioning. As a further step towards integration lead officers have been identified to lead on behalf of both organisations on significant areas of joint commissioning across both organisations.
- Although formal structural integration is not being progressed at this time a number of joint commissioning posts do exist across Learning Disabilities and Mental Health/Dementia. It is proposed that an element of the iBCF funding is used to ensure that the commissioning capacity is in place to work across both organisations to ensure the projects under the iBCF are delivered and impacts are evidenced.

1.14 Delivering the High Impact Change Model

- 1.14.1 The High Impact Change Model is a model endorsed by the Local Government Association, Secretaries of State for Health and for Communities and Local Government which identify eight areas that work well in ensuring that people do not stay in hospital for longer than they need to. This covers areas including early discharge planning, multi-agency discharge teams, discharge to assess, trusted assessors and enhancing health in care homes.
- 1.14.2 Significant progress has been made in implementing this model in Coventry which is overseen through the Coventry and Warwickshire Accident and Emergency Delivery Board. The iBCF is intended to support acceleration of the High Impact Change Model although it can be used to support the wider health economy in delivering the model where this is likely to result in savings for social care.
- 1.14.3 Some of the proposals described above will further support delivery of the model through increasing Discharge to Assess capacity which is often a barrier to effective discharge. As implementation of the model locally progresses the City Council will work with its health colleagues using iBCF resources where appropriate and required to ensure the model continues to be implemented and patient/service user benefits are realised.

1.15 Governance of iBCF

- 1.15.1 A set of governance arrangements are associated with the BCF including the need to produce a BCF plan which is subject to approval by NHS England (NHSE). The publication of the planning guidance associated with this has been delayed and as at 12 June 2017 had not been published. However, the policy framework was issued by the Department of Health and Department for Communities and Local Government in March 2017, and the grant determination was issued on 24 April 2017. When the planning guidance is issued it is likely that the plan will require sign off through the Health and Well-Being Board.
- 1.15.2 Although provider agreement is not required for the iBCF as the impact of the resource will be felt across the health and social care system the contents of the plan have been shared and commented on by the Coventry Accident and Emergency Delivery Group which includes representatives from University Hospital Coventry and Warwickshire (UHCW) and Coventry and Warwickshire Partnership Trust (CWPT).

- 1.15.3 Use of the grant will be subject to a monitoring process which, in the absence of the planning guidance will be overseen by the Department for Communities and Local Government and requires quarterly returns on progress against the national conditions.
- 1.15.4 It is not proposed that a separate BCF board is established for Coventry to oversee activity but that the Preventative and Proactive workstream of the STP becomes the main oversight group with an annual report to the Health and Well-Being Board to ensure system oversight. On a day to day basis the Joint Adult Commissioning Board will oversee progress in line with the existing Better Care Fund Programme. Specific spend decisions will be made through the appropriate governance structures of CRCCG and the City Council. Updates on progress will also be provided periodically to the Accident and Emergency Delivery Board as a key stakeholder group.
- 1.15.5 A key role of these governance arrangements for BCF will be monitoring performance against the National Performance Metrics associated with the iBCF, these being:
- Delayed Transfers of Care
 - Non-elective admissions (General and Acute)
 - Admissions to residential and care homes; and
 - Effectiveness of reablement

1.16 Developing the Partnership Agreement – Section 75

- 1.16.1 The grant determination further associated with the iBCF requires that the BCF is transferred into one or more pooled funds established under section 75 of the NHS Act 2006. In Coventry a Section 75 partnership agreement was established to oversee the previous Better Care Fund.
- 1.16.2 The purpose of this Partnership Agreement was to support the delivery of the Better Care Fund by setting out the governance and practical management arrangements specifically associated with the Better Care Fund pooled budget.
- 1.16.3 It is recommended that once the planning guidance is available and plans completed and approved that the City Council continue to pool resources including the additional iBCF resource into a revised section 75 Partnership Agreement covering the two years from 2017-2019 with the City Council to remain as host. As an alternative the City Council could seek written ministerial exemption from this but there are no particular circumstances in respect of Coventry that would indicate that such approval would be sought if granted.
- 1.16.4 In revising the use of the existing pooled budget, which is created from allocations from Coventry and Rugby Clinical Commissioning Group and the Council, this does not constitute a delegation of statutory responsibilities and all statutory responsibilities are retained by Coventry and Rugby Clinical Commissioning Group and the Council. Any future financial implications will be reported through each organisation's existing financial reporting arrangements.
- 1.16.5 The regulations require that one of the partners is nominated as the host of the pooled budget and this body is then responsible for the budget's overall accounts and audit. In Coventry, it is proposed that the Council continues to be host for the Better Care Fund pooled budget.

2. Options considered and recommended proposal

- 2.1 The proportionate spend of the iBCF grant against each of the local conditions is a matter for local determination between the City Council, and the Coventry and Rugby Clinical Commissioning Group. The proposals put forward in this report represent a combination of additional capacity required to improve the effectiveness of health and social care plus schemes that will further transform the system and contribute to longer term sustainability beyond the current three years for which iBCF funding is applied.
- 2.2 In recommending the proposals in this document it does need to be acknowledged that variations in projects may be required in order to adapt to the changing circumstances across the health and social care economy. Governance arrangements will be put in place to appropriately oversee any such changes.
- 2.3 As an alternative to agreeing spend proposals at this time the City Council could wait until full planning guidance has been issued and completed and approved by NHSE. As the timescales for this are unknown and the grant conditions regarding the iBCF are clear that spend can begin once proposals are agreed, this is not recommended.
- 2.4 Health and Wellbeing Board is recommended to:
- Support the programme plan for the resources made available through the iBCF against the areas identified
 - Accept a further report on the BCF plan once the planning tools have been provided and completed
- 2.5 Cabinet is recommend to:
- Approve the programme plan for the resources made available through the iBCF against the areas identified for 2017/19.
 - Approve entering into a new Section 75 Partnership Agreement with CRCCG for the delivery of the BCF plan once the plan is completed. This will include the governance arrangements for the operation of the Section 75 Partnership Agreement and maintain the City Council as the host for the pooled budget to enable the delivery of the BCF plan.
 - Delegate authority to the Director of Adult Services and Director of Finance and Corporate Resources, as Section 151 officer, following consultation with the Cabinet Member for Adult Services and Cabinet Member for Finance and Resources to finalise the section 75 agreement with Coventry and Rugby Clinical Commissioning Group following approval of the plan.
 - Recommend that Council note the receipt of a grant in excess of £2.5m.
- 2.6 Council is recommended to:
- Approve acceptance of grant income in excess of £2.5m in relation to the additional BCF grant.

3. Results of consultation undertaken

Formal consultation has not been undertaken however key stakeholders including health partners have been engaged in the development of plans through the Accident and Emergency delivery board and Sustainability and Transformation Programme board.

4. Timetable for implementing this decision

Implementation of plans will commence immediately. Full implementation will be subject to a number of factors including market capacity and ability to recruit.

5. Comments from Director of Finance and Corporate Services

5.1 Financial implications

The City Council and Clinical Commissioning Group have pooled budgets as part of the Better Care Fund since April 2015. The pooled budget for 2016/17 and the proposed pooled budget for 2017/18 (excluding iBCF) are shown in the table below.

Better Care Fund	2016/17 £m	2017/18 £m
Coventry City Council	20.0	20.5
Coventry & Rugby Clinical Commissioning Group	35.9	36.2
Total Pooled Budget	55.9	56.7

The iBCF is additional to the existing pooled resources, and the supporting planning arrangements cover differing periods of time to the identified resource. Whilst the funding is for a 3 year period, the plan requiring approval is currently only for the 2 year period from 1st April 2017 to 31st March 2019.

The grant conditions state that the iBCF grant may be used only for the purpose of meeting adult social care needs, reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready, and ensuring the local social care market is supported.

They also state that the local authority must:

- pool the grant funding into the local Better Care Fund, unless the authority has written ministerial exemption
- work with the relevant Clinical Commissioning Group and providers to meet National Condition 4 (Managing Transfers of Care) in the Integration and Better Care Fund Policy Framework and Planning Requirements 2017-19; and
- provide quarterly reports as required by the Secretary of State

The table below identifies the additional iBCF resources for the 3 year period, however the 2019/20 figures at this stage are for information only as they are outside the scope of the current planning timescales.

Coventry Allocation of iBCF	2017/18 £m	2018/19 £m	2019/20 £m	Total iBCF
Spending Review 2015	1.0	6.7	11.6	19.3
Spring Budget 2017	7.1	4.4	2.2	13.7
Total iBCF Resources	8.1	11.1	13.8	33.0
Included in February 2017 Budget Report	(1.0)	(6.7)	(6.7)	(14.4)
Additional Resource over and above Budget	7.1	4.4	7.1	18.6

Due to the late publication of guidance and the time it will take to commission new services, it is expected that local authorities will be unable to spend the whole of the first years grant in year 1 enabling it to be transferred across years. The proposed programme of spend in the table below reflects the likely spend profile.

BCF Workstream	Category	2017/18 £m	2018/19 £m	2019/20 £m	Total iBCF
Whole Population Prevention	Providing Support to NHS	0.3	0.5	0.5	1.3
Improving System Flow	Providing Support to NHS	0.2	0.3	0.0	0.5
Discharge to Access Support	Providing Support to NHS	1.3	1.3	1.3	3.9
Community Promoting Independence	Meeting asc need	0.3	0.6	0.6	1.5
Integrating commissioning - improving Capacity		0.2	0.2	0.2	0.6
Protecting Social Care	Meeting asc need/sustaining the provider market	1.4	3.6	5.8	10.8
Included in Budget Report	Meeting asc need/Sustaining provider market	1.0	6.7	6.7	14.4
Reprofiling	Transfers to/(from reserves)	3.4	(2.1)	(1.3)	0.0
Total iBCF Resources		8.1	11.1	13.8	33.0

In addition to the existing pooled budget arrangements this means the total pooled budget for 2017/18 will be £64.8m

The iBCF is payable as a s31 grant and is only currently confirmed until the end of 2019/20. This creates a potentially significant financial risk for the City Council and the local health system should the funding be ceased after this period. The proposals being considered will not commit all the funding on an ongoing basis to help mitigate against this risk.

5.2 Legal implications

Section 75 of the National Health Services Act 2006 allows local authorities and NHS bodies to enter into partnership arrangements to provide a more streamlined service and to pool resources. A Section 75 agreement can only be entered into if such arrangements are likely to lead to an improvement in the way functions are exercised. The types of arrangements permitted by Section 75 include:

- The formation of a fund (pooled budget) out of which payments are made towards spending incurred in the exercise of prescribed NHS and prescribed local authority functions

- The exercise by an NHS body of the council's health related functions (and vice versa)
- The provision of staff, goods or services or the making of payments in connection with these arrangements

Regulations made under the Act set out the functions of NHS bodies and local authorities which can be the subject of a Section 75 and which may not.

6. Other implications

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

The integration of health and social care services, supported by the formation of a pooled budget will support the Council's plan to improve the health and well-being of local residents.

6.2 How is risk being managed?

Risks will be reported and managed through the Preventative and Proactive workstream of the STP and the Coventry Joint Adult Commissioning Board. Although the CRCCG and Local Authority will have a section 75 joint finance agreement in place to manage the BCF pooled budget fund in 2017/19 there will be no formal financial risk share agreement in place for 2017/19 within the Better Care Fund. While no specific risk share is in place the partner organisations will work closely together to mitigate against any financial impacts across the health and social care economy.

6.3 What is the impact on the organisation?

The iBCF provides recognition of the funding issues in social care that have been known for some time. The grant will support the City Council in meeting its statutory duties for the delivery of Adult Social Care plus wider aims of improving the overall health and well-being of the population.

6.4 Equalities / EIA

On-going consideration will be given to equality impacts and consultation requirements as the delivery programme progresses. It should however be noted that the programme contents are largely scaling up, extension and acceleration of existing elements of effective practice.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

The proposals in respect of the iBCF will have positive impacts across a number of partner organisations within the local Health and Social Care economy including improved patient flow and sustainable social care capacity.

Report author(s):

Name and job title:

Pete Fahy – Director of Adult Services

Directorate:

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Scheme One: Targeted Prevention

Overview

This project will involve a variety of interventions aimed at reducing demand on the health and social care system through targeting effort at a number of areas of activity.

This benefit of intervening early and supporting people to be more resilient is recognised through the STP programme which has established a Proactive and Preventative workstream. The work progressed under the BCF will link to and support the delivery of the aims of this important workstream of the STP which has set four priority areas:

- Smoking prevention
- Obesity
- Falls
- Thrive mental health commission report

More detailed work is to be completed as the STP develops to ensure that the resource available through the BCF is effectively targeted and promotes sustainability, however, at this point the following areas have been identified:

1. Reducing isolation and loneliness in Older People.

Loneliness and social isolation can have a negative effect on both physical and mental health. Stress hormones, immune function and cardiovascular function are impacted by chronic loneliness and it can also lead to anxiety and depression. Research shows that lacking social connections can be as damaging to our health as smoking 15 cigarettes a day.

An initial pilot project to reduce isolation was initiated by the City Council and CRCCG in 2016/17 which brought together Age UK and Hope Coventry. Options will be reviewed for how this approach and the capacity achieved can be used to further support the priorities of the Preventative and Proactive workstream and develop in a manner that can:

- Identify people with support needs, and at risk of developing support needs, and prevent them from entering crisis
- Grow capability in the people who impact on services the most to develop and maintain their own networks without the need for more intensive support from Health and Social Care

2. Developing resilience in respect of Mental Ill Health.

The risk of people developing mental health needs increases with age. There are a number of conditions that people are more likely to experience that impact on mental health, particularly as they age as this group are prone to social isolation, financial difficulty, chronic physical health problems (long term conditions) and loss/bereavement.

There are a range of potential opportunities for supporting people with mental ill health, including those who may not necessarily meet the thresholds for health or social care support.. These include social prescribing, which can lead to improvements in areas such as quality of life and emotional wellbeing, mental and general wellbeing, and levels of depression and anxiety including a reduction in the prescribing of anti-depressants and the use of technology through on-line support forums.

3. Non-social/clinical care support which enables people to return home from hospital.

Appendix One: iBCF programme plan

It is recognised that some people may be delayed in hospital for reasons other than requiring social care or health interventions. These may be matters to do with their domestic living environment and the impact these can have on the health of the person. It is possible that focussing on these areas, that are often more challenging to resolve, will support individuals to live successfully as part of their community. This could include, for example, providing a deep clean of a property ahead of someone returning home, or simply providing support to settle someone back home should family or friends be unavailable.

4. Supporting healthier choices.

Encouraging and helping people to make healthier choices to achieve positive long-term behaviour change by supporting people discharged from hospital or in social care, or those at risk of doing so, to adjust lifestyle behaviours. The behavioural / health issues will be tailored and will be likely to include:

- Diet, nutrition and hydration
- Physical activity, including strength and balance
- Warm homes
- Smoking
- Seasonal 'drives' including flu vaccination

Particular areas of focus will be working with people in care settings, in hospital and clients / patients who have been discharged from social care / hospital and also include specific training for domiciliary care workers to assist people receiving domiciliary care to have access to healthier, nutritious food.

Objectives

Objectives of this scheme are:

- Influencing behaviour and lifestyle changes to increase adoption of preventative activities
- Proactively seeking to intervene early and reduce health risk for individuals
- Influencing the way services are designed to maximise prevention for those at risk of mental or physical ill health and maintain quality of life.
- To improve nutrition among people at greater risk of re-referral / re-admission to social care and health services.

Benefits

Benefits for this scheme include:

- Improved range of health outcomes
- People encouraged to improve their lifestyle behaviours and live healthier lives
- Promote and enable independence, choice and control in the population
- Help improve the quality of life of older people
- Preventing / delaying re-entry to health and social care system
- Reducing isolation and loneliness
- People having stronger support networks

**Appendix One:
iBCF programme plan**

Metrics

This project will contribute to the following BCF metrics:

- Non-Elective Admissions (General & Acute) All age per 100,000 population
- Older People discharged at home 91 days later per 100,000 population (ASCOF 2b)
- Delayed Transfers of Care All Adults 18+, Days of Delay per 100,000 population
- Permanent Admissions of Older People to Residential & Nursing per 100,000 population (ASCOF 2a)

Scheme Two: Improving Whole System Flow

Overview

How people are supported through the health and care system from pre-admission, admission, whilst in hospital and at discharge has a direct impact on the quality of outcome for the individual as well as system cost and efficiency. Therefore, ensuring that at each stage people are supported in the most appropriate and efficient way can both improve the customer experience and contribute to delivery of the metrics associated with the BCF.

How services are accessed, when and where assessment and treatment is available, and who it is provided by, can have as significant an impact on the quality of care as the actual type of care received. Focussing on these areas has achieved increasing traction within the health economy, especially in relation to reductions in patient waiting times for emergency and elective care.

Much work has been done in Coventry to deliver improvement in this area, this is as a result of previous interventions and partners recognising that improvements can be made. There is however more to be done.

Through this project it is intended that some of the pressures across the health system in Coventry including increasing levels of attendance and longer waiting times at A&E, rising numbers of emergency admissions to the University Hospital combined with continuing high rates of delayed discharge can be improved. These factors contribute to increasing social care activity overall and divert capacity from responding proactively to support people more effectively in the community. The need to shift activity 'upstream' is accepted and understood by partners, however realising the shift in resources and activity to deliver this remains challenging.

As one of the purposes of the BCF is to support NHS organisations it is proposed that an element of the BCF funding is used to support work to improve flow, and therefore outcomes and efficiency. The exact scope of this work is to be determined but is potentially a significant change project which will lead to sustained system improvement beyond the timescale for the BCF. It is currently proposed that this work will be led by CRCCG with the involvement of all key partners. A specification for this work is under development, following which the most appropriate way to source the required outcomes will be considered. This may lead to a formal decision to procure and engage the

**Appendix One:
iBCF programme plan**

appropriate external expertise or alternatively it may provide an opportunity for partners to secure the appropriate skills and capacity internally to increase the pace of delivery.

This project has strong connections to the work of the Accident and Emergency Delivery Board and the Urgent Care workstream of the STP.

Objectives

The draft objectives of this scheme are:

- Ensuring more people receive the support they need in the most appropriate place at the right time
- Establishing and managing the relationship between flow, quality and cost
- A more effective system with co-ordinated activities and processes that facilitate effective health and social care delivery

Expected Benefits

The expected benefits for this project include:

- Improved work processes and culture
- Improved patient flow through the whole health and social care system
- Improved service delivery
- Enhanced quality of patient care

Metrics

This project will contribute to the following BCF metrics:

- Non-Elective Admissions (General & Acute) All age per 100,000 population
- Older People discharged at home 91 days later per 100,000 population (ASCOF 2b)
- Delayed Transfers of Care All Adults 18+, Days of Delay per 100,000 population
- Permanent Admissions of Older People per 100,000 population (ASCOF 2a)

Scheme Three: Discharge Support

Overview

Discharge to Assess is one of the elements of the High Impact Change model which is advocated nationally as a tool to improve discharge performance. Effective Discharge to Assess (D2A) services help those who might need support on leaving hospital, by facilitating a support package, either at home or in a residential setting that enables a period of recovery and a more considered assessment of ongoing support needs to be made. Doing this effectively both speeds up discharge from hospital

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iBCF programme plan**

and ensures that long term care and support decisions are not made in a hospital setting. The primary purpose of Discharge to Assess is to enable a period of enablement to minimise the possibility of ongoing care and support being required.

Using the Discharge to Assess approach hospital beds are vacated earlier than may otherwise be the case and benefits for the individual are also realised as health often improves further once they are outside of hospital.

Currently a range of support is commissioned that comprises the Discharge to Assess pathway (Note this is otherwise referred to as ‘Short Term Support to Maximise Independence’ or reablement) as follows:

Pathway 1 - Home Based Support

- 1750 hours per week rising to 1,995 per week by the end of July 2017
- 100 hours a week specialist dementia “Discharge to assess”

Pathway 2 - Bed Based support

- 48 care home places (residential and dementia residential beds)
- 35 places in housing with care schemes.

In summary the system has: -

- 83 STSMI bed places
- 1850 home support hours which are block funded

Additional complimentary support services exist through: -

- Coventry & Warwickshire Partnership Trust (CWPT) therapists
- Occupational Therapy (specific to dementia D2A project)
- Dementia locksmiths (specific to dementia D2A project but also working with dementia bedded step down provision)

The above capacity experiences high utilisation rates indicating that there is not an excess of supply, and, for example, data for May 2017 shows utilisation rates as follows:

Pathways 1 & 2	Home support	Housing with care	Residential Reablement	Dementia Residential Reablement
Occupancy	100%	91%-100%	90%-100%	90%-100%

The above figures include CRCCG funding of £750k of additional capacity on a short term basis which began in 2016/17 to meet the increased pressure on the D2A pathways. However the increased demand has not abated and as the additional funding identified by CRCCG was time limited there is a significant risk that Delayed Transfers of Care (DTC) figures would increase should the capacity reduce. In addition, some of the resources identified to increase short term home support hours in 2017/18 are no longer available and without these extra hours, there is likely to be a further impact on DTC.

If this capacity was reduced it would equate to a reduction of approximately 430hrs per week of home support and 12 residential care home places per week. This workstream looks to maintain the increased capacity to sustain and improve DTC rates.

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Recognising that there are seasonal peak demands for health and social care particularly in winter months this project will also allocate resource to ensure that should additional Discharge to Assess capacity be required over winter months this will be able to be resourced.

Progressing this project directly meets one of the grant purposes of supporting NHS organisations, particularly to support discharges.

It should also be noted that although three year funding is proposed the way this funding is used across the D2A pathway may change, particularly as an outcome of project two, above.

Objectives

Objectives of this scheme are:

- Maintain D2A capacity in the community
- Maintain system flow
- Maintain enablement capacity
- Meet additional winter pressures

Expected Benefits

Benefits for this scheme include:

- Reduced delays
- Speeds up hospital discharge times
- Helps improve outcomes for older people
- Improved discharge planning
- Better patient flow

Metrics

This project will contribute to the following BCF metrics:

- Delayed Transfers of Care All Adults 18+, Days of Delay per 100,000 population
- DToC % of occupied beds
- Older People discharged at home 91 days later per 100,000 population (ASCOF 2b)
- Sequel to short term service (ASCOF 2d)

Scheme Four: Community Promoting Independence

Overview

There has been significant investment in developing Discharge to Assess services to ensure that on discharge from hospital people have the opportunity for a short term service to provide reablement and prevent/reduce the need for ongoing support.

These same opportunities do not currently exist for people that come into contact with Adult Social Care direct from the community meaning that opportunities to reable people to improve outcomes and reduce long term costs are not being taken.

It is therefore proposed to develop a Community Promoting Independence service for people coming direct to social care from the community. This service is intended to provide a cost effective preventative intervention to people who, by virtue of ill health or disability have lost skill in managing daily living activities, to enable them to regain skill and confidence and reduce their potential dependency upon long term care and support.

This approach will be applied across all service user groups including older people, people with physical impairments and those with learning disabilities who are ordinarily resident in Coventry.

Recognising that the cohort of people targeted for this service would otherwise, in many cases, go direct into an ongoing social care package only the additional costs associated with providing a Community Promoting Independence service are sought from iBCF. These additional costs will include staffing costs in order to provide the additional social work and therapy capacity plus management oversight at Team Leader level.

In terms of anticipated service impact the average number of people commencing a long-term support package per week, from the community, without receiving a short-term service over the 12 months between February 2016 and February 2017 was approximately 1150.

Of those people who benefit from a reablement service on discharge from hospital approximately 50% do not require ongoing social care support. It needs to be recognised that the support needs of people on discharge from hospital will not be directly comparable to people contacting social care from within the community so the likelihood of achieving a 50% reduction in the community is unlikely.

Nevertheless, as the additional cost of providing a Community Promoting Independence service is approximately £570k per annum, should only a 10% success rate be realised in terms of people not requiring ongoing support the service will have almost covered its cost. In addition to this, even if people do require an ongoing service following a period of promoting independence this will often be at a lower level than would otherwise have been the case which would further contribute to the benefits to be realised from this service.

Objectives

Objectives of this scheme are:

- Promote independence
- Prevent or delay deterioration of wellbeing
- Delay the need for more costly and intensive services

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<ul style="list-style-type: none"> • Reduce unnecessary hospital admission or admission to residential care • Provide the right care, of the right quality, at the right time, as close to home as possible
<p>Expected Benefits</p>
<p>Benefits for this scheme include:</p> <ul style="list-style-type: none"> • Timely and appropriate interventions. • Helps improve outcomes and quality of life • Promote and enable independence, choice and control • More care and more support provided in people’s own homes/the community • Supporting long term financial sustainability of Adult Social Care
<p>Metrics</p>
<p>This project will contribute to the following BCF metrics:</p> <ul style="list-style-type: none"> • Older People discharged at home 91 days later per 100,000 population (ASCOF 2b) • Sequel to short term service (ASCOF 2d) • Permanent Admissions of Older People per 100,000 population (ASCOF 2a) • Re-admissions to hospital

<p>Scheme Five: Integrated Commissioning</p>
<p>Overview</p>
<p>There a number of enablers in place to support the integration of commissioning activity across the City Council and CRCCG. These enablers include the Health and Well-Being concordat, the collaborative commissioning arrangements and the Coventry Adult joint commissioning board through which leads for key pieces of work on behalf of both organisation have been identified.</p> <p>Over the two years of the BCF plan this project will focus on embedding a collaborative approach to commissioning in order to manage demand, capacity and market risk through pooling capacity, expertise and knowledge and minimising professional, cultural and organisational barriers within commissioning.</p> <p>In order to progress with this and provide the commissioning capacity required to deliver other elements of the BCF programme it is intended to recruit 2.5 FTE posts to work across the council and CRCCG to support the management of the BCF programme work streams and provide additional capacity to the integration of commissioning functions.</p>
<p>Objectives</p>
<p>Objectives of this scheme are:</p>

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<ul style="list-style-type: none">• Improve the understanding and management of the provider market within the health and social care economy• To collectively ensure the best use of combined resources and expertise so enabling value for money service provision• Increasing, (through better integration and reduced duplication) the capacity across commissioning organisations to plan, develop and deliver safe, accessible and high quality care and support services
Expected Benefits
Benefits for this scheme include: <ul style="list-style-type: none">• Effective management and coordination of limited resources• Better management of risks, issues and changes• Improved management of projects interdependencies• Enhanced stakeholder engagement• Strengthened relationships
Metrics
This project will contribute to the following BCF metrics: <ul style="list-style-type: none">• Work streams delivered to plan• BCF programme issues and risks mitigated• Reduced duplication of specifications

Scheme six: Protecting Social Care
Overview
<p>In April 2017 the Institute for Fiscal Studies reported that overall local authority spending on social care fell by 11% in real terms between 2009/10 and 2015/16. It also found that six in every seven councils had made at least some level of cut to its care spending per adult resident over the same period.</p> <p>In Coventry Adult Social Care has saved £5.99m since 2015/16 with a further £7.61m savings required by 2018/19. In addition, an overspend of £3.4m was incurred in 2016/17 as a result of meeting demand. The City Council has also made provision for £7m of additional investment in Adult Social Care for 2017/18 through its budget setting process. Where these additional resources are required from the local authority to fund Adult Social Care they are taken from reserves or savings elsewhere in the Council.</p>

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Further pressures are expected on Adult Social Care through continued fee pressures from the market as a result of increasing costs as well as the impact on the City Council as a result of other projects including CRCCGs reviews against Continuing Health Care guidance.

Protecting Adult Social Care is one of the purposes of the iBCF funding in recognition of the significant budget pressures that local authorities have experienced in this area and that, should these pressures continue without additional resources being found, then reductions will be sought that are likely to impact on the health economy overall.

The element of iBCF funding proposed against Protecting Social Care provides some mitigation of these impacts and helps to ensure that the City Council has capacity to respond to issues of provider sustainability on a case by case basis and can meet its statutory duties in respect of Adult Social Care.

Objectives

Objectives of this scheme are:

- To collectively ensure the best use of combined resources and expertise so enabling value for money service provision
- Promote joint working with partner organisations to manage and protect current and future social care provision
- Maintaining capacity across the market to deliver safe, accessible and high quality care services

Expected Benefits

Benefits for this scheme include:

- Ensure a sustainable social care market
- Protection of difficult to replace services for the future as well as present day
- Improved partnership working with more joined up services which will be aligned and designed around the needs of the service user

Metrics

This project will contribute to the following BCF metrics:

- Delayed Transfers of Care All Adults 18+, Days of Delay per 100,000 population(due to awaiting social care)
- Older People discharged at home 91 days later per 100,000 population (ASCOF 2b)
- Sequel to short term service (ASCOF 2d)
- Permanent Admissions of Older People to Residential & Nursing per 100,000 population (ASCOF 2a)



Cabinet

01 August 2017

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor O’Boyle

Cabinet Member for Strategic Finance & Resources – Councillor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All

Title:

The Future of the Employment Support Service (TESS)

Is this a key decision?

No, although the customer group may reside in wards across the city the impact of the proposals is not anticipated to be significant.

Executive Summary:

This Report sets out a proposal to use European grant funding and £326,375 of earmarked reserves to support the TESS service to continue to deliver employment support for people with disabilities, including learning disabilities and mental ill health.

The service costs the council £280,000 p.a., £272,000 of this is staff costs. The service comprises of 5.2 FTE staff and helps between 25 and 35 customers into work each year.

Budget pressures resulting from the loss of one-off funding and the impact of ER/VR within the Economy and Jobs Service meant that in 2015 this part of the Service could no longer be sustained by council resources. Despite the lack of Government grant, Coventry City Council recognised the value of the service for vulnerable people and were keen to avoid service closure. TESS is the most expensive of the employment services to operate and had a high cost per job outcome. The cost of delivering a job outcome for a TESS customer is £8,640. This compares to approximately £400 per job outcome through the Job Shop, and reflects the significantly larger intervention required to support TESS customers into work.

In March 2015, following a review of all employment services delivered by Economy and Jobs, it was proposed that without any offer of funding from partner organisations, TESS would close at the end of July 2015. Officers were requested by members to investigate alternative options to deliver a supported employment service in the light of the financial position. Options investigated included developing a sustainable model for supported employment delivery in partnership with other agencies in the city, externalising the service through a form of social enterprise and merging the service with another local authority delivering supported employment provision. This was taken to Cabinet Member for Business, Enterprise and Employment in September 2015.

However, one-off funding from Public Health and the Clinical Commissioning Group was then secured to allow the service to continue to operate until the end of December 2015. During this period grant funding from the European Structural Investment Funds was also pursued. However, there was a significant national delay in approving the European Programme, In order to allow time to pursue European funds, the service operated at a budget pressure which was partly off-set by grant surplus from other programmes. The Council has now secured European Social Fund grant for the period April 2017-December 2019 which could help continue the TESS service.

Recommendations:

It is recommended that the Cabinet:

- (1) Approve the use of £326,375 of earmarked reserves as 'match' funding against European grant in order to continue the TESS service for the period April 2017 until December 2019
- (2) Agree that the Council should continue to pursue external funding for this service from January 2020 as no further Council reserves will be allocated

List of Appendices included:

None.

Background papers:

None

Other useful documents:

Cabinet – European Structural Investment Fund (ESIF) 2014-2020 Funding Bids for Approval – 6th December 2016 -

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11336&Ver=4>

Cabinet Member for Business, Enterprise and Employment – The Employment Support Service (TESS) – 7TH September 2015 -

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=563&MId=10931&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?

No

Report title: The future of the employment support service (TESS)

1. Context (or background)

- 1.1 The Employment Support Service (TESS) is part of the Employment Team, based in the Place Directorate. TESS delivers a supported employment service for people with learning disabilities, autism, physical/sensory impairments and people with mental ill health.
- 1.2 TESS typically has helped between 25 and 35 customers with mental ill health or learning disability into work each year and at any one time supports a further 100 plus individuals to sustain their jobs.
- 1.3 The service costs the council £280,000 p.a. £272,000 of this is staff costs. The service comprises of 5.2 FTE staff, plus 1 council apprentice.
- 1.4 In March 2015, due to the end of grant funding within the Economy & Jobs Service, the City Council could no longer afford to fund TESS. Alternative options have been sought but despite extensive efforts and consultation with the Department for Work & Pensions (DWP), the Clinical Commissioning Group (CCG), Public Health and other key bodies & partners, no on-going funding has been secured. Alternative delivery options, including externalising the service to a leading disability agency have also proved unsuccessful due to financial, TUPE and pension-related complexities.
- 1.5 The City Council has had an opportunity to secure European Social Fund (ESF) grant (April 2017-December 2019) which could help maintain the TESS service for a period of 3 years using the earmarked reserves. This potential project fund, called Connect Me, is a partnership of local organisations that will help vulnerable residents into work.
- 1.6 Therefore, the option agreed with the Cabinet Member for Jobs & Regeneration and the Cabinet Member for Strategic Finance & Resources was to negotiate with DWP a reduced level of grant, which would maintain the current TESS level of service for 3 years, whilst actively managing the service to achieve a small saving (approx. £120,000 to December 2019 – already achieved through Voluntary Redundancy, taking the service from 6.2 to 5.2 FTE staff). This option would only cost the City Council a total of £326,375 of ‘match’ over the next 3 years which would be met from earmarked reserves. This proposal represents a significantly cheaper option than other options previously discussed. Therefore, the amount of earmarked reserves required to allow this service to continue is £326,375.
- 1.7 Improvements have been made to the service over the last two years; aligning it more closely to other employment services particularly to help engage employers and widening the referral criteria so that residents are no longer excluded if they’re not already known to Adult Social Care or Secondary Mental Health Services. This is starting to help address unmet need in the city.
- 1.8 The ESF grant allows further improvements to the service and it’s anticipated that 450 vulnerable residents will be supported by the end of December 2019. The service will continue to modernise, embed more fully within the wider Employment Team and it will deliver from the Coventry Job Shop. As part of these changes the service will be absorbed within the wider Employment Team and delivery re-named with a simpler and more descriptive title of ‘Disability Employment Support’.

- 1.9 During the period of the ESF grant, alternative and longer term funding opportunities will continue to be pursued. There are significant developments occurring in the provision of employment support for people with disabilities at local, regional & national level. The Employment Team will continue discussions with DWP, WMCA, Public Health & the CCG to ensure the long term provision of effective employment support for Coventry's most vulnerable residents.
- 1.10 Therefore, approval is sought from Cabinet that in order to maintain this service with ESF grant contribution, the earmarked reserves are used over the period up until December 2019.
- 1.11 A discussion during 2019 would be required to consider the service options based on the funding landscape at that time, but no corporate resources would exist from 2020.

2. Options considered and recommended proposal

2.1 Option 1: Use £326,375 of earmarked reserves to allow the TESS service to access ESF grant funding and continue delivery until December 2019.

It is recommended that the service should receive a one-off allocation of earmarked reserves which will allow it to secure ESF grant of an equal value. £326,375 of reserves would then be matched to an equivalent value of ESF grant, allowing the current staffing and service level to be maintained. The ESF grant, known as Connect Me is in place to December 2019 and requires that the service support vulnerable adults with mental ill health and disability into sustained jobs.

2.2 Option 2: Close the service

If the recommended option cannot be fulfilled for example due to a reduction in the earmarked reserves committed, then the service will commence closure. The potential impact of service closure includes the need to seek alternative employment for 5.2 staff and if this is unsuccessful could result in a redundancy situation, withdrawal of service to approximately 100 current customers, closure of the ConnectMe grant programme and withdrawal of employment support in the city for those with learning disability. In addition, this option runs counter to one of the key priorities of the Combined Authority Mental Health Commission and the preventative agenda around both mental health and disability.

3. Results of consultation undertaken

- 3.1 A public consultation is not a definite requirement and if the recommended option is pursued it shouldn't be required as the service will continue to deliver. However, if the service needs to close then a public consultation will be required.
- 3.2 Staff and Trade Union consultation is not required with the recommended option. However, trade unions have been informed of the ESF opportunity for TESS and been given the opportunity to voice any concerns. If Option 2 is pursued then staff and trade union consultation would be required.

4. Timetable for implementing this decision

- 4.1 The recommendation is that the earmarked reserves are transferred to the TESS cost centre with immediate effect in order to allow access to the secured ESF grant.
- 4.2 Closing the service, under Option 2 would take approximately 6 months to implement during which time associated costs would need to be met.

5. Comments from the Director of Finance & Corporate Resources

5.1 Financial implications

Despite efforts to secure full funding for the TESS service from various bodies over the last 18 months, nothing has been forthcoming. This recent opportunity from the European Social Fund provides 50% of the cost from April 17 to December 19, subject to a local 'match' contribution of the other 50%. The report proposes the use of the £326k provisional earmarked reserve allocation as the local contribution, for which cabinet approval is sought. If approved, the Council's contribution will go further due to the opportunity to access grant funding.

5.2 Legal implications

Whilst local authorities have no statutory duty to provide supported employment provision, the Care Act 2014 places an expectation on Councils to both assess and provide work-related support. Under the Care Act, one of National Eligibility Criteria outcomes which has to be considered in a needs assessment is whether the individual can access and engage in work, training, education or volunteering. According to the statutory guidance: 'Local authorities should consider whether the adult has an opportunity to apply themselves and contribute to society through work, training, education or volunteering subject to their own wishes in this regard. This includes physical access to any facility and support with participation in the relevant activity'.

So where an adult has needs arising from/relating to a physical or mental impairment or illness, AND is unable to achieve this outcome relating to work (and at least one other from the 10 specified outcomes), AND there is likely to be a significant impact on their wellbeing as a result, they will meet the eligibility criteria and the local authority will have to determine what care and support to provide in relation to the 'work' outcome.

There are also implications in relation to the Children and Families Act 2014. Since the introduction of the act this has included reforms to Special Educational Needs & Disability (SEND) and there is an expectation that Education, Health and Care plans work together and are more aspirational and support people to live independently, gain employment where possible and are able to take part fully in their community. SEND applies between the ages of 0-25.

6. Other implications

Whilst the TESS service is based and funded in Place Directorate, it is recognised that the service has an impact at a wider corporate level in terms of customers of the People Directorate.

The TESS service features prominently in the City Council's Marmot Action Plan, led by Public Health. As a Marmot city focussed on tackling health inequalities the Council recognises that employment is one of the key elements in addressing deprivation and improving health outcomes.

If the TESS service is closed then there would be a reduction in employment services for people with mental ill health, a learning disability or autism.

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

Within the Coventry and Warwickshire Local Enterprise Partnership Strategic Economic Plan and European Investment Strategy, support for vulnerable groups is identified as a priority.

The Jobs and Growth Strategy for Coventry is integral to the delivery of Coventry City Council's priorities within its Council Plan. One of the three objectives of the strategy is to "help people to get jobs". Support for the most vulnerable groups to access employment opportunities is one of the priorities within this objective. Whilst the City Council can no longer fund TESS in the long term, it can ensure people there is an employment service for people with disability available in the city and utilise grant to help achieve this.

6.2 How is risk being managed?

The key risk involved in the recommended option is under-performance on ESF targets. This risk will be managed through the Employment Team's robust performance management systems. The Employment Team is experienced at securing and managing grant funds and has robust systems in place to track and take corrective action around any performance variances.

6.3 What is the impact on the organisation?

None

6.4 Equalities / EIA

It is worth noting that TESS provides support for a vulnerable customer group and option 2, service closure would have significant implications for people with a learning disability or mental ill health. Therefore, if this option is pursued a public consultation and Equality Impact Assessment will need to consider how the option will impact on those with protected characteristics under the Equality Act 2010.

If the recommended option is pursued and there are changes in the way the service is delivered, an Equality Impact Assessment would need to consider how the option would impact on those with protected characteristics under the Equality Act 2010.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

If the service were to close there are potentially impacts on partner organisations, particularly for advice agencies and other third sector organisations.

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Director: Martin Yardley	Deputy Chief Executive	Place	29.06.17	30.06.17
Members:				
Cllr Jim O'Boyle	Cabinet Member for Jobs & Regeneration	-	30.6.17	03.07.17
Cllr John Mutton	Cabinet Member for Strategic Finance and Resources	-	30.6.17	03.07.17

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Cabinet

01 August 2017

Name of Cabinet Member:

Cabinet Member for Education and Skills - Councillor Maton

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title:

Procurement of a Framework for Purchase of Modular Build Classrooms and Separate Purchase of 3 Units to Satisfy Immediate Nursery Requirement

Is this a key decision?

Yes

This is a key decision because it will result in a spend of more than £1,000,000 per annum.

Executive Summary:

Under the Council's Rules for Contracts, any procurement exercise which could result in the Council spending more than £1million per annum requires cabinet approval.

The requirement for a modular building framework has been identified by Education to enable the fast and efficient delivery of services required across the City. Currently there is no capacity to complete capital building projects for schools or nurseries under the timescales specified. The Council would benefit from efficient delivery of standardised modular building units that could easily be modified to meet the specific needs of the end user.

There are some immediate requirements within the City as a result of the National introduction of 30 hours free nursery provision for all children aged 3 and the requirement to ensure sufficient places are made available to facilitate this.

Monies and project approvals are being made available by the Department for Education (DfE), however the spend deadlines are very tight thus limiting us on what the Council can deliver. The small modular solution enables single and double sized classroom extensions at various establishments around the city. Disruption is kept to a minimum as most of the building work is conducted off site. On site there are some ground preparation works, assembly and landscaping. This will limit disruption to approximately 6 weeks per site. Currently there is a requirement for 3 immediate nursery units (single) estimated at approximately £700K, this funding is secure. In addition, 3 replacement Key units (double) along with a Key + unit (quad), combined are required with an estimated cost to be £1.2 Million, these will be procured in line with the framework agreement, for which this report seek approval

The three 30-hour free nurseries need to be in situ and money spent by November 2017 to meet DfE requirements.

There could be further 30-hour free provision required subject to funding. These other units are expected to be in place by January 2018 i.e. for the start of the term following the introduction of the new 30 hours free nursery places for children aged 3.

The Key+ unit is provision for primary aged pupils who have been excluded from mainstream schools. The key is a service that provides schooling in a specialist school type setting for primary aged children who need help adjusting in mainstream school.

In addition to the specific identified projects there is further interest in modular provision from schools looking for additional space and the potential for wider use across other services in the Council in future.

Recommendations:

The Cabinet is recommended to:-

- (1) Approve the initial procurement of 3 nursery modular units for Mount Nod Primary School, Sacred Heart Primary School and St Gregory's Primary school, funding from existing DfE approvals
- (2) Approve the procurement of a 4 year framework (3 years + potential extension for a further 12 months) for modular buildings to support future needs across the city up to a maximum of £4million.
- (3) Delegate authority for award of the initial procurement and the framework to the Deputy Chief Executive (People) once a compliant procurement tender exercise has been conducted.

List of Appendices included:

None

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?

No

Will this report go to Council?

No

Report title:

Procurement of a Framework for Purchase of Modular Build Classrooms and Separate Purchase of 3 Units to Satisfy Immediate Nursery Requirement.

1. Context (or background)

- 1.1 Coventry City Council has been allocated funding from Department for Education to provide accommodation within City Schools to help with sufficiency of places to support the new 30 hours free entitlement of nursery care for children aged 3 and 4.
- 1.2 Modular buildings are considered to be the most effective way of facilitating this provision given the sites they need to be located at, timescales for spending of funding and the timetable for availability of such provision.

2. Options considered and recommended proposal**2(a) Options**

- 2.1 Do nothing – this is not an option as this would result in the City not being able to fulfil its duty around free nursery places for children aged 3
- 2.2 Undertake traditional extensions to buildings – this is often more expensive and the timescales for undertaking a traditional extension would be longer than a modular build. Contractors would need to be on site considerably longer than the install of a modular build takes and thus an impact on the working of a live school site would be felt. Inclement weather can also extend the timescales on a traditional build.
- 2.3 Let one framework to cover all needs with no initial procurement – this would lead to a delay in getting the initial sites completed and thus would result in not meeting the funding conditions from the DfE.
- 2.4 Use a national framework let by a Public Buying Organisation – at present there are no available national frameworks for use.
- 2.5 Use modular build classrooms to increase capacity and meet timescales by undertaking a procurement for 3 initial units, followed by setting up a framework to cover future needs over the next 4 years to prevent timescale issues for future projects. This is the recommended option.

2(b) Proposed Procurement Strategy

- 2.6 For the 3 nursery units required, a one stage tender will be undertaken to identify one Contractor to deliver the 3 units required.
- 2.7 This requirement will be advertised both via National Contracts Finder Database and the Councils e-tendering system, www.csw-jets.co.uk, which is free to suppliers to register and use.
- 2.8 The framework will be let following a one stage tender process, similar to an OJEU Open Procedure for a multi-supplier framework. There will be 4 suppliers on the framework and a further competition will be undertaken for every individual requirement as it comes up with all 4 suppliers being invited to bid.
- 2.9 As site conditions will differ from scheme to scheme, a priced schedule of measured rates relevant to the installation of stand alone modular units will also be tendered to allow for

accurate modelling and to apply to schemes as they arise i.e. site set up, landscaping etc. Contractors will be required to hold the rates when submitting tenders under mini competition. Each individual scheme will be tendered using a full drawing and specification for prices to be based against.

- 2.10 A 12 month defect period post practical completion of the works, with a 12 year latent defects period will be part of this contract for each unit.
- 2.11 The terms and conditions to be used for the 3 nursery units will be JCT Minor Works Contract with Contractors Design.
- 2.12 For the framework, there will be an overarching contract with is the JCT Measured Term Contract to cover the initial set up, with the JCT Minor Works Contract with Contractors Design being used for the individual units following further competition.
- 2.13 Both procurements will be based on an evaluation of 70% price and 30% quality with mandatory elements on financial standing, legal compliance and health and safety.

3. Results of consultation undertaken

- 3.1 None

4. Timetable for implementing this decision

- 4.1 Following the call-in period after cabinet if these recommendations are accepted, a tender will be released for the initial 3 modular units for the nurseries.
- 4.2 Whilst tenders are out for the initial 3 units, the team will work to pull together a framework for the provision of future units. This should be available for use from November 2017 to cover any future needs.
- 4.3 The 3 nursery units will be in situ for November 2017.

5. Comments from Director of Finance and Corporate Services

- 5.1 Financial implications

Finances £795,150 for the initial 3 nursery units have been made available from DfE and are already sitting within the Councils Capital Programme for 2017/18. Future purchases using this framework must only be made once approval for the budgets has been sought.

- 5.2 Legal implications

This report is seeking approval to procure a framework agreement for the provision of Modular Buildings as well as 3 nursery modular units for Mound Nod Primary School, Sacred Heart Primary School and St Gregory's Primary school .

The procurement of the framework agreement and 3 nursery modular units will be led by Coventry City Council (the Council).

Due to the potential value of the contracts to be called off the Modular Buildings framework agreement, this procurement in financial terms does not meet the threshold for a full OJEU competition and as such is not subject to the Public Contracts Regulations 2015 (PCR 2015).

The procurement which is the subject of this report will also be subject to the EU procurement principles and the Council's Contract Rules. There is therefore a requirement that it be tendered competitively and that the process be transparent, non-discriminatory and ensures the equal treatment of bidders. In compliance with the principles, there is also the expectation that the procurement will be advertised widely enough for interested bidders to be aware of the contract (s).

This report also sets out the procurement strategy for this contracts in clause 2(b) and states that it will be advertised in Contracts Finder as well as the Council's e-tendering system in accordance with the PCR 2015. The report also gives details of the procurement procedure, evaluation criteria, award criteria (for both the framework and call-off contracts) and the timetable for the procurement exercise.

6. Other implications

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

A framework delivering timely and value for money purpose built infrastructure gives excellent provision across the city. It enables the people of Coventry to have choices and gives greater accessibility to good quality, environmentally friendly buildings.

6.2 How is risk being managed?

Risks are reduced by opting for an offsite factory built modular units. Manufacturers have tried and tested systems in place for the production of these modular units. In these controlled factory conditions many health and safety risks along with inclement weather conditions are removed.

6.3 What is the impact on the organisation?

If the additional spaces are not built on time schools will either need to find other temporary accommodation or delay opening the new services. The schools or the service provider will be responsible for appointing additional staff.

6.4 Equalities / EIA

N/A

6.5 Implications for (or impact on) the environment

The unit will have modern combined cooling and heating system along with insulating materials in line with part L Building Regs Conservation of heat and Power

6.6 Implications for partner organisations?

The awarding of the contract for the initial 3 nurseries will help the relevant schools to meet their duty to provide 30 hours free nursery care for all 3 and 4 year olds by ensuring they have the premises to deliver from.

The awarding of a framework for modular buildings will enable the Council to support other schools or units to meet the same duty going forward or to enable them to grow pupil numbers and accommodate them appropriately when the need arises without having to run a full OJEU tender process separately each time.

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Director: Kirston Nelson	Director of Education	People	03/07/17	12/7/17
Members: Councillor Maton	Cabinet Member for Education and Skills		12/7/17	12/7/17

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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 refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services. The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet

1st August 2017

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor J O'Boyle

Director Approving Submission of the report:

Executive Director - Place

Ward(s) affected:

St Michaels

Title:

Friargate Letting to Financial Ombudsman Service

Is this a key decision?

No

Executive Summary:

In 2013, the Council approved starting the Friargate Business District to regenerate the City, transform the Council and deliver savings, through the purchase of the first building on Friargate for occupation by the Council. The Councils operational office buildings would be reduced and agile and flexible working arrangements introduced to support productivity and efficiency gains from Council staff.

Securing a second tenant to the Friargate scheme remains strategically important to provide confidence to other potential tenants. The Council were approached confidentially in early May by the Financial Ombudsman Service who were conducting a property search in the Midlands and negotiations commenced with the Financial Ombudsman Service to become the second tenant at Friargate by taking up occupation in the Councils building.

The Financial Ombudsman was seeking modern office accommodation for up to 300 staff from October 2017, to supplement their office accommodation in London. Time was of the essence to agree the terms and complete an agreement for lease to them in May to permit occupation in October. Acting under powers of urgency and after consulting the Leader of the Council and the Cabinet Member the agreement for lease was completed at the end of May. This report therefore

seeks retrospective approval to that lease to ensure that this strategically important business occupier to both Friargate and the City was not lost.

The consequence of completing this lease requires the Council to retain operational building capacity within its existing building portfolio for staff (350) intending to move to Friargate, and the upper floors of Broadgate House have been retained for this purpose for the medium term.

A report on the private part of your agenda sets out the terms of the letting and the implications for retaining part of the existing estate.

Recommendations:

Cabinet is retrospectively asked to:

- 1) Agree to amend the approved Council strategy to co-locate staff to Friargate, by retaining the upper floors of Broadgate House to co locate staff not now destined for Friargate and invest in these buildings for staff.
- 2) Approve the letting to the Financial Ombudsman Service of Floors two and three of the Council's new building at Friargate
- 3) Request officers to bring back a further report on investment to maintain Broadgate House in use for operational purposes and any other mitigation measures.

List of Appendices included:

None

Background papers:

None

Other useful document:

Cabinet (18th June 2013) and Council (25th June, 2013) report – Starting the Friargate Business District to Regenerate the City, Transform the Council and Deliver savings.

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=130&MId=9911&Ver=4>

Friargate Update Report 24th January 2017

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11339&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?

No

Report title:
Friargate Letting to Financial Ombudsman Service

1. Context (or background)

- 1.1 In 2013 the Council approved the strategy to start the Friargate Business District by investing in the first building for the Councils occupation, and investing in Junction 6 and public realm improvements to the entrance to the City from the Railway Station. The Strategy involved the rationalisation of the Councils operational property estate to avoid backlog maintenance. Staff were due to work from the new building when it was completed and the office estate rationalised. Other parts of the strategy to create a single customer centre and improve the democratic centre at the Council House have been delivered. The Friargate building is under construction and is due for completion in August 2017.
- 1.2 At the same time Council gave approval to negotiate with an incoming second occupier as a strategically important tenant and bring forward a second building at the development subject to a report back.
- 1.3 The incoming second occupier did not proceed but a second tenant to the Friargate scheme still remains strategically important to provide confidence to other potential tenants. The Council were approached confidentially in May by the Financial Ombudsman Service who were conducting a property search in the Midlands and negotiations commenced with the Financial Ombudsman Service to become the second tenant at Friargate
- 1.4 The Financial Ombudsman Service are based in London and were looking to establish a new office within a defined travel time of London in which they intend to locate 300 staff jobs. The search focussed around several Cities and included Coventry. Negotiations on a suitable location within Coventry focussed on Friargate.
- 1.5 The Financial Ombudsman Services requirement for space was urgent and in order to guarantee they would have the space they needed for October they wanted to conclude negotiations for an agreement for lease to start in October urgently or would have had to consider other options.
- 1.6 This proposal will impact on the Council's approved accommodation strategy in that approximately 20% of the office space to house Council staff will now not be available for Council purposes, requiring the Council to retain some operational office space from the Council's existing building portfolio to house these staff and investment in them in the absence of any other solution. In the medium term the building with the capacity to provide accommodation for displaced staff is the upper floors of Broadgate House, which were intended to be disposed when vacated.

2. Options considered and recommended proposal

- 2.1 The agreement for lease to the Financial Ombudsman Service is for two floors of office accommodation in the new Friargate building together with a shared reception on the ground floor for a term of 10 years on open market terms. The commercial terms of the lease are reported in the private report elsewhere on your agenda.
- 2.2 The Financial Ombudsman Service intend to locate 300 staff in the new building and commence occupation in October building up to full capacity before the end of the year.
- 2.3 The move would mean that under the current arrangements a number of staff would be unable to relocate to Friargate and would remain in some retained operational space. In the

absence of any other permanent proposal for these staff capital investment will be required in these buildings to ensure that they are fit for the Councils use for the medium term.

- 2.4 In financial terms in addition to providing a medium to long term income, sub-letting space to the Financial Ombudsman Service would produce savings in maintenance costs and rates at Friargate which need to be set against any increases in costs for ongoing costs of occupation for retained accommodation.
- 2.5 A decision to accommodate the Financial Ombudsman Service in the Friargate building means that not all staff can transfer to Friargate into one consolidated building therefore this proposal would need to be balanced against the Council's approved proposals for the Councils occupation of Friargate.

Options

- 2.6 This report seeks retrospective approval for the terms agreed and lease granted to the Financial Ombudsman. Council officers acted on grounds of urgency and in consultation with the leader of the Council and the Cabinet Member Jobs and Regeneration to ensure that this strategically important letting, and the jobs that come with it, were not lost to the Friargate development or the City. The Council will need to make plans to retain space and accommodate staff within alternative Council offices and invest in these buildings to give them a useable life. The office building that offers the capacity to house the number of staff displaced is Broadgate House upper floors, which was due to be released under the the Councils approved accommodation programme.

3. Results of consultation undertaken

- 3.1 The Council has not undertaken formal public consultation around the proposal.

4. Timetable for implementing this decision

- 4.1 The letting to the Financial Ombudsman Service has already been secured under emergency powers, this report is seeking retrospective approval.

5. Comments from Director of Finance and Corporate Services

- 5.1 Financial implications

The financial implications of this letting and the need to retain operational space in the existing estate are reported fully in the private report elsewhere on your agenda.

Sub-letting space to Financial Ombudsman Service would mean that up to 350 staff would be displaced from locating at Friargate. It is planned to retain Broadgate House floors 3-5 for this purpose as the only space capable of co-locating this number of staff.

The Councils approved accommodation strategy has a revenue savings target of £500,000 per annum. The impact of the letting to the Financial Ombudsman and the consequential investment in retained space will be managed within the existing target revenue savings target, and reported at the completion of the project.

- 5.2 Legal implications

The reports seeks retrospective approval to approve the grant of an agreement for lease which has been entered into between the Council and the Financial Ombudsman Service to allow the occupation of two floors within the Council's building at Friargate.

In order to avoid any risk of a state aid challenge (on the basis of a failure to secure market value and so in essence provide a subsidy) the terms of the lease arrangement should be certified by an independent valuer as representing market value. To achieve this the letting to the Financial Ombudsman Service was negotiated on the Councils behalf by independent Chartered Surveyors (GVA Grimley). They have certified that the Council is compliant with its responsibilities under section 123 of the Local Government Act 1972. The report does not identify any issues with the proposals.

No consent was required for the letting to the Financial Ombudsman from the Councils superior landlord (Friargate LLP) although the Council will need to register the lease with them.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives (Council Plan)?

The recommended proposal will contribute to the Council's core aims of:

- **Making the most of our assets** – The recommendations of this report propose that the Council uses its building at Friargate to secure the Financial Ombudsman Service within the city – but will require buildings retaining with backlog liabilities that were being avoided by the original proposal for the Council to occupy the Friargate office alone.
- **Supporting Businesses to grow** - Within this proposal the Financial Ombudsman are looking to bring some of their business to Coventry.
- **Developing the city centre** – The Financial Ombudsman letting will help to provide confidence in the Friargate scheme and City Centre and will help when promoting both schemes to investors and occupiers.
- **Raising the profile of Coventry**– the Financial Ombudsman is a very prestigious tenant and their location in the centre of Coventry adjacent to rail station will promote both Friargate and the city.

6.2 How is risk being managed?

The agreement for letting to the Financial Ombudsman is legally binding. The key risk is that the buildings completion is delayed beyond October, for which there are penalty arrangements in the lease. Officers are in close contact with the developers but have not been informed formally of delays beyond the current building completion date of August.

6.3 What is the impact on the organisation?

The full benefit of the original proposal to co-locate back office staff to Friargate to will not be realised. Accommodation some staff will need to be retained in other locations namely the upper floors of Broadgate House because of the capacity that it offers. These facilities offer poor quality office accommodation and will require modernisation and backlog maintenance issues invested in. Officers will work on proposals to come forward with a costed retention plan once it is determined which teams will not move to Friargate as well as consider other mitigation measures.

6.4 Equalities / EIA

Equalities will not be affected by these proposals

6.5 Implications for (or impact on) the environment

As the proposal relates to space either under construction or currently existing there is no anticipated impact on the environment.

6.6 Implications for partner organisations?

None

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Names of approvers for submission: (officers and members)				
Martin Yardley	Executive Director	Place	4/7/17	6/7/2017
Councillor J O'Boyle	Cabinet Member Jobs and Regeneration		7/7/2017	11/7/2017

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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 refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services. The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet

01 August 2017

Name of Cabinet Member:

Cabinet Member for City Services – Councillor Innes

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All

Title:

Extension of Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport.

Is this a key decision?

Yes

The Councils Rules for Contracts state that all procurement for spend over £1million per annum must be approved by Cabinet. The proposed extension to this contract will result in spend in excess of £1million per annum.

Executive Summary:

In line with Coventry City Councils Rules for Contracts, Cabinet are asked to consider the proposal to extend the existing MRF (Materials Recycling Facility) and associated Bulking and Transport contract for the final two (2) years available.

Under the revised Waste Strategy for England 2007 the Council has a statutory obligation to make collections of the following materials from the kerbside:

- Paper
- Metal
- Plastic
- Glass

This Contract supports the delivery of that statutory obligation.

This Contract was let in 2009 for an initial period of four (4) years with options to extend for up to a maximum of a further six (6) years (ten (10) year total). In 2013 and again in 2015, the Council extended the provision for two (2) years.

The proposed extension will expire on 6th September 2019, and there are no further provisions to extend beyond that.

The Contract is made up of 2 Lots. Lot 1 is for the provision of a MRF - a specialised facility which receives, separates and prepares recyclable materials for marketing to end-user manufacturers. This lot is currently operated by Biffa Waste Services. Lot 2 is for the provision of bulking and transport of the waste to the MRF and is currently operated by Tom White Waste.

Details on pricing can be found in the corresponding private report.

Recommendations:

Cabinet are asked to:

- (1) Approve an extension to both Lot 1 (Material Recycling Facility Treatment) and Lot 2 (associated bulking and transport) of the existing MRF contract for the final two (2) years available.

List of Appendices included:

None

Other useful background papers:

None

Other useful documents

Coventry City Council's Municipal Waste Strategy

http://www.coventry.gov.uk/downloads/download/1195/waste_strategy

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

Page 3 onwards

Report title:

Extension of Contract for Materials Recycling Facilities (MRF) and Associated Bulking and Transport.

1. Context (or background)

- 1.1 In accordance with the Environmental Protection Act 1990 the Council has a legal obligation to undertake collections of household waste, including the separate collection of waste paper, metal, plastic and glass (The Waste (England and Wales) (Amended) Regulations 2012).
- 1.2 The MRF contract is utilised to dispose of recyclable materials collected at the kerbside by an in-house collection team.
- 1.3 There are no MRF facilities within the boundaries of Coventry, nor does the Council own sufficient land for the storage of materials (at the volume collected) prior to disposal. Therefore it was necessary for the Council to let the contract with a bulking and transport element.
- 1.4 The existing contract was let through a full OJEU procurement exercise in 2009, for an initial period of 4 years, with possible maximum extensions of a further six (6) years. A two (2) year extension was agreed in 2013 and again in 2015.
- 1.5 The likelihood is that going out to tender for the full tonnage may yield either no responses or a less favourable deal than that put on the table by the existing tenderer which is a risk. If this happened, spot gate fees will be higher. Also, a MRF that is further away would lead to an increase in transport costs.
- 1.6 The corresponding private report provides further detail on existing costs, proposed costs for the extension period and expected alternative.

2. Options considered and recommended proposal

- 2.1 **Option 1.** Extend the existing contract for the remainder of the extension period available, i.e. 2 years, maintaining terms and conditions as previously agreed. The Council would retain associated risks with fluctuating market commodity values. The existing gate fee is below market value and the average gate fee paid by local authorities in England.
- 2.2 **Option 2.** Use of a national framework, let by a Public Buying Organisation – no such framework exists.
- 2.3 **Option 3.** Tender for a new contract – market testing undertaken during the last extension period, market conditions and discussion with the existing supplier suggest that a competitive exercise at this stage would see the gate fee per tonne significantly increase.
- 2.4 **Option 4.** Use of an in-house facility. This option would require significant capital investment and a substantial increase in tonnage throughput. Delivery of this option would require a feasibility study to determine a suitable site, capital investment, and tonnage input from other sources. The lead time associated with this option would be significant and need to take into account facility design, construction and commissioning, ruling this option out as an immediate solution.
- 2.5 Option 1 is the recommended option.

3. Results of consultation undertaken

No consultation undertaken.

4. Timetable for implementing this decision

- 4.1 The existing contract expires on 5th September 2017. Subject to Cabinet approval and call-in processes, the Council would look to offer extensions to the existing Lot 1 and Lot 2 providers for the extension period to run from 6th September 2017 to 5th September 2019.
- 4.2 Any re-tender of this contract would need a reasonable mobilisation period for any new Contactor and therefore, the project team will review this contract in 9-12 months' time to plan provision for post September 2019 and consider options for future contracts.

5. Comments from Director of Finance and Customer Services

5.1 Financial implications

This service is funded from the domestic waste budget. The price for the 2 year extension does not cause any budget pressures. Please see the corresponding private report for further information.

5.2 Legal implications

This report is seeking approval to extend an existing contract which was let compliantly under the Public Contract Regulations 2006.

The proposed extension period is both within the provisions of the original procurement and within the Contract Terms and Conditions.

The value of the extension is above the OJEU procurement thresholds. Following this 2 year extension provision, there is no further extension period and therefore any new contract would have to be procured in line with Public Contract Regulations 2015, and the Council's current Rules for Contract.

6. Other implications

Any other specific implications

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

In accordance with the Environmental Protection Act 1990 the Council has a legal obligation to undertake collections of household waste, including the separate collection of waste paper, metal, plastic and glass (The Waste (England and Wales) (Amended) Regulations 2012).

The Council's Municipal Waste Strategy 2008-2020 outlines the Council's approach to meeting legal obligations and recycling targets set out in the Waste Strategy for England 2007. Namely, 45% of household waste arising to be recycled by 2020.

6.2 How is risk being managed?

This option manages the risk associated with commodity market price fluctuations most robustly at this time. By not going out to the market at this current time the Council is not exposed to a nervous market and associated higher gate fee's / risk of failure to secure a contract.

Having a bulking and transport point within the City under Lot 2 reduces the operational risk of requiring more rounds within the City to deliver the same service, time delays getting to the end destination site, and better utilises resources to run efficient collection rounds.

Risk of procurement challenge is low on this option, since the extension proposed is in line with the tender exercise undertaken in 2009 and the Contract Terms and Conditions which formed part of that.

6.3 What is the impact on the organisation?

The Waste Strategy for England 2007 stipulates nation targets for recycling, namely, 45% of household waste arising to be recycled by 2020. Failure to secure a MRF contract and outlet for recyclable collected would result in recycling targets not being met.

6.4 Equalities / EIA

No formal equalities impact assessment has been carried out. However, it is not expected that there will not be any disadvantage to any group if the recommendation is approved.

6.5 Implications for (or impact on) the environment

The Waste Strategy for England 2007 outlines the Governments ambition to work towards a zero waste economy, in which material resources are reused, recycled or recovered wherever possible and only disposed of as the option of last resort. This means reducing the amount of waste produced and ensuring all material are pushed up the waste hierarchy. The benefits will be realised in a healthier natural environment and reduce the impacts on climate change.

6.6 Implications for partner organisations?

None.

Report author(s):

Name and job title:

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Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
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Layla Shannon	Senior Waste Management Officer	Place	07/07/17	07/07/17
Sarah Elliott	Head of Fleet and Waste Management	Place	07/07/17	07/07/17
Other members				
Names of approvers for submission: (officers and members)				
Finance: Phil Helm	Finance Manager (Place)	Place	07/07/17	12/07/17
Legal: Rob Parkes	Team Leader (Place)	Place	07/07/17	10/11/17
Director: Andrew Walster	Director, Streetscene and Regulatory Services	Place	11/07/17	11/07/17
Members: Councillor Innes	Cabinet Member for City Services			

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Public report Cabinet Report

Cabinet

1st August 2017

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director approving submission of the report:

Deputy Chief Executive (Place)

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):

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Contributors:				
Names of approvers: (officers and Members)				

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	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.	Coventry Station Masterplan Update Report on proposed constructor contract appointments	Minute 101/16 24 th January 2017	To be confirmed	Deputy Chief Executive (Place) Colin Knight		
2.	Friargate Update Report Further report on Council buildings to be retained, investment to maintain them in use for operational purposes, and any other mitigation measures.	Minute 105/16 24 th January 2017	To be confirmed	Deputy Chief Executive (Place) David Cockroft		

* 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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